

## Post reduction-in-force interventions

During a reduction in force, the company morale, climate and culture can be negatively impacted – this can be difficult.

Your mission as a manager/supervisor is to recreate the work environment so that employees can rebuild a sense of normality, find work satisfying and work to their full potential. Use the management tools below to help you in your mission.

### Be a good communicator – communication is critical

- Executives, managers and supervisors need to be available to answer questions, hear feedback and emphasise each employee's importance to the organisation.
- Reinforce the goals accomplished by the reduction and the anticipated business improvements. Employees must feel that decisions were fair and legitimate, so make sure that you can provide clear explanations.
- Re-emphasise the Mission, Vision, Values and Goals of your organisation. You'll need to re-establish trust in employees; therefore, you must inspire confidence and enthusiasm.

### Maintain regularly scheduled events

- Don't go and change things that would be considered "routine". For example, if you always have a company picnic, continue to have one. It may need to be scaled down, but it symbolises stability and that life at work does move on.

### Provide reward and recognition

- After a reduction in force, employees still on the job need to feel valued and appreciated more than ever. Therefore, think of ways to give them "kudos" for a job well done. This can be handled in cost-effective ways, such as bringing in special treats or writing notes of appreciation. Little gestures like this can make a big difference.



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