

ASSESSING THE VIABILITY OF YOUR DOWNSIZING EFFORT

DOES IT INCLUDE A CHANGE MANAGEMENT STRATEGY?

lamarsh and associates, inc.
consulting services for changing organizations



Ensuring that the downsizing you need to do is accepted and understood by everyone impacted.....

While the need to reduce staffing is an urgent and necessary step, that urgency should not mean that steps to identify and address the risks caused by resistance by those impacted should not be addressed. Planning for a downsizing needs to include deliberate, proactive management of the natural resistance triggered by this difficult decision. The best intentions of the leadership and a “one-size-fits-all” communication plan are not enough to ensure acceptance and the hoped for financial return of this effort.

As you begin your downsizing efforts consider taking the time to conduct a Managed Change™ Downsizing Assessment. The goal of this quick and effective assessment is to determine the potential risk to your efforts resulting from the way in which the activities of letting people go and adjusting the work load of remaining employees is conducted.

While the terminations and work load adjustments are going to happen, if the process does not sufficiently consider the needs of both groups of employees the resulting feelings may trigger resistance that slows the process, reduces the return on this investment in cost cutting and may bring strong negative repercussions upon your organization.

The assessment will review the downsizing plan and, using our proven Managed Change™ model and our thirty year of change management experience, determine where there may be risks, activities or lack of activities that can trigger strong reactions, and predict if there is a potential for a backlash to your downswing effort. The resulting report will include recommendation for the actions that will prevent or mitigate negative consequences arising from your downsizing effort.

Reduce your risk. Make the results of the downsizing both achievable and sustainable. Reduce the stress on the organization. Realize the full savings your plan predicts. Reduce the “pain of the change” for everyone.

Purpose: To review and assess the downsizing plan from a change management perspective and provide recommendations for minimizing the risk resulting from resistance.

Objectives:

- Identify the various target populations affected
- Identify potential sources and degree of resistance among them.
- Review the implementation plan and the activities within it that can/will prevent or reduce that resistance
- Assess the level of skill, understanding of the change issues, and willingness to address those issues on the part of the leadership .
- Strengthen the downsizing efforts' viability by recommending action steps to address the issues identified.

Results:

- For the Organization: Identifies the risks that may arise if the natural resistance to the downsizing effort if these issues are not effectively addressed.
- For the Project Team: Introduces a comprehensive process, model and supporting tools for identifying and addressing resistance that will maximize the potential for this effort to be successful.
- For the Senior Leadership: Identifies the sponsorship required and describes the specific activities management must demonstrate
- General: Introduces a structured approach, a “road map” for all to follow during the implementation of this effort to turn resistance into acceptance.



MANAGED CHANGE™ DOWNSIZING ASSESSMENT

The LaMarsh & Associates Consultant, working with project team leadership and team members, will complete the Managed Change™ Downsizing Assessment to determine the degree of resistance that could be generated by this effort.

- 1. Preparation:** Project orientation and preliminary data gathering to clarify the expectations, process, and logistics required to complete the Assessment.
Activities will include:
 - Review business case, downsizing plan and roles & responsibilities
 - Facilitate Kick-off Meeting with project leadership to clarify their expectations of the Downsizing Assessment, provide information about the assessment process, and illustrate an example of a Downsizing Risk Analysis Report. Based on the results of this meeting, the scope of work may be altered, as required
- 2. Interviews and Data Gathering:** Conduct interviews and/or surveys with selected project team resources and participate in key meetings.
- 3. Data Consolidation and Analysis:** Organize data and perform analysis on unique barriers, issues, trends, and patterns for degree of risk and prioritization
- 4. Development of Downsizing Risk Analysis Report:** Integrate findings and recommendations into a report identifying the organizational change management issues and risks associated with the downsizing effort
Report will include:
 - a. Executive Summary highlighting strengths and primary risks
 - b. Specific issues and findings
 - c. Other project specific reporting
 - d. Recommendations
- 5. Present Report:** Provide report to key project leadership for discussion and feedback. Provide Change Management Action Plan Template to begin the process of deciding which recommendations to implement with tasks, owners, and timelines.

ASSESSMENT LOGISTICS

The duration of the Managed Change™ Downsizing Assessment will vary due to the size, complexity and timeline of the downsizing initiative. Factors that will determine the duration and costs are:

- The magnitude of the effort (number of employees affected, number of departments affected)
- The degree of urgency timeline of the effort

Participants: Project Managers and team members, selected leaders and managers

Prerequisites: None. In order to complete a thorough Downsizing Assessment, it will be necessary to hold interviews with selected personnel. Therefore, the target dates and schedule are subject to availability of the key individuals and the urgency of the project deliverables.

Timing: Between 5 -15 days. The Scope of Work will be determined by the complexity and magnitude of the project.

Location: Client site and virtual

Estimated Cost: \$ 17,600 - \$ 52,800, plus Travel & Living Expenses for projects in the U.S. (contiguous 48 States) and Canada. Quotes are available for Project Assessments conducted at international venues.

WHO IS LAMARSH & ASSOCIATES?

We are a world leader in change management consulting and learning services. We help our clients deliver the results and benefits expected from business change like those driven by technology or a merger/acquisition. Our goal is to help our clients reduce resistance and make it easier for their people to change. Through our commitment to knowledge transfer, we empower our clients to become their own internal change management resources.

Our services include cutting-edge web-based e-learning, a complete step-by-step consulting methodology, a multi-level competency development program, unparalleled project consulting and executive coaching. We invite you to join companies from around the world across a variety of industries and lines of business who already experience the value and power of the Managed Change™ approach.

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