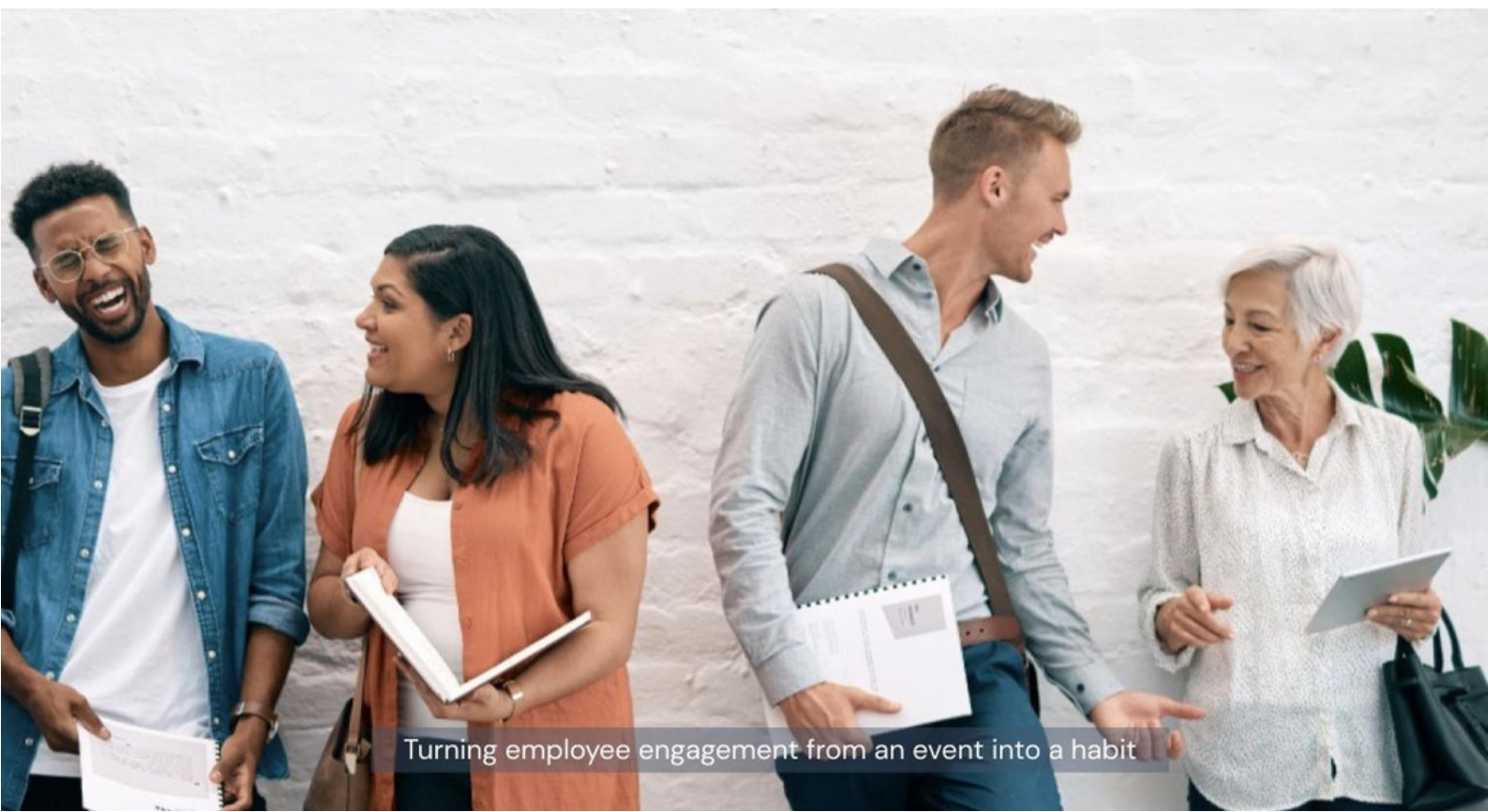




# ENGAGEMENT AFTER CHANGE

A guide to rebuilding engagement after  
redundancy and restructure



Turning employee engagement from an event into a habit

# BACKGROUND

In order to remain successful, businesses must adapt and evolve over time. There are many factors at play that affect the health of a business, from the economy and changing skill sets, to industry regulation and pandemics.

As a result, restructures, redundancies and change programmes are commonplace for businesses who seek to remain competitive.

Yet, as common and essential as these processes are, they can be devastating, not just for the individual, but for the business as a whole. It can shift and change the culture of an organisation, with engagement almost always taking a noticeable hit.

Working through a change programme with a sound recovery strategy for the other side can help an organisation rebuild itself much quicker - even come out stronger - in most cases.

The consequences of not thinking 'what happens next' can have a long-term, detrimental impact on a business.

Here's a quick snapshot of what you might notice after a change programme is undergone but unchecked:

- Major and prolonged drops in performance both in individuals and the business as a whole
- Valuable talent leaving the business
- Unintentional change in work culture
- Sickness and absence increasing
- Decreased wellbeing
- A breakdown in relationships amongst team members and between leaders
- Paranoia about future change
- Signs of change fatigue

In this guide, we'll look at 10 ways you can rebuild engagement after a redundancy or restructure process.

## PSYCHOLOGICAL SAFETY

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*Such changes are not instigated by the employee, or within their control*

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Psychological safety is the 'issue' that sits at the heart of all change programmes, and can significantly damage engagement rates after change.

