

RESPONSIVENESS

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The BRIGHTON GROUP

oiPartners^{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.

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Carrying out a significant layoff inevitably creates a conflict between the urgent economic business need driving the layoff and the corporate ethos screaming for the wellbeing of its workforce. In the midst of this quandary, how do companies reasonably care for the impacted employees and demonstrate to those remaining that their core values have not been forsaken?

After the liability considerations have been carefully assessed and leadership has weighed the upside potential of remaining employees, the additional area for consideration reflects on the human concern factor in the process. Having a far-reaching impact, employees rapidly make judgments about the level of empathy they perceive being demonstrated. The time for recognizing and addressing the human concern side of the equation is during the preparation and delivery phase of the layoff event, not after the fact.

What does this company empathy factor look like? Here are a few examples from our clients.

- A company facing significant layoffs offers a voluntary layoff incentive to encourage the transition of staff. The outcome? Positive employee perceptions that the company has been prudent to avoid involuntary terminations.
- Seven days before the termination event, one department is identified as having long-tenured and narrowly skilled workers who are scheduled to receive minimal transition support. Packages are customized to recognize their service and the significance of this transition.
- In planning for a 16% staff reduction, specific deliberation occurs regarding a married couple working within the organization that will receive notice within hours of each other.
- A mid-market company completes a second-look audit of the short, notification list to identify extenuating individual circumstances (e.g. terminal illnesses within the family, recent loss of spouse, late stage pregnancy or unusual economic hardship) that might alter either the decision or the transition package offered.



Termination events can be chaotic, uncomfortable, and reactive work while provoking a “let’s get this done” mentality. They also grow to be influential events in the life of the organization, and can be an opportunity to demonstrate ongoing commitment to valuing people. Companies who foster employee wellbeing and demonstrate respect in lean times tend to be able to attract and engage better talent moving forward.

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

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