



Roundtable Member,
Sylvie Doré, Sales Director,
Central & Western Canada
at Jobillico shares her
advice for keeping a
team motivated and
confident after a stressful
restructuring.

Mentoring **MATTERS**

Q *My organization is going through yet another round of belt tightening and I had to restructure my team and let two people go. There aren't any other moves planned (that I know of) but I can tell this has been unsettling for the rest of my team. How can I get the team focused and reduce the worry that "they're next"?*

I have been in leadership roles for more than 10 years now and letting go of people does not get easier over time.

Whatever the reason behind the decision, we are dealing with people and our actions will have a huge impact on their lives. On the other hand, the business decision of having to reduce staff must also be taken into consideration if we want to protect the sustainability of the organization.

I have had to tighten the belt, restructure, change direction (anything else we want to call letting go of employees) too many times and there is one key recurring aspect that you need to master: COMMUNICATION.

It does not matter if you are letting go of 70% of your workforce or a couple of individuals, the team will be unsettled.

It does not matter what day or time you act, the team will be shocked. It does not matter if they understand the business reason behind the decision, they will be scared. From my experience, here are a couple of things to keep in mind:

Know your team personally:

Everyone will react differently. Someone might be losing a friend or a mentor and this will affect them in a different way than another colleague. Understand their personality and anticipate how they will react.

Prepare for questions:

Since everyone is different, they will have different things they want answered depending on their personal situation whether it be financial or other. Be prepared with answers.

Communicate quickly and with empathy:

We all know news travels fast via SMS, texts and emails. Have a clear agenda for the day and gather the remaining team quickly to let them know of the lay-offs. Depending on the size of the organization or the number of people being let go, you can do this all at once or by department.

Reassure each team member:

Body language is key here - you will know who you need to reassure first and right after the news. Everyone should be met one on one or at least have the option to do so. You can let them know why they are still on the team so they feel appreciated.

Once all is said and done, stay available for the team, check-in regularly and celebrate the small wins. For some, it might have been their first experience with a downsizing or massive lay-off - let's help them navigate through it!

I understand that many are going through this right now or will have to in the coming weeks. I hope this helps you navigate through this challenging time.

We're in this together!



Sylvie Doré has more than 20 years of experience in HR sales and marketing. This extensive background has allowed her to better understand the recruitment issues facing Canadian companies and how to promote employer branding as a talent attraction tool.

Sylvie is currently Director of Sales for Central and Western Canada at Jobillico, a leading Canadian recruitment platform. With a team of over 100 employees, Jobillico helps 10,000 businesses from coast to coast find the top job candidates.



Glain Roberts-McCabe is passionate about the art of leadership and supporting ambitious mid-career leaders. She created **The Roundtable** to provide emerging leaders with the navigational skills, tools and savvy needed to manage increases in scope, pressure and leadership complexity.