

ceo

Center for
Effective
Organizations

Energize and Engage
after Layoffs



Innovation network for
organizations competing to win
with speed, agility and grace

usc Marshall

Energize and Engage After Layoffs

Layoffs and downsizing create significant changes in the energy and engagement within most organizations. Consider the following questions:

- Can you measure the changes?
- Could some of the changes be positive?
- Is your organization doing the most it can to leverage these changes?
- How do you harvest the positive?
- How do you help your organization not just get past the post layoff stage but move forward and fully utilize the learning that occurred during these events?

This new Center for Effective Organizations innovation network focuses learning to help you engage and energize your employees in the types of behaviors needed to drive growth and success after a layoff or a downturn.

We go beyond the traditional employee engagement work and help you diagnose and study momentum, which is a function of BOTH energy/engagement AND direction.

3 Phases

Membership in this innovation network involves three phases:

Phase 1: Discovery

We use a validated set of questions to run a short survey and obtain baseline measures of sense of urgency, energy, direction, and basic employee strength.

We use these data for on-site, highly interactive dialogues with the leaders and the project team. From this work we develop a set of interventions to focus energy and engagement in the right direction for growth. We help members increase momentum to win. Results from survey work across all members are shared (at a high level) in web-based meetings.

Phase 2: Implementation

The interventions are implemented. We measure success as we go through the process. Regular meetings with members via phone and web share learning through case studies, learning moments, and larger scale findings from the data analysis. At the point when all interventions have outcome data, an on-site meeting brings participants together to share learning and create platform for next steps.

CEO taps into a large body of research on employee energy at work. High stress situations (such as layoffs) create a high sense of urgency in the organization.

Rather than diminish this urgency level post layoff, firms that succeed tap into the high urgency level and create positive energy for future growth. We have studied this phenomenon with over 1 million data points, thousands of firms, and hundreds of thousands of employees.

This program will help members quickly move past the post-layoff loss of energy to a high and positive energy / urgency state.

Phase 3

The innovation network decides where phase three will take them. The meetings are more like user group events rather than conferences; members are jointly forming interventions, products, case studies and white papers, and contribution to books on the cutting edge work we are doing together.



CEO

CEO innovation networks go beyond learning—we develop innovative practices and use them. Our partners implement these practices into their operations. Together, we incorporate our learnings into actions and develop new and better practices.

- Stay ahead of your competitors
- Learn with a group of peers
- Work with the CEO team of thought leaders
- Develop lasting relationships
- Keep moving forward
- Stay energized and focused on what works

To learn more about this unique opportunity, contact Lacey Leone McLaughlin, Director of Executive Education at (213) 740-9814 or by email at lacey.leone@marshall.usc.edu



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