

Case for Change

lamarsh and associates, inc.
consulting services for changing organizations



Tips & Tools for Managing Change and Maximizing Success

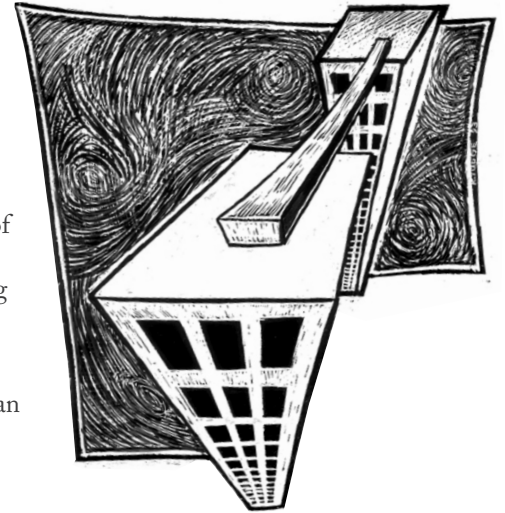
Downsizing

Using Change Management to Get Through Tough Times

If you are reading this at your kitchen table over your third cup of coffee before facing the day, if you are at your desk at work wondering how much longer you will be there, if you are sitting in the conference room noting all the empty chairs that used to be filled with colleagues ... you are not feeling very secure right now.

Downsizing may be an organizational necessity in today's economic environment, but its effects are devastating to the individuals impacted. Chances are, you have been one of those impacted either by being laid off yourself, having to tell people they are being let go, or being a survivor trying to take up the slack as well as deal with the gut-wrenching feeling of having just dodged a bullet.

You are reading this newsletter because you are interested in change management as a resource to use when you are doing your job. Now consider how change management can help you deal with the loss of your job or help others deal with the loss of theirs. >



So Now What?

Reacting To Change In the Right Way

Whether you've been asked to leave or you accepted a package, having attended a Managed Change™ workshop can help you prepare for your next steps.

Pull out your manual and go through it considering yourself as the target. What do you need in order to get some control over this situation that feels so imposed on you? You may not have had the choice to leave or stay, but you definitely have choices as to how you react to the change.

Ask yourself a few key questions:

- Do I understand why the organization is doing this? If not, what can I do to get more information and understanding?
- What would I like the future to look like? What is it about my current situation, my current skills, my current experience or my current knowledge that I could put into that future state to make it desirable for my next employer?
- What have I learned about how people react to change that will help me to recognize the normalcy and legitimacy of my own feelings? What do I know about how to help myself (and, perhaps, my family) to get through these feelings and move to a healthier place?

If you would like to utilize Managed Change™ more specifically to help you work through the process of finding that new job, contact us for an electronic copy of *A Practical Guide to the Downsizing Dilemma*, a customized application of Managed Change™ specifically for those directly impacted. This \$95.00 workbook is designed to help you apply the tactics of Managed Change™ to your own situation. **Contact Jolene Pratt at 312.464.1349 or jpratt@lamarsh.com.** >

The Other Side of Downsizing

Letting People Go

Often overlooked in the difficult situations that downsizing causes is the manager or supervisor who is the change agent. The morning you have to come to work and tell three or 30 or 300 or 3,000 people they don't work here any more, you wish you had a different job. You, too, pay a price for what has to be done in stress, sadness, wondering if you could have done more or done things differently so this wouldn't happen. How do you break the bad news? How will they react? Will you be able to deal with their reactions and the pain you will be causing them?

How can your knowledge of change management help you? Go back and review your Managed Change™ learning. You can predict what the issues will be for those you have to let go and you can make it easier for them by doing the following:

- Explain why they are the ones being let go. This is a time to be as honest as your company policies and common sense allow. People need to know why a change is being made.
- Have all the information about what is going to happen written down, and give it to the people to review later in case they are not able to take in the factual information now because their emotions are overwhelming their listening ability.
- Remember that denial and anger are often early reactions to a change like this and are legitimate feelings. While you cannot allow anyone to abuse you as the change agent, it helps to remember that the feelings being expressed have less to do with you personally than with the entire situation that the target is feeling. >

If You Survived

You weren't on the list. You're still there. In this most difficult economy you still have a job. So you don't have to change, right? Wrong. You are changed ... you survived. So you are different. And you ask yourself, "Why me? Why didn't I get the ax when Rachael did? Everett was better at this job than I was, he was here longer and he has three kids in college. Why was he let go and not me?"

You, too, need to consider how your knowledge of change management can help you with the rising feelings of stress and insecurity that result from being the one who survived. If you don't, you and the organization are going to suffer a severe dip in productivity that neither of you can afford at this time.

- Again, communication is the key. If the organization is not forthcoming with information about the decisions it has made and the plans it has for the future, be proactive in seeking the information you need to understand what has happened and what is going to happen.
- Reconcile and appreciate that your emotions are raw and that your feelings are a logical result of what has been happening.
- Take an hour or so today and sketch out what you would like your desired state to be, and then determine what it will take for you to make it happen. Be your own change agent. Don't be a victim. >

Q: Will change management help me find a new job?

A: Yes. We are constantly being told by practitioners of Managed Change™ that putting on their resume their attendance at a Managed Change™ workshop or their certification as a Master of Managed Change® is extremely attractive to potential employers. In the paragraph describing your experience and capabilities, call out your ability to successfully apply change management strategy and tactics ... no matter what position you are applying for. Being an experienced and effective manager of change will make you much more attractive to companies that are hiring.

Q: Is there anything more I can be doing while I am looking for work?

A: Looking for your next job is your job right now. It's a full time job but you won't be sending out resumes every minute of the day. So what more can you do? You may consider refreshing your knowledge of how to manage change. LaMarsh & Associates will be offering a Managed Change™ workshop in Chicago on April 29 and 30. This is a good time to attend again or for the first time. Everyone brings a change to this workshop to use as a case study during the session. Yours can be your own situation.

If coming to this workshop in Chicago is not feasible, remember we also offer an e-learning version of the Managed Change™ workshop that you can do at home. Remember, your investment in this learning will help your resume stand out from the crowds. For more information about either of these options, contact our Business Development office (llash@lamarsh.com or cwolpert@lamarsh.com). >

Going through a downsizing? Want more information?

For more information on how LaMarsh and Associates can assist you with downsizing within your organization, contact Catherine Wolpert, Director of Business Development, at 312-498-3092 or cwolpert@lamarsh.com.