Employees need to feel psychologically safe at work. Knowing what's coming next and having an understanding of their new place in an organisation is a huge part of how safe and secure they feel.

When employees go through a major change, their sense of safety becomes disrupted and the impact can be huge.

Maybe a colleague they worked with has left, maybe they're now in a different role, or perhaps their leader has changed. Such changes are not instigated by the employee, or within their control.

A huge part of rebuilding engagement after a major change is making employees feel safe and secure again. It's important to focus on rebuilding trust within your team, while being transparent and supportive.



## CHECK IN WITH YOUR LEADERS

People leaders are your best 'change agents', and their teams will naturally look toward them for guidance through any period of change.

But these individuals also need to feel informed and confident, in order to provide quality leadership during challenging times.

So start with your leaders when it comes to engagement. Check in with them. Have all of their questions been answered? Have their concerns been addressed? If not, are they able to find the answers for themselves?

What about *their* personal engagement? Do they feel safe, secure, and ready to move forward?

If you are the leader instigating the change, check in on your own engagement - what do you need for yourself to be in the best possible place to lead?

Fostering rock solid, confident and engaged leadership will give you a great foundation to rebuild the engagement rates of the rest of your team.

## TEMPERATURE CHECK

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*The best way to check on the engagement of the team? Just ask them!*

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Want to know the best way to check on the engagement of the wider team? Just ask them! You shouldn't guess how they are feeling, or expect them to come to you if something isn't right. If your aim is to be proactive with engagement, you need be proactive with your team members.

Tools such as Ten Space's engagement survey platform provide an easy and effective way to check in and connect with your team.

Sending out a survey to your team is both quick and efficient, and promises to deliver the valuable feedback you need. It's a great way to gauge how messages are landing, and check if your team are looking toward the future, not the past.

Creating an open conversation is the best way to get feedback from the team on what matters to them. But the next step is the most crucial - you must act on that feedback.

Don't collect feedback and sit on it, or dismiss it. You're trying to foster a sense of trust, after all, so doing what you say you are going to do is imperative.

# RESET AND RECOMMUNICATE GOALS

Your organisation has changed, but does everyone know exactly what has changed?

Does everyone know what part they play in the new organisation?

Does your team know what their new goals are, and where you're heading over the next few years?

Even if your direction and goals haven't changed, revisit this with the team.

Make sure everyone is crystal clear on where you're going and how they fit in.

Belonging and connection are huge parts of encouraging engagement, so you may need to revisit this often after a restructure or redundancy process.

## RE-ESTABLISH VALUES

Once you've re-set the direction and communicated your goals with your team, reestablishing your values is the next step towards engagement.

The team may feel as if you've been on the wrong side of your values if you've recently undergone a change process.

Fronting into that and reestablishing what your values and culture are as an organisation can help you draw a line under the past and move forward as a team.

## REBUILD TEAMS

Changing teams or leaders can significantly change the dynamic of a team.

Give your teams time to reform and to rebuild. You may need to create various opportunities for team building in order to strengthen workplace relationships. You may notice an output drop while your team gets used to the new dynamic, shape or size.

Set your team goals, provide them with the support and resources they need, and allow them some space to get settled in.



## CONTINUE TO INVEST IN TALENT

“*Never cut corners when it comes to talent.*”

If you've taken headcount out of your team, chances are you feel a more acute need to retain those left in your organisation. Don't overlook the need to continue to invest in those who remain.

Ensure that you're clear on what they want from their future, so that you can support both their professional and personal development.

Never cut corners when it comes to talent. Change programmes can make employees reassess their future in your organisation, even if they weren't directly impacted.

If you can elucidate their future path with your company, and demonstrate that you will continue to invest in them, your chances of retention become much greater.



## KEEP CHECKING IN

Plan to check in with your teams on a regular basis long after the change has taken place. Engagement can dip and peak over time, while your team ride out the wave of change.

If you're asking for feedback on a regular basis, this can help you to spot issues that are hindering productivity and success. Consistent feedback can identify recurring themes from your team - parts of your change programme that haven't landed as you expected and that may need reconsidering.

## COMMUNICATE

Prior to your change programme, you probably had a communication strategy in place, kept in touch during consultation, and communicated the outcome.

Switching all of the above off once the change has been made can be rather unsettling for your team. They may have unanswered questions - was the change successful? What happens next?

Parts of your communication plan may be led by the feedback coming through from your team. This sort of feedback loop is a great way to demonstrate that you're listening to their queries and responding accordingly.

## BE RESPECTFUL OF LEAVERS

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*Being unprofessional about those who have left, is a sure fire way to destroy the trust of those who remain.*

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This one should go without saying, but there are too many examples where this hasn't been the case... Being respectful of leavers is all about trust.

You may have your opinions - whether good or bad - about those who've left your organisation. But continuing to remain professional and respectful towards and about them is crucial. Being unprofessional about those who have left your business, or about the way that they left, is a sure fire way to destroy the trust of those who remain.



## ABOUT TEN SPACE

If you're looking to rebuild engagement after a redundancy, restructure or major change, Ten Space can help. We're experts in employee engagement, with cutting-edge tech that can help you gain the insight you need to build a highly-engaged team and a thriving workplace.

The Ten Space platform uses WhatsApp and SMS messaging to survey employees on their mobile device, no matter where they are.

Our platform is designed to build trust and encourage honesty from your team, with high completion rates.

