



HELPING EMPLOYEES COPE DURING THE ECONOMIC CRISIS



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Whose responsibility is it?

- Employees
- Peers
- Organization Leaders
- Managers/Supervisors

Psychological Contracts

OLD

- Loyalty
- Stigma attached to frequent change of jobs

NEW

- Job-hopping no longer holds the same stigma
- **New psychological contract:**
 - Temporary employment relationships
 - Loyalty is an unaffordable luxury.

The Pied Piper Effect

- Influence of Top Performers (Wysocki, 2000).
- Paternalism has given way to self-reliance
- Breach of psychological contract has potentially serious consequences for employers



**Organizations are on the hunt to
find the best
employees...especially in
these times**



**How do we keep
expertise within our
organizations?**

Research has shown that:

the
opportunity
to participate
in decision
making is
most
important

Four conditions are necessary:

- Adequate time
- The issues must be relevant to employee interests
- Employee ability, and
- The organization's culture

Robbins (2002)

Research has shown that:

All four conditions may be met... but employee participation may still not be successful...

- If employees and managers believe that they are going to lose their jobs regardless of what they suggest.



**Downsizing...
Last Resort**

**Contrary to what
managers think, across
the board downsizing
does not boost profits**

**Targeted cuts
rather than
attrition**



Downsizing is more
successful when:

Employees are
involved in
decision making

Response from Employees

- There may be retaliation from employees who feel that they have not been treated fairly.

(Greenberg, 1997; Krueger & Mas, 2002).

Conversely, fair treatment has resulted in:

- reduced stress (Elovainio, Kivimaki, & Helkama, 2001)
- increased performance
- job satisfaction
- commitment, and
- trust

What are some employee suggestions?

- Layoffs (take turns)
- Reduced hours/days
- Wage and/or benefits freeze

- 12 hours – 3/7 per week
- 8 hours – 3/7 per week
- 2/7 in some departments and 4/7 in others

Employee Suggestions

- Turn off A/C by 5 p.m. each day
- Salary cut/freeze instead of redundancy
- Change from salary to variable pay [incentives]

- Identify training needs
- Early Retirement
- Contractual employment



Necessary Input- Support

The greatest barrier to an individual's performance is the absence of support... not an individual's lack of knowledge or skill

Thomas Gilbert (1978)
Human Competence Model (TNA)

This time calls for:

- **Creativity/Flexibility**
- **Teamwork**
- **Emotional Intelligence**
- **Managing Change**

- **Communicative skills**
- **Negotiating skills**
- **Managing processes**
- **Managing personal development**

Organization's Response

Develop Management's
Emotional Intelligence
(EI) Skills

Emotional Intelligence (EI)

A primary leadership and
managerial competency,
considered fundamental for
getting along in the workplace

(THE HEALTH CARE MANAGER/JUNE 2002)

EMOTIONAL INTELLIGENCE...

Proficiencies in intrapersonal and interpersonal skills in the areas of:

- Self-awareness
- Self-regulation
- Self-motivation
- Social awareness and
- Social skills

Emotional Intelligence - Application

Component	Definition	Examples of application
Self-awareness	Having a deep understanding of one's emotions, strengths, weaknesses, needs, and drives.	<ol style="list-style-type: none"> 1. Confidently making decisions when budgets must be trimmed in medical areas. 2. Knowing that the values of the health care system are not congruent with yours 3. Recognizing that the late night Committee meetings are affecting your family relations
Self-regulation	A propensity for reflection, ability to adapt to changes, saying no to impulsive urges	<ol style="list-style-type: none"> 1. Knowing when to step away if you are having an argument with a provider 2. Acting to correct medical billing compliance issues rather than ignoring it 3. Accepting responsibility for additional health care facilities
Self-motivation	Driven to achieve, being passionate about your profession, enjoying challenges.	<ol style="list-style-type: none"> 1. Setting up a senior manager retreat to allow the best environment for planning 2. Being optimistic even when census is low 3. Embracing diverse populations of patients and employees
Social awareness	Thoughtfully considering someone's feelings	<ol style="list-style-type: none"> 1. Thinking of the family's perspective when involved in bioethical decisions 2. Being compassionate when dealing with employees and their personal problems affecting their work 3. Being patient-centred.
Social skills	Moving people in the direction you desire.	<ol style="list-style-type: none"> 1. Being able to negotiate a favourable managed care contract 2. Having employees satisfied with their performance evaluation. 3. Using good listening skills when talking with governing board members

