



Supporting Employees Who Remain After Retrenchments

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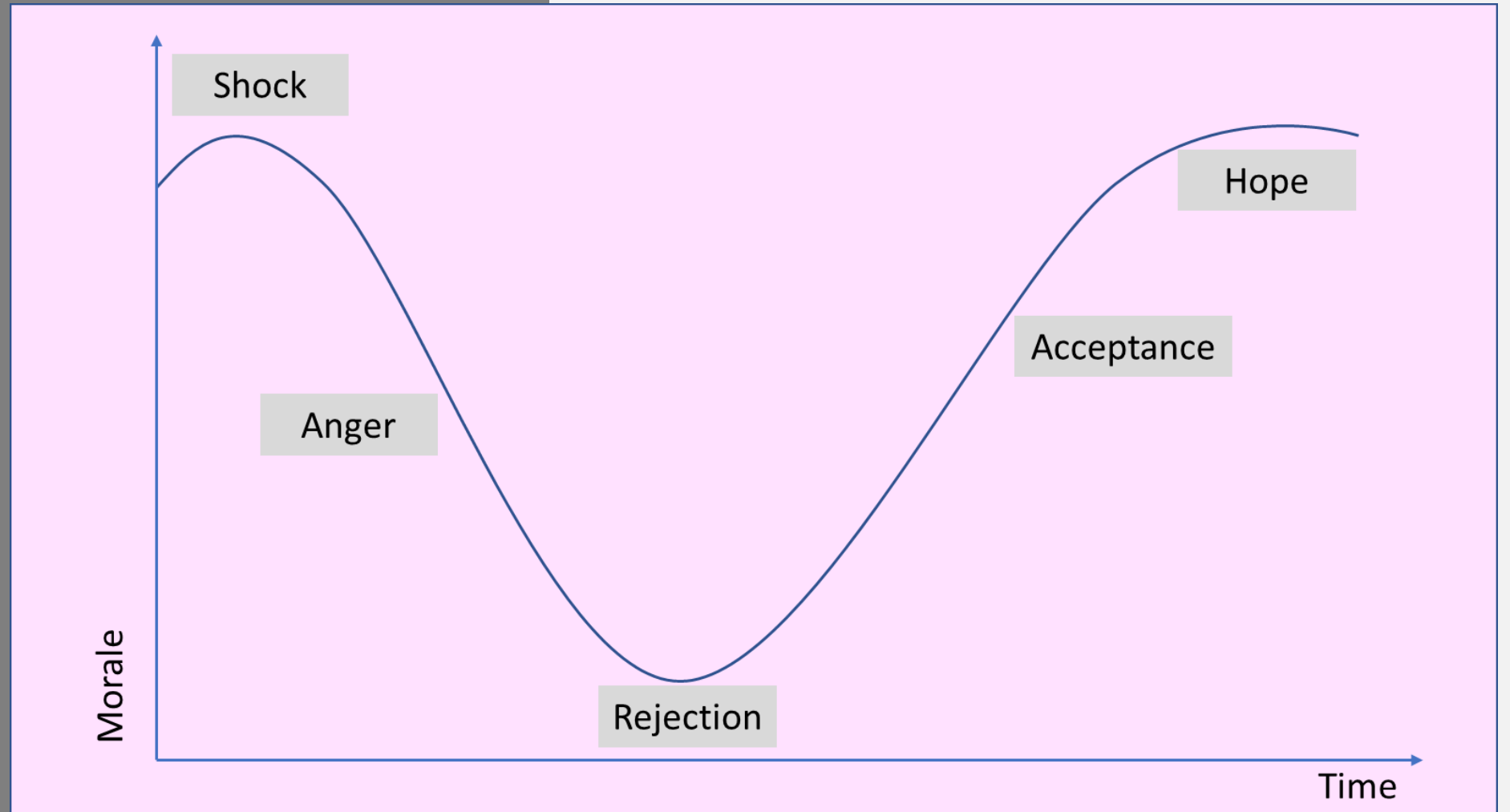


