Layoff Resources from **The Management Center**

Is the possibility of layoffs keeping you up at night? Whether you're impacted by federal funding cuts, hearing from funders about unfavorable changes, or projecting shortfalls as the economy reels, you are not alone.

Some of you have hard decisions on the horizon. Existential decisions. Let's face facts: layoffs suck. And sometimes they are necessary. If you find yourself in this position, there is a way to lay people off that aligns with your values. Here are some new resources to help.

*Get prepared mentally and emotionally

The hardest thing about preparing for layoffs is the emotional weight of it all. The dread, uncertainty, loneliness, and guilt of being the decision-maker (or, in some cases, the messenger) can take a toll. Naming and managing your feelings about layoffs will help you get grounded and clear-eyed in your approach.

Start with these **three steps** to mentally and emotionally prepare for layoffs.

*Plan for key decisions, input, and communication

Layoffs require so many decisions—and every choice feels consequential. Having clear plans for your process, timeline, and communication helps. Our new **Layoffs Toolkit** includes checklists for key decisions and common steps, along with guiding principles and additional tools to help you **communicate the decision**.

You can also use our new **Re-Division of Labor Worksheet** to recalibrate departmental or team roles (and goals) for the post-layoff period.

These tools may help as well:

- <u>5-Box Scenario Planning Tool:</u> Before you make any decisions, develop financial scenarios that could impact layoff decisions.
- Pros, Cons, Mitigations Tool: Identify the benefits and tradeoffs of different decisions.
- Modes of Decision-Making: Be transparent about how you'll make decisions
 when it comes time to communicate with stakeholders (like your leadership team,
 board, or staff).