

WHAT LEADERS NEED TO KNOW ABOUT DOWNSIZING

Who is affected?

Everyone!

Managers, employees, family members, and customers can all be affected and exhibit similar behaviors for very different reasons.

What can you expect?

Almost anything!

Silence, relief, tears, anger, threats, medical problems, guilt, blameí .

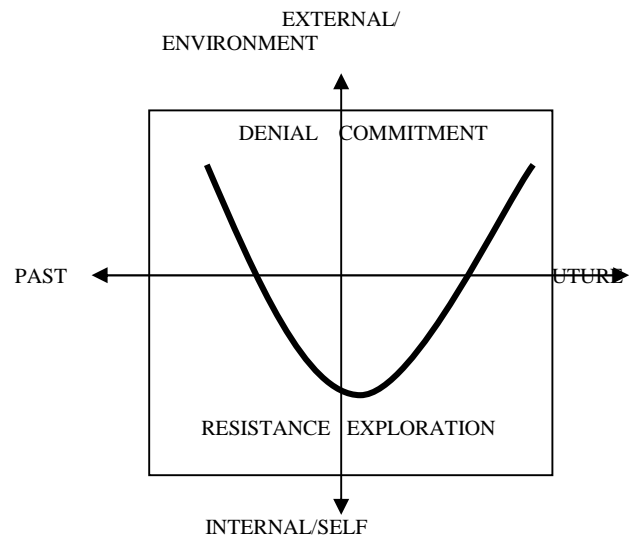
Every reaction is unique and based upon:

- Individual characteristics
Age, role, values, beliefs, past experience and support systems
- Life circumstances
Health, family, social, financial, past jobs experiences
- Content and delivery of downsizing message
Communication style, specificity, fairness, past performance, surprise factor, relationship with manager.

What should you be looking for?

Any employees, managers and family members could experience any of these emotions and behaviors. The key indicators that determine whether a behavior is typical or atypical are the intensity and duration of the behaviors or emotions. After the initial reaction, you would expect to see a gradual decrease in the intensity and duration. Don't be surprised, however, if these emotions don't appear or reappear days, weeks, or months after the announcement. Consult with HR or EAP on any need for intervention.

Shock	•Gallows• humor
Confusion	Apathy
Pleading	Depression
Questioning	Laughter
Anger	Lack of concentration
Shame	Fear
Blame	Silence
Legal Action	Threats
Productivity decline	Extreme agitation
Illness	Hyperventilation
Betrayal	Defiance
Self-doubt	Sabotage
Tears	Working harder
Complaining	



Transition Grid SM

What can you do to help?

Be available

Be empathetic, not apologetic

Inform and listen versus convincing

Be sensitive, avoid personalizing employee feelings and behavior

Discuss your reactions to employees' feelings and behavior

Allow appropriate expression of positive and negative feelings

Respect the time frame of all parties by monitoring when it's time to move forward

Monitor your own physical changes (sleeping, eating, weight, energy, etc.) and manage your use of sugar, caffeine, and alcohol

Use and encourage others to use their natural support systems and organization resources

For more information – contact the Employee Assistance Program

1-800-222-8590