FOUR HIERARCHICAL ABILITIES that lead to high EI

1. Accurate perception, appraisal, and expression of emotions
2. Generation of feelings on demand to facilitate understanding of yourself or another person
3. Understanding emotions and the knowledge that can be derived from them, and
4. The regulation of emotion to promote intellectual and emotional growth.

[Mayer and Salovey 1990]

EMOTIONAL INTELLIGENCE...

synonymous
with good
leadership

consists of those social and emotional skills necessary to:

- Motivate and inspire subordinates
- Manage with understanding and respect, and
- Resolve conflicts and ease tensions as they arise

Organization's Response

- Make special efforts to retain your best performers
- Provide maximum advance notice to terminated employees
- Provide as many personal choices to affected employees as possible.
- *Communicate regularly and in a variety of ways*

Organization's Response

Observe the "4 No's" . There should be:

- no secrets
- no surprises
- no hype, and
- no empty promises

Organization's Response

Get the message out in a regular, consistent manner.

Use:

- Newsletters
- E-mails


- Videos
- Intranet, and
- Employee meetings

Experience of a Jamaican Company

**Wednesdays –
Employee day...**

**The CEO
communicates
with all levels of
employees on any
area they choose
to discuss about
the company**

- **Over 39% increase in 1st quarter profits**
- **The only decline reported – was in its hardware business**
- **To reverse the decline - implementing various initiatives to improve efficiencies and reduce costs**



**CEO: Forward Planning and staff training and
involvement at all levels**

[Investor Briefing Kingston Jamaica - May 15, 2009]



HOW DID THEY ACHIEVE THIS?



COMMUNICATE:

LISTEN, DISCUSS, AGREE, IMPLEMENT, and

MEASURE RESULTS, DISCUSS...

**PROGRAMMES
STARTED/ALREADY IN PLACE IN
SOME ORGANIZATIONS**



**Initiate and maintain relationships
before they are needed!**

**RELATIONSHIPS AT THE
WORKPLACE**

TRAINING/EDUCATIONAL OPPORTUNITIES

**The best
contraceptive
for women is
higher
education**

CEO – GFK – May 17, 2009 –
Television Jamaica

Training and educational
opportunities are made
available to staff now
more than before

Programmes in Place

- In-service Training to include High School Equivalency Programme
- Conferences and workshops
- Tertiary Education Assistance Programme
- Structured career development and planning programme



Programmes in Place

- **Staff loans:**

- Emergency
- Motor Vehicle purchase
- Short-term
- Education/Training

Programmes in Place

- Funeral Grant
- Pension Plan
- Retirement Grant
- Transportation for staff

- Social Club – Monthly Social Activity
- Lunch Subsidy
- Annual Family Fun Day - small company
- Bi-Annual Staff Fun Day – large company

Programmes in Place

- Leave:
 - Vacation
 - Maternity
 - Sick

Emotional
support/counselling

- National Health Fund
- Health Plan
- Nursery facilities at the workplace or subsidy to nursery



Some benefits to be derived...

- Better managed and more healthy organizations [loss of weight]
- Empowered employees who may move to self employment (e.g. contractors for former company)
- Identified strengths and weaknesses
- Seized opportunities, eliminated threats, and
- **Key success factors identified – NEW???**



Rahm

Emmanuel –

Incoming

White House

Chief of Staff

*"Rule one: Never allow a crisis
to go to waste. They are
opportunities to do big
things."*

The CEO



*That special
something...
Emotional
Intelligence*

and
YOU

Beyond these times... Big things ahead

Organizations and their employees, will require **competent, emotionally intelligent managers** who will assume the positions that will become vacant on retirement of baby boomers... **Lets prepare our employees!!!**





St. Thomas



Reach Falls, Jamaica

Thank

You



Cane Garden Bay, Tortola