

ORCHESTRATE

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The BRIGHTON GROUP

Partners^{Inc.}

The Brighton Group, an OI Partners company is a locally owned and managed consulting firm specializing in career and organizational transition services. In-depth, one-on-one consulting is the core of our distinctive approach.

www.brightongrp.com

The need to lay off employees can present any organization with a daunting challenge. When the number of people impacted rockets into double or even triple digits, there is a thin line between success and chaos that requires orchestrating a vigorous game plan. There can be significant implications to ongoing business stability, employee morale, and bottom-line productivity due to a lack of planning and execution. As a result, our clients have found the following practices to be difference makers.

Project Planning. Large-scale projects increase the magnitude of all planning issues and introduce additional considerations that are not part of a single layoff or a small event. These can include coordinating with multiple managers across the organization, legal consideration of policy and precedent setting issues, consistent and defensible selection criteria, adverse impact reviews, and increased security considerations.

Dedicated Project Leadership. A synchronized effort that includes both an internal project owner and an external project consultant provides a clear roadmap for planning, process definition and role distribution. In this emotionally charged transition environment, project leadership must be a blend of strategic, collaborative, and diplomatic competencies along with masterful change management skills.

Team Preparation. Coordinating multiple moving parts includes, reviewing the event logistics with participating executives, managers, the HR team and support staff. Additionally, training managers on conducting the terminations and communicating the business rationale for the changes, while spending time asking the “what if” questions and role-playing the “worst case” scenarios, neutralizes the inevitable chaos of these events.

Termination Event. Seen as a decisive moment for both the individual and organization, the availability of experienced professionals to connect with impacted employees immediately after their termination provides critical emotional support that redirects the individual to moving forward and surfaces any potential company risks.

Resource Orientation. Information is provided to clarify resources available, including EAP assistance, benefit continuation, unemployment information, vacation payouts, and professional outplacement assistance to help the individual in transition.



Although the above seem straightforward, when faced with a layoff event of any magnitude, a good game plan is critical. Recognizing the complexity of the event and the stakes involved leads to strategic and tactical project management that transforms potential chaos into pronounced success.

“A better human experience...for a better business outcome”

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