

CAREER TRANSITIONS

Manager's Guide

Conducting Notification Meetings

MANAGER'S GUIDE:

Conducting Notification Meetings

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MANAGING THE NOTIFICATION PROCESS

In today's business world, terminations and layoffs are a fact of life, and given the current climate of disruptions (by innovations and mother nature) mergers, acquisitions, realignments, and downsizings, managers and supervisors must develop the skills to manage the notification process effectively.

The tips outlined in this Guide will assist you in handling the meeting with skill. Remembering that you are talking about the possibility of major changes in a person's life will go a long way in assisting you to do so with compassion.

This Guide is designed to help by giving you both a general understanding of the dynamics of the notification, or separation process, as well as specific information on how to gracefully conduct the actual meeting. Please do not hesitate to contact us with your questions, comments and concerns.

With the recent COVID-19 pandemic, how notifications are conducted has changed drastically. They require even more coordination, planning and EQ by Human Resource teams and business leaders.

The notification meeting should be done with both skill and compassion. We've updated this guide with some tips procured through our learns while partnering with our client companies during this unprecedented event that is changing how we work, and live.

PLANNING AND PREPARATION

Careful planning prior to the notification meeting can ensure a successful outcome. A successful notification:

- Treats the employee with dignity and sensitivity
- Prevents legal problems for the company, and
- Minimizes trauma to the remaining workforce so they can focus on productivity.

Decisions must be made regarding who will deliver the message, content of the message, location, and timing of the meeting, and severance benefits. Because the notification event results in emotional reactions for both the terminated employee and those who remain part of the organization, it is essential that the manager prepares and practices.

Timing of the Meeting

Many people want to hold notification meetings on Friday afternoon—to put them off as long as possible. It is quite natural to feel this way. However, from the point of view of the employee, Friday afternoon is the worst possible time. Generally, the best time is early in the week, preferably Monday or Tuesday. Notification early in the week affords the individual a chance to begin to take some positive action toward the next career step. The individual also can talk with someone about the termination, rather than sitting at home fretting alone.

Where possible, avoid significant dates, such as birthdays, anniversaries, holidays, graduations, hospitalization of a family member, etc.

Who Delivers the Message

The employee's immediate supervisor should be the one to deliver the message. Under special circumstances, a more senior manager, and/or a human resource representative should be present, but we strongly

recommend the immediate supervisor conduct the notification alone. Others present should act as witnesses.

Any manager or supervisor who feels uncomfortable about any aspect of a specific notification meeting should work with HR and their manager on an alternative.

On an occasion where a manager is also being notified of an impending layoff, it is appropriate for a more senior manager in the department to conduct the conversation.

Where the Message is Delivered

The manager or supervisor's office is usually not the place to hold a notification meeting. We recommend an office of "neutral ground" which affords sufficient privacy or a conference room away from the employee's work area.

The reason for this is simple: it allows the manager or supervisor to end the meeting by getting up and leaving after the message has been delivered and avoids the awkwardness of a protracted conversation. It is also advisable, where possible, to have an informal seating arrangement.

If you have a number of people to meet with, we suggest you carefully space and schedule the meetings to avoid potential overlap.

Group Notifications

While not ideal, in many situations, meeting as a group to share news of a layoff cannot be avoided. In these situations, if some members of the group are NOT being let go, consider meeting with those impacted first and then meet with those whose role is not being eliminated.

Length of the Meeting

The length of the meeting should be 10-20 minutes. Longer than that opens up the possibility of derailing the conversation and encouraging debate. Briefer than 10 minutes might be experienced as callousness. The actual act of notification should occur in the first five minutes, leaving time for the individual to express his or her feelings.

The Separation Package

The separation package should be written out and given to the employee at the time of notification. This documentation is usually done in letter format and includes the amount and terms of severance pay, vacation pay (if any) continuing company benefits, and services of an outplacement firm.

This separation support information should be in writing since the shocked reaction of terminated employees prevents their retaining detailed information. It also provides tangible proof that the company is going to help during their transition.

In many instances, a human resource representative will explain the details of the separation package to the individual. Best practices recommend having the separation package available at the time of notification. If this is not possible, offering a sample of the paperwork is recommended.

