



The Challenge

Maintaining Productivity While Releasing Staff

A major corporation made a decision to change strategy, resulting in the closing and potential sale of a division and the termination of most of the employees in the division. Employees from the Divisional VP to the administrative staff had high seniority, with 10 to 28 years of service. The company wanted to demonstrate their ethics and commitment to these employees by helping them in their transitions and maintaining both morale and productivity while the division was on the market.

Schmalensee Partners' Approach

Pam Lassiter, an SP Partner . . .

1. Met with senior management to agree on approach and timing for outplacing employees while retaining a specific group.
2. Set up an on-site presence for outplacement services for the affected senior level executives so that their concerns about their futures could be acknowledged and channeled in productive directions while minimizing their time away from work.
3. Ran group seminars for mid- to lower-level employees to provide structure and support the departure goals set by Corporate.
4. Coached targeted employees using internal career development strategies to retain mission-critical employees for assignment in other divisions.

Results

- Division was sold with employees maintaining highest quality of development, production and transfer support during the transition of intellectual property and technology to new owner.
- Corporation's integrity and word of mouth reputation was reinforced by departing employees due to its ethical behavior, contributing to growth of remaining divisions.

