

## Communicating with the whole organisation after downsizing

### Agree basic parameters of the approach:

- Vision/outcomes – what are we trying to achieve as an organisation and how does what's happening now contribute to that?
- Visible leadership – from the top from the start. CE and their management team/Board need to agree on the issues and present a united front
- Openness/transparency – need broad commitment to a no secrets or surprises approach and clear communication at every stage
- Planned, proactive and sensitive – create a calendar showing main phases of implementation and communication
- Create a specific communication mechanism for delivering the messages about the changes – perhaps a dedicated intranet site, briefing pack and newsletter combination
- Employee involvement – the outcome of any major change will only be positive if employees are involved in developing the solutions and managers are supported in helping their teams through the changes. Establish working groups to address emerging issues each led by a senior manager with feedback to the Board and authority to ensure things result from their deliberations
- Upbeat, positive and confident – at the appropriate time, i.e. after redundancies have been managed.

### The following are some of the issues that need to be addressed for successful re-motivation of employees after downsizing:

- Elimination of excessive spending on what might be perceived as superficial i.e. how can we justify landscaping the car park when we have had to let good people go?
- Counselling – allow individuals time to express their concerns-people may have lost good friends via redundancy. People need time to renegotiate their psychological contract with the organisation.
- Create and communicate a new vision/direction for the organisation.
- Invest in the individuals remaining – provision of training may help to show commitment to remaining employees