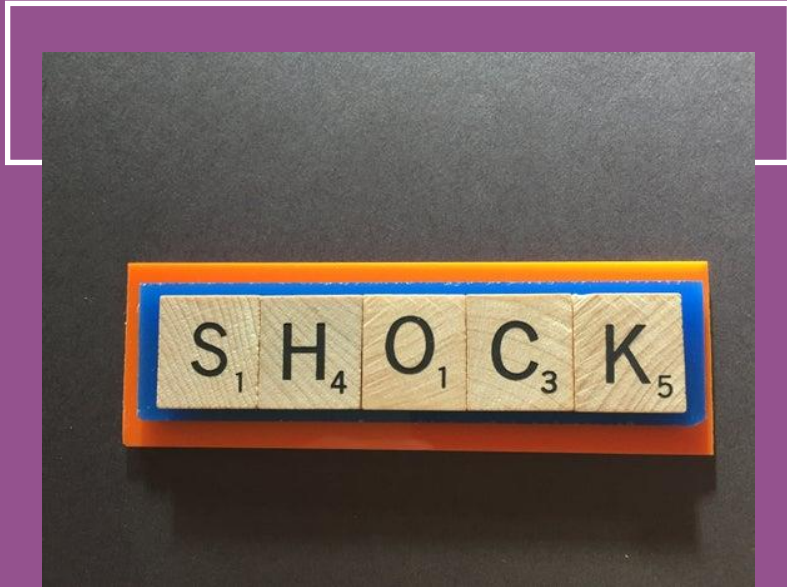
Training



Coaching

SARAH Curve





Emotions/Behaviours

- Denial
- Feeling lost, don't know what's going on
- Fear that they might be next
- Not able to focus, more interested in rumours and speculations

How To Support

- Keep people abreast on company financial situation & mitigating measures prior to actual exercise
- Provide general communication to all staff on what's going on
 - Reasons for decision
 - Changes to business operations, organizational structure
 - Words of assurance
- Hold team and one-on-one meetings to communicate impact on roles, reporting lines, timelines
- Stay close, be present



Emotions/Behaviours

- Highly defensive, argumentative or passive aggressive
- Unhappy with new/changed role or responsibilities
- Cynical, speak negatively either openly or privately

How To Support

- Continue with general communication on status of business and words of encouragement
- Check in with employees regularly. Let people talk and calm them down
- Speak to the more vocal ones separately. Engage union leaders for support
- Listen actively, ask questions, paraphrase to check for understanding of their issues
- Show empathy as opposed to superiority

Emotions/Behaviours

- A sense of injustice
- Challenges everything, especially the new/additional responsibilities
- Identify lots of other issues, find fault with others
- Refuse to do the work or performance/discipline starts to slip

How To Support

- Provide clarity on new job description and processes
- Active listening, try to bring out the real reasons for resisting
- Communicate actions that have been taken following employees' feedback on issues
- Ensure people receive adequate training/briefing on how to do their job
- Be patient, but be prepared to manage performance or discipline of individuals who do not respond positively despite best efforts



REJECTION

Emotions/Behaviours

- Coming to terms with change and willing to experiment
- Productivity and mood start to improve
- More questions and feedback on how things are supposed to work
- May still be cautious and not totally trusting yet

How To Support

- Encourage people to take some risks, explore opportunities
- Communicate clear KPIs/goals
- Ensure cross-functional collaboration to resolve new process/structure issues
- Ensure managers regularly coach employees and give positive feedback
- Continue to build trust through honest and open communication



Emotions/Behaviours

- Visible lift in energy, productivity and mood
- People embracing the new reality and perhaps even see benefits of it
- Questions on their personal interests, e.g. career path, rewards, compensation

How To Support

- Implement appreciation initiatives to reward new behaviours/achievements
- Hold bonding events more regularly. Continue with general communication throughout
- Help to develop new skills
- Ensure vacancy opportunities are offered internally first. Be mindful of filling retrenched positions too quickly





Summary

- Have a clear vision of how the business will be organized after retrenchment. The challenge will be to provide clarity to people
- Communication is key – open, honest, regular
- Ensure people managers are equipped with skills to handle SARA
- Empathy goes a long way in road to recovery