



The Working Wounded: Rebuilding Morale in the Aftermath

Slide 2

Specifics of what you need to know about what's going on in your organization and others, and what you need to do to help your company change.

The past year or two has been all about reacting: to RIFs, to acquisitions, to increased workloads, to problems from lack of communication. It's been triage. Now, you have to get past that, or you won't be contributing at a strategic enough level.

How do you shift from reactive to proactive, using assessments and models, and really improve morale.

What we're going to cover:

1. Assessing the Damage/Looking Back
 - Statistics you can quote
2. Today's Challenges
 - Evaluating the effects
3. Assessments and Solutions
 - Organizational
 - Talent Management
 - Engagement

Slide 3

1. Revenue decline
2. 5,304 average bankruptcies per business day in 2009 compared to 1,331 in 06 (more than 300% increase)
3. 15.3 million unemployed persons in Dec 09 (10%) compared to 7.7 million (5%) in 07
4. Cost reductions
 - No training programs
 - No career development opportunities
 - Pay cuts, company shut downs, reduced work weeks
5. Multiple lay-offs
 - Decreased morale, survivor guilt
 - More work with fewer employees
 - Damage to the HR brand, loss of management credibility
6. ER "issues"



Slide 4

Lack of trust...negativity...no training...bad management...financial concerns..

Slide 5

Research shows:

- 25% of high-potentials are actively looking for new jobs, *according to a study by the Corporate Executive Board*
- 45% of employees don't know what they're supposed to be working on
- Companies have stopped differentiating between high and low performers due to fewer resources
- Because Training and Leadership Development programs have been eliminated, employers are starting from scratch
- Employees at all levels require more work flexibility – *they are use to it, the recession has accelerated employers going to remote and more flexible working styles, you cannot take it away and not having it is considered a weakness*
- Employee cynicism leading to a 20% increase in fraud and misconduct

So what can you do? Assess, then Take Action!

There are three assessments you can do: Engagement, Organizational; and Talent.

Slide 6

Engagement Assessment

Who remembers the promises that were made? The one about no more lay-offs? Or your pay increase? Or your lateral move?

- What message did your organization send to employees during the last year?
- What is morale like right now?
- On a 1-10 scale, how productive is your workforce now? Where was it before the downturn?
- How are you communicating on what this year is going to look like?
- How efficient are your communication tools?
- How do you do an engagement assessment? Surveys, interviews, listening, metrics.

Solutions:

- Focus on internal client management
- Prioritize
- Quick fixes: things you can implement easily, immediately
- Long-term initiatives: things you need but require buy-in



- Think outside the box
- Measure/check as you go to make sure you are on target

Slide 7

Organizational Assessment

This is about recommendations you can make about changes to the structure of your organization.

- What inefficiencies have been created in the last year?
- Does your current structure still make sense?
- How has your culture changed in the last year?
- What processes have you stopped using that you may need to re-introduce?

Prioritize your organizational needs: short-term fixes vs. long-term initiatives

- What inefficiencies have been created in the last year? *Examples of inefficiencies: 1) You've been relying on your hiring managers to qualify candidates because, well, you don't really have a staffing group since last year. 2) Survivors have been doing a much larger role than what they were hired to do and with no budget for training and development, your not using your employees strengths effectively/not leveraging their strengths. 3) A lot of your change efforts have all been top-down, down-up change or ideas have not been encouraged but now you need it*
- Does your current structure still make sense? *Can your current structure support growth and is it scalable? Do you have a balance between hands-on and creative people or could you not afford to keep the creative ones at all?*
- How has your culture changed in the last year? *What's good, what's bad, what's really ugly? Do you need to re-shift it? Weed out the toxic, keep and reinforce the positive changes*
- What processes have you stopped using that you may need to re-introduce? *This is the perfect opportunity to start fresh in certain places and design new processes if the old ones were that great to start with. What processes have you stopped using that you probably need to brush up and use again. Do you need to kick new-hire orientation again?*
- Prioritize your organizational needs: short-term fixes vs. long-term initiatives? *Road-map probably needed it*

What can you do?

Translate your corporate strategy

Negotiate for goals and resources

Design and implement creative solutions



Slide 8

Talent Assessment

Who do you have? Who do you need? Who needs training or special attention?

- What talent do you have left? Where are your top performers?

Evaluate the efficiency of your recruiting process

- How has your Talent Brand evolved in the last year?
- How are your Hiring Managers doing?
- How is your staffing team performing?
- Do you have the infrastructure and processes to hit your hiring goals?

Solutions:

- 30-second pitch
- Tools
- Leveraging your employees
- Re-position HR
- Communication materials
- Online and Social Networking