Practice Delivering the Message

It is important to know what you want to say. Communicating the notification message in a brief, concise, and sensitive manner is your goal. To help you achieve this, prepare a script (or refer to the company-prepared script). Then rehearse. Anticipate the types of reactions you may see from the employee and be prepared to deal with them.

Remote Notifications

Prior to the COVID-19 pandemic, the practice of laying off individuals or groups via video conferencing was not encouraged or practiced. This disruption has forced all organizations to innovate how they work, and this means, conducting notifications remotely. Doing so does not change the overall strategies for ensuring this experience is as humane and empathetic to employees as possible. Key reminders include strategic and thorough planning, transparent communications and emphasizing the human impact this meeting will have on an individual and their family.

The questions used to plan notifications remotely include:

1. *How can we virtually conduct layoffs while ensuring an approach that respects human dignity?*
2. *How do organizations preserve their employer brand and strong organizational culture?*

3. *How can we provide impacted employees with immediate access to get support through EAP and career transition services?*
4. *How can we coordinate conversations most effectively and humanly? What is the impact of delivering notifications to groups?*

There is no right answer to each of these questions – each organization must assess what works best for their organization, culture and situational realities. The logistics alone for conducting remote notifications can grow exponentially when the size of the layoff increases. Some conversations that clients have fielded recently include: Do you have a group meeting? Two group meetings? By department? All staff and then break into smaller groups to deliver the news? What if only the C-level is involved in the decision making of WHO is let go? At this time, no one is an expert in remote group notifications – everyone is learning as we go.

The following tips are provided as guidance to the planning HR teams and business leaders for remote notifications:

1. Decide and clarify what is being offered to employees post-employment – consider financial impacts and, equally, your employer brand reputation and company culture. These are critical in surviving any recession and all major changes within an organization.
2. If the situation demands for a group notification, do prioritize and ensure communication with each affected employee immediately after the group announcement. If at all possible, that communication should be a virtual conversation and not just a written email communication.
3. It's highly recommended to deliver the message in a live video/skype call than via phone, email or recorded message.
4. As with any notification, practice the message. Take the time to record your practicing it and watch it back. Observe your tone, your eye contact and pace of communicating the layoffs.
5. Practice with the technology you will be using. Make sure someone is acting as the “audience” to provide you with feedback on the experience.

6. Be prepared to answer a myriad of questions and respond to responses and behavior and that might occur on screen or during a webinar/meeting. Doing so in-person is challenging, responding to your audience on screen when you cannot see responses and read emotions or CAN and may be disrupted by it, is a difficulty level many of us have not experienced. Practice.
7. Fully use the video conferencing security best practices to minimize disruption, recordings, etc.
8. Schedule post-notification meetings for impacted employees with managers and HR team members to clarify severance benefits and next steps.
9. Create a coordinated plan for employees to pack up their workstations/offices. During social distancing and quarantine, this will require far more planning than usual. Calendly.com is a scheduling tool that allows large numbers of people to self-schedule based on a pre-determined duration and can help manage the number of people scheduling time to pack up their office and entering an office building.
10. Coordinate early with EAP and Waldron's Career Transition team to ensure follow-up support is available easily and is top of mind for your impacted employees.

Waldron has been offering webinars for impacted individuals on their career transition benefit sponsored by the organization for many years. These sessions are highly valuable and provide real-time, immediate support to employees. It also supports messaging the organization has around the layoff, benefits and next steps.

11. As is standard, plan and coordinate a follow up virtual meeting with those employees who will remain employed immediately and regularly bring the remaining staff members together over the next few months.

CONDUCTING THE MEETING - INDIVIDUAL

The following parts of the notification meeting require careful and thorough planning:

1. Warning and rationale
2. Delivering the message
3. Explaining separation support
4. Listening and responding with empathy
5. Providing structure for next steps
6. Closing the meeting

Provide a Warning and Rationale

The opening statement should be brief and to the point. It should contain the rationale (the truth only) and the facts of the situation.

Example

Warning: "George, I have important news that impacts you."

Rationale: "You know the company announced it was looking for a buyer for the loan centers. A buyer has been found and the deal is going through. This has resulted in the need to eliminate a number of jobs."

Deliver the Message

Tell the employee clearly and succinctly that he or she is separated and the reasons for this notification. Be concise and definite. Provide an effective date.

