

Beyond redundancy

How managers can lead their teams through and beyond the redundancy process

A business relies on those left behind to help it bounce back after redundancies

The problem is companies tend to underestimate the negative impact on the retained staff. They often become disengaged during and after the redundancy process, and find it challenging to transition to the new organisational state.

How can a business keep staff productive during redundancies?

The key lies with line managers. Line manager relationships are one of the key drivers of engagement and they are in the position to manage expectations, keep up morale, and motivate team members towards the future. Yet line managers often lack the experience or tools to manage their people through these difficult times.

We help line managers to lead their people through each stage of the transition

Our 'manager workbooks' enable them to keep staff focused during a redundancy exercise and help those left behind to focus on the future. The workbooks provide practical guidance, templates and examples in order to tackle the three key stages that employees experience during the transition:

- Endings – helping people to acknowledge and accept the fact that change is on the way
- Transition – dealing with the change, preparing those impacted to move on, and keeping survivors engaged
- New beginnings – enabling survivors to move on and transition to the new state.

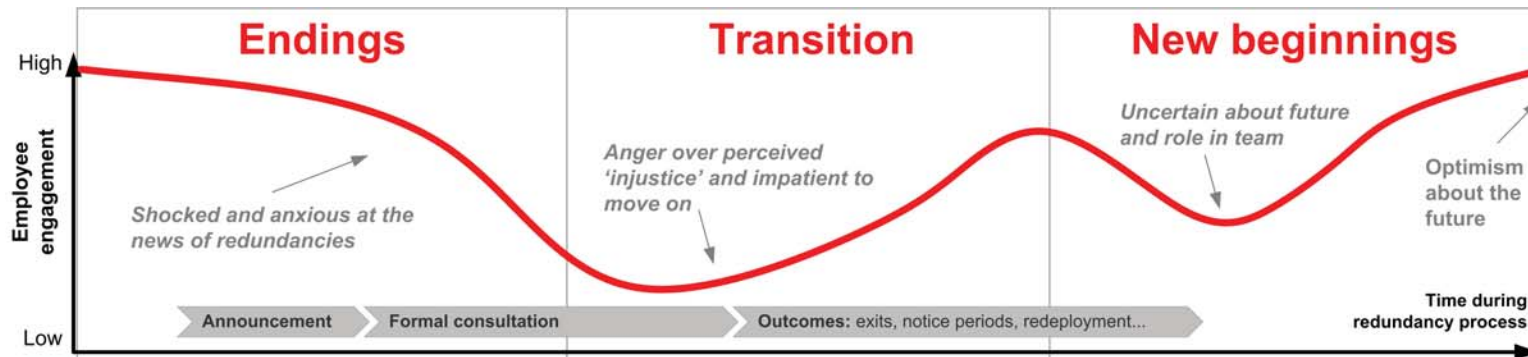
To supplement the workbooks, we guide senior leaders and HR in providing a network of support for line managers, and advice in how to establish the future-state organisation post-redundancy.

Mismanaging retained staff puts business continuity at risk

1. Our research has found that redundancies can create poor perceptions of 'organisational justice' amongst retained staff who become disengaged in the business as a result¹
2. Redundancies shock and demoralise retained staff so much so that those considering voluntarily leaving increases by 30%²
3. 60% of senior managers made staff redundant in the past two years and had no training or experience in the area. Many enjoy their jobs less as a result, particularly as they believe employees' attitudes have changed towards them, making them less able to do their jobs effectively³

1 Conducted with Birkbeck University, December 2004
2 Harvard Business Review, 2008
3 Continental Research, September 2005

Our manager support is designed to help the business navigate the 'redundancy curve'*



	'Planning' workbook	'Implementation' workbook	'Moving on' workbook
Line manager support	<ul style="list-style-type: none"> • Defining job roles: contribution to business and criteria for succession • Technical briefing: legislation and practices relating to redundancies • Team communications: <ul style="list-style-type: none"> ○ General guiding principles for communicating ○ Explaining the rationale ○ Timeline and process 	<ul style="list-style-type: none"> • Managing discussions: how to handle difficult conversations and avoid common pitfalls • Transition forecast: anticipating how different individuals will react, and planning appropriate tactics • Team communications: <ul style="list-style-type: none"> ○ Making the announcements ○ Feedback workshop for retained staff 	<ul style="list-style-type: none"> • Redefining job roles: identifying impact to retained jobs and communicating job descriptions and expectations clearly • Developing careers: career pathways and guidance for retained staff • Team communications: <ul style="list-style-type: none"> ○ Weekly meeting agenda ○ Team building exercises ○ 'Temperature' checks

Ongoing re-engagement

- Reward policy
- Talent management
- Communication

Leadership and HR support	<ul style="list-style-type: none"> • Communication planning: content, timing and channels from business leaders and HR to keep line managers engaged • Recognition programme: ensure managers are retained and motivated to managed the redundancy process proactively • Leader meetings: regular forums that allow managers to share experiences and hear from business leaders • Coaching and mentoring: ongoing dedicated one-to-one support for line managers
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*Model based on Transition Framework, William Bridges, Ph.D

CONTACT US

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