

LEADING AFTER LAYOFFS AND DURING UNCERTAIN TIMES

CLIENT:

A leading not-for-profit dental benefits and insurance company based in Colorado that serves more than one million Coloradans with dental plans.

CHALLENGE:

After a significant reduction in staff due to declining revenues, the employees were having a difficult time staying focused on work and they were behaving differently. People were in a state of shock and constantly worried that they might be next, which resulted in a significant decline in performance and motivation. Managers were unable to keep them energized and focused on the customer.

SOLUTION AND RESULTS:

ICC facilitated an organizational renewal training for the management team. The training focused on job-loss emotions, dealing with survivor's guilt and maintaining motivation with the employee population. The ICC facilitator helped the managers learn tools and techniques to take charge, even in times of uncertainty, and move forward after an unforeseen change. Following the training, one-on-one coaching was provided for each individual manager to define a communication approach for their teams and to develop an overall strategic approach for leading their employees through change more effectively. One hundred percent of participants rated the content, value and usefulness of the training as excellent. Managers were able to help their employees come to grips with the situation and support their individual teams through the difficult times of uncertainty and change.

"Very clear and concise presentation. The [ICC presenter] was able to relate the material to 'real world' experiences. The whole program was exactly what I wanted."

— Dave, Program Participant, Denver, Colorado