Example

"A reduction in the workforce is happening today throughout the division. Effective today, your position is eliminated and unfortunately, your employment with Organization A Bank is terminated."

or

"Our department is directly impacted. This means that your position is eliminated and unfortunately your employment with Organization A Bank is ending. This is effective today."

Explain Separation Support

Provide separation benefits and other assistance in writing. When explaining the benefits, highlight severance pay, continuing benefits, career transition counseling, and other assistance provided by the Company. The human resource representative, as a later step, can go over the specifics of each individual's benefits.

Example

"To assist you in this transition the company has put together a severance package. You are eligible to receive severance pay, certain company benefits that will continue, and you will be paid for unused vacation. The company has retained the services of Waldron to assist you in your job search."

Listen and Respond with Empathy

The next stage is important. Wait in silence for a reaction from the employee. The employee will react to the news. Listen! When it is appropriate for you to speak, be empathetic without clouding the issue. It is hard not to defend or justify the decision but try not to get into a heated or emotional discussion. Avoid statements such as, "I know how you feel," or "It's not as bad as it may seem." These "band-aids" are not what the employee needs at this time.

Provide Clear Structure for Next Steps

Since the employee may be in shock and not understand what is said, care should be taken to clearly outline the individual's next steps. These steps are usually:

1. Discussing any operational or transition issues
2. Meeting with human resource representatives
3. Return of company property
4. Retrieval of personal effects

Be brief and clear about all operational matters, such as clearing out the office, return of company property (such as credit cards, ID badges), transfer of duties, and identification of the company person(s) who will handle all matters after the notification meeting. Communicate decisions for retrieval of personal items. Indicate whether the individual is free to return to their work area or whether he or she is required to leave the building.

Example

"George, I would like you to acknowledge receiving the separation letter by signing this form. You will also have the opportunity to meet with a company benefits representative to go over your severance package and get answers to any questions you may have."

Close the Meeting

In closing the meeting, present the employee with the severance packet and make an offer of personal support and best wishes.

Example

"George, I'm sorry that I had to be the one to break this to you. I want to wish you the best of luck for the future (and if I can be of help, let me know).

CONDUCTING THE MEETING – GROUP MESSAGING EXAMPLE

Below is an example, using the above guidelines, for messaging to a group; adapt based on size of group, in-person vs remote and the leader's communication style.

Warning and rationale

As we look to the future, our mission remains the same, however our means of fulfilling this important mission and promise to our customers has to evolve. We need to adapt how we work to ensure this organization is sustainable for many years to come.

Delivering the message

Today I am sharing a reorganization that addresses the challenges we face including outdated technology infrastructure and a declining market. This requires that we make some very difficult choices that will affect each of you. Our survival and our ability to deliver to our customer's evolving needs depend on successfully making this change. Most significantly, it requires us to restructure and address revenue realities. This requires us to reduce our costs, including payroll. We will be laying off a significant number of people today.

Explaining separation support

Each impacted employee will receive a severance package that includes severance, COBRA and career transition/outplacement services to assist with their job search.

Listening and responding with empathy

At this time, I'd like to open the floor for any questions. Please feel free to submit via the chat feature or raise your hand and we will unmute you. At this time, I will not be sharing specifics about who is being laid off as we want those individuals to learn about their future first.

Providing structure for next steps

Over the course of today, we'll be meeting with individuals to discuss what this means to each of you. You should have received an invite from your manager for a meeting to discuss what this means for you specifically. If the time requested does not work for you, please let your manager know.

Closing the meeting

I recognize that this is a very challenging time for all of you and today's news will add to your grief and stress. Your commitment and contributions to this company are significant and I thank you. Thank you for your patience as we meet with each of you to discuss your future with the company. We will move as quickly as we can.

WHEN TELEPHONE NOTIFICATIONS ARE NECESSARY

Face-to-face meetings are always preferable in the communication of a separation from the company. However, there will be situations in which phone notifications must be made, but only as a last resort. When a phone notification is necessary, call the person directly. Do not delegate this responsibility. Should the person be unavailable, leave no message other than your name. Get back to this employee as soon as possible. There is an increased likelihood that other people can get to the employee with news of the separation before you do. When you are speaking with the affected employee, begin the conversation with a statement like the following:

"I would have preferred to discuss this with you face-to-face, but since that was not possible, I thought it was important that you hear this news directly from me."

