

PROMISE

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The BRIGHTON GROUP

 Partners Inc.

The Brighton Group/OI Partners Inc. 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.

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All organizations have a mission statement of their products or services, a brand position or a brand promise. These claims are used not only in promotion to their clientele but also to engage and retain employees. Company mission statements show up in personnel handbooks, on wall plaques and in value declarations—a promise to employees and customers alike. But when companies downsize, does it hurt or break their brand promise?

To the company's critical talent, the decision to downsize is rarely a surprise and is usually made a little easier by the belief that there is a purpose—a call to respond to the shifting business climates, money to save, customer needs to be responded to, and performance to be improved. Transition is simply another part of the employment lifecycle, another opportunity to engage critical talent, solidify the integrity of the brand promise, and maintain a talent edge over the competition.

We find three critical anchor points that have an impact on building a promise to employees during a downsizing.

Communication. Companies that rise from the downsizing challenge know when, how, and to whom to communicate. Any misalignment in design and execution of the communication strategy with the slogans on the wall will become a festering pot that can transform a once stable employee relationship into one of confusion and discontent.

Deliver Organizational Justice. Creating organizational justice is becoming increasingly important in today's marketplace. When a company undergoes downsizing, employees need to have unwavering trust in their company and direct managers that they will be treated fairly. People will become long-term, deeply engaged employees and consumers of the company when they experience what they expect in terms of justice and fairness.

Focus on Reengagement. Survivors will experience stress and some may act out because of fear and anger. Workloads for survivors may increase, and it's important for management to be honest about it. Managers need to help survivors remain engaged in their work and make sure they know they are recognized and value.



An employer's brand promise will create an emotional attachment to the company resulting in the strongest forms of engagement. During a downsizing, there is tremendous opportunity to leverage the brand as a true articulation of what the company stands for today, desires to be in the future, and declares as key promises about what can be expected from the company.

"A better human experience...for a better business outcome"

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