

## REDUNDANCY SERVICE AT CAREERS IN DEPTH

**Redundancy can be bad for the individual and bad for the organisation.  
Careers in Depth looks after both the “leavers” and the “survivors”.**

### **For the “Leavers”**

At Careers in Depth we recognise that redundancy is a special case in career terms. The circumstances are not those of an ordinary evolution where an individual feels him or herself to be in control. Redundancy can be experienced as a removal of control that arrests career development, however temporarily. Therefore, while redundancy is ultimately a crisis from which an opportunity may be created, each individual responds differently. Some may have to grapple with a grievance associated with experience of loss of opportunity, of rejection and of exclusion from the workforce – all of which can make positive re-engagement with the world of work a profound challenge.

### **For the “Survivors”**

The impact of redundancy on an individual can be devastating, and can affect work life and career trajectories in fundamental ways. Less obvious is the effect of redundancy on those left behind: the so-called ‘survivors’. Research shows that performance and efficiency decrease in organisations following groups of people being made redundant, with a consequent reduction in productivity. This means redundancy undermines the ‘human capital’ of business.

One of the ways to think about this, for both the individual and the organisation, is in terms of the damage to the necessary “psychological contract” between employers and employees. According to the CIPD, this contract is the unspoken but nevertheless influential perception that employers will honour a ‘deal’ in conformity with employee expectations. When colleagues are made redundant, those who survive may have less trust in the organisation. They may withdraw from engagement with the world of work in subtle ways, and thereby undermine business continuity and productivity.

**Employers** who recognise the negative impact of redundancy on both leavers and survivors will seek to mitigate the impact by pursuing best practice in HR redundancy processes

### **Managing Redundancy with Careers in Depth**

The framework that Careers in Depth offers is based on the expertise developed over 35 years of consulting to individuals about career development and to organisations about change processes.

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## For Organizations

Careers in Depth can support organisational best practice at vital stages:

- Redundancy Planning Stage: consultative interventions for executives and managers to prepare for redundancy programmes while addressing implications for the psychological contract;
- Consultation stage: to allow employees who may be interested in voluntary redundancy to assess their career options;
- Restructuring stage: assessing and managing the effects on the survivors:
- Outplacement stage: in-depth career exploration to recover thinking and planning capacities, and transform 'redundancy' into 'opportunity'; provision of workshops and groups in or outside the workplace;

## For individuals

Our specialist ***inter-disciplinary*** one on one approach is tailored to relate to each client's individual needs and circumstances. This means that while we work at the deepest level, we also keep a firm footing on the practical demands of the current market place.

Each company or individual client who takes up the service can receive the benefit of the combined expertise of:

- Consultants with background and expertise in various sectors (eg business, finance, engineering, healthcare, public sector) and executive/business coaching.
- Consultants whose background and expertise are in in - depth psychology, executive coaching and the working with and understanding of organisations