At this point, return to the original script used in the face-to-face meetings. When you sense the employee is ready, make the following statement:

"I would like to go over the benefits and career transition support available to you. We can do that now or wait and schedule a time for you to come into the office. Which would you prefer? Also, a Human Resources Representative will be available to explain your benefits in detail."

RECOGNIZING AND RESPONDING TO COMMON REACTIONS

Reactions of employees are going to be unique and specific to the individuals concerned. Yet, as with all human conditions, there are some familiar patterns of behavior that are predictable or otherwise considered as normal. Generally, four types of reactions occur:

- Denial
- Shock
- Anger
- Acceptance

Denial

After you deliver the message the employee may sit in stunned silence. An employee may say, "I don't believe it." Your only response should be to gently reassure the person that it is indeed happening and that you understand it must be difficult.

Possible Reactions

- Words are very positive but voice tight, controlled.
- Body language (posture, gestures) conveys discomfort.
- May avoid eye contact.

Statements Associated with Denial

- "This can't be happening."
- "You've got to be kidding."
- "I know a lot of people; I'll be okay."

Suggested Responses

- Either try to explore feelings by active listening or respond simply to words.
- Restate the message.
- Repeat comments several times.
- Make sure employee knows that details are in writing.

Shock

With this reaction, the person may appear to be confused or emotional.

Possible Reactions

- May not say anything.
- May be unresponsive to further statements.
- May show physical signs of distress.
- May become tearful or cry.

Statements Associated with Shock

- "I can't handle this."
- "I don't believe this is happening."
- "This can't be true."

Suggested Responses

- Be gentle, but draw the employee out.
- Make sure you were understood.
- Stay focused on the employee.
- Get the person to talk by using active listening techniques.
- Ask open-ended questions.
- Give time to accept the news.

Anger

No one likes to suffer a job loss. Even if the employee was unhappy in his job, at least it was the "devil he knew." Many managers expect great hostility. In fact, there is very little uncontrolled anger. There may well be some anger expressed, however. The key to dealing with this situation is to acknowledge that the person is upset, that you don't expect them to agree with the decision, but that there is no point in getting into a heated discussion since the end result will be the same. Remain calm and keep the discussion moving through the points that need to be covered.

Possible Reactions

- May challenge manager's authority.
- May criticize company.
- May verbally attack manager.
- May bring up specific issues (mortgage, kids in college, debt).

Statements Associated with Anger

- "You can't do this to me."
- "You have no right to..."
- "What do I do now?"
- "Why me, why not _____?"

Suggested Responses

- Acknowledge anger.
- Avoid becoming angry or defensive.
- Explain; don't justify.
- Wait for calmer behavior.
- Maintain a calm demeanor.
- Restate situation.
- May have to cut off discussion.

Acceptance

The most typical response is acceptance of the situation. A statement such as "What's my next move, then?" signals that the message has been integrated, and the person is ready for the next step. It should be noted that relief is a common reaction. Most people know that something is in the wind and when the final meeting is held, they experience relief that it is over.

Possible Reactions

- May openly voice acceptance.
- May show nonverbal signs of relief.
- May discuss the situation realistically.

Suggested Responses

- Clearly convey next steps.
- Acknowledge feelings; don't assume everything is fine.
- Suggest value of career assistance.

Statements Associated with Acceptance

- "Okay, I expected it."
- "I wish it weren't true, but I guess I've been expecting it."
- "Where do we go from here?"

ANTICIPATED QUESTIONS AND STATEMENTS

By anticipating tough questions and statements and planning your responses, you will be more effective in the notification meeting. Following are examples of statements, questions, and responses.

Statement: "I can't believe this is happening to me."

Response: "I know this is a difficult moment for you and I know it's hard to believe it's actually happening, but I assure you this is happening."

Question: "Are you telling me I'm fired?"

Response: "I am telling you that you do not have a job at this company as of today."

Question: "Why me?"

Response: "Business realities in our industry require significant changes in how we operate. To be competitive, we must downsize."

Question: "So, if my job isn't being impacted, that means my job is safe, right?"

Response: "At this time, your position is needed. As we've seen over the years in this industry and many others, there are no guarantees. For the foreseeable future, your role is secure."

Question: "But why did you pick me?"

Response: "The decision was made on the basis of a carefully designed process that considered many factors."

OR

"As part of the sell to Company B, your position has been eliminated."

Question: "What did I do to deserve this?"

Response: "You are not being terminated for cause; your position is being eliminated as a result of the sale to Company B."

Question: "Are you getting rid of Jones, too? He's much worse than I am."

Response: "I know that you don't agree with this decision and that it must be difficult, but I had to inform you."

Question: "How about a transfer? Or at least wait until next year?"

Response: "Before deciding on your notification, we looked at all possible alternatives. There are not present possibilities of transfer or delay."

Statement: "I don't accept this at all. I'm going to the CEO/SVP."

Response: "I can't stop you from doing that, but you should know this has been approved through channels all the way to the CEO."

Statement: "Well, I think you're discriminating against me because of my age... my sex... my race...".

Response: "That's not so. The reason, as I said before, is because business realities require us to reduce the total number of positions due to the sale to Company B."

Statement: "I'm going to sue you. You can't get away with this."

Response: "That's an action you'll have to decide on."

Question: "How am I going to tell my partner/spouse?"

Response: "I realize that can be difficult, and I can arrange for you to talk with someone from Waldron to discuss how to share this news."

Question: "What is the appeal process? Who can I talk to?"

Response: "The decision was arrived at after review by top management, so this decision is final. However, you may talk with HR regarding what this means to you."

- Question: "I have so many projects. Can I work one more month?"
Response: "No. The transition will be difficult for the company, but the best thing for you is to begin the process of establishing a new start."
- Question: "Can I tell prospective employers that I am still employed?"
Response: "You are considered an employee through X/XX/XXXX so legally, you are still an employee until that date."
- Question: "What about my benefits?"
Response: "You have a written explanation of benefits. Any questions beyond this can be answered by Human Resources. The written explanation includes telephone numbers to call if you have questions later."
- Question: "Is there a chance of being rehired if there are openings?"
Response: "Yes. If you meet the requirements of the job you are eligible to apply for it."
- Question: "Are other employees with less seniority being kept?"
Response: "We looked at many different factors in arriving at this decision, and it was reviewed at several levels. We felt this was the best decision under the circumstances."
- Question: "Who do I see to negotiate more severance pay?"
Response: "The packages are final. They were approved by top management and reviewed so everyone was treated consistently."
- Question: "I was just told or promised a secure future or another position in the company."
Response: "Regardless of what you have been told in the past, we are here today, and this is the situation. You need to face the reality for today and concentrate on the future."

Avoid the Following:

- Extensive justification of the notification or detailed discussion of the reorganization.
- Criticism of “higher authority” for the decision or for forcing you to make it.
- Arguing over past performance, old grudges, history of abuses by both sides, etc.
- Exchanging hostilities.
- Trying to take away “bad feelings” by excessive reassuring.
- Derailing the conversation by a discussion of side issues.
- Avoid apologies or making promises that cannot be kept.

SUMMARY

1. Notification meetings should be **brief** (usually less than 15-20 minutes) and should occur in a private place – preferably a “neutral” office.
2. The notification should be scheduled **early in the week**. Avoid Fridays if possible.
3. **Do not** attempt to **justify** the notification. You will never be able to justify the decision to an emotional person. No matter how hard you try you cannot make the notification a positive experience.
4. **Write out severance** information in letter form. People in shock do not remember what is said and need “proof” of the company's support.
5. **Do not use “band-aids”** to solve the problem. Avoid truisms such as “I know how you feel,” or “This is not the worst thing that could happen.” Do not make promises you can't keep.
6. Make sure the person has heard the notification news clearly but avoid personal attacks or being so tough that you traumatize the individual. **Be sensitive**.
7. **Plan your script** and stick to it.
8. **Be clear in explaining the next steps** to the individual - they are looking to you for structure.
9. Remind them that **they have help with their job search** through their career transition benefit.
10. Treat the individual with **dignity and sensitivity**.

NOTIFICATION CONVERSATION CHECKLIST

As a summary to this manual, the following checklist is provided as an additional tool for the preparation of the notification meeting.

- Do I have the facts of the situation?
 - Name, address, etc. of the individual being separated.
 - Length of service, and in what capacity.
 - Reasons for notification.
- Is the meeting time set?
 - With the individual(s) being terminated.
 - With the human resource representative who will meet the employee after the notification meeting.
- Has a private place been chosen for the notification meeting(s)?
- Have I prepared a script, which I will not read, but which helps me prepare my remarks? The script includes these pieces:
 - Providing warning and rationale
 - Delivering the message
 - Explaining separation support
 - Listening and responding with empathy
 - Providing structure for next steps
 - Closing the meeting
- Is a written statement of benefits prepared?
- Do I understand how the work transition is to take place?
- Have I made provisions for the terminated employee to clean out his or her workspace at an appropriate time?
- Do I understand how to handle the difficult questions?
- Do I know how to contact support resources?
 - EAP _____
 - Benefits Help Desk _____
- Have I prepared myself mentally?
- Do I understand follow-up procedures?
- Do I have a time and plan for my meeting with remaining employees?
- Have I coordinated with IT?
- Do I have a plan for this employee to pick up/back up personal belongings?

NOTIFICATION CONVERSATION SCRIPT

Warning and rationale

Delivering the message

Explaining separation support

Providing structure for next steps

Closing the meeting

MANAGING THE REMAINING EMPLOYEES

Reactions of employees who remain after a notification vary greatly but this certainly is an emotional time for them. They experience feelings of relief, fear, anger, guilt, cynicism, and shock. They have questions such as:

“Will I be next?”

“Why was I so lucky?”

“I wonder what will happen to my friends?”

“Why did the Company do this?”

It is, therefore, important to communicate with remaining employees as soon as possible following the notification. Employee group meetings are the first step in providing information and structure, so employees can begin focusing on their work and the challenges of the future.

- Schedule meetings with your work units after the notification(s) have occurred.
- Communicate information about the following topics:
 - The fact that notifications did occur.
 - Company's rationale.
 - Any changes in work responsibilities.
 - Any changes in reporting relationships.
 - Department plan.
- Acknowledge the feelings and concerns of employees.
 - Solicit and legitimize feelings and concerns.
 - Listen to the concerns.
 - Don't get defensive.
 - Don't apologize.
 - Understand this is a stressful situation.
- Be honest about situations that are not resolved. Agree to provide information as soon as possible.

- Communicate concern for the people who have been terminated.
 - Don't downgrade the terminated employee(s).
 - Focus on the positive things the company is doing to assist the terminated employees (severance, Waldron's services).

- Discuss next steps.
 - Meetings to refocus departmental goals, roles, and responsibilities.
 - Meetings with individuals whose jobs are changing to clarify roles, objectives, and career opportunities.
 - Meetings with any employees reassigned to you to discuss roles, department goals, etc.

- Provide structure by being clear about on-going responsibilities.

- Close the meeting by:
 - Stating your availability.
 - Answer questions that you can address, but don't give answers if you are not sure of your information. Agree to find out answers as quickly as possible.

IMPORTANT POINTS TO REMEMBER

- Meet with all employees and not just a selected few.
- Don't give information you are not sure about or make promises you can't keep. It is important to maintain your credibility at this sensitive time.
- Be available. Avoid leaving the work area for extended periods of time.
- Don't assume a business-as-usual attitude. It's not a business-as-usual time.
- Encourage employees to discuss their feelings and concerns.
- Do not belittle those who are leaving.
- Include employees in the decision process when structuring new work assignments.
- Don't suddenly load people up with new work. People need some time to absorb what has happened. Additional work assignments given immediately after notifications may be strongly resisted.
- Avoid inappropriate "humor" as an attempt to release tension.
- Don't drastically change your management style; employees have enough other changes to deal with.
- Take care of yourself. This can be an emotionally and physically draining time. Diet, exercise, and proper rest are critical during peak stress events.

ABOUT WALDRON CPI CAREER TRANSITIONS

Waldron CPI views service support through two lenses: 1) the experience of impacted individuals using career transition services, and 2) the organization's lens and the experience of HR team members and business leaders responsible for outplacement/career transition services.

Waldron CPI's career transition/outplacement services promise and deliver a high-touch, personalized experience for each employee. Departing employees assess several alternatives for their next professional experience—including re-employment, flexible work arrangements, part-time or contract employment, consulting, entrepreneurial endeavors, or retirement.

[Contact us](#) to learn about Waldon CPI's industry-leading results. The results help organizations optimize return on investment in offering exceptional career transition services, including reduction-in-force (RIF) planning and manager notification training.



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