



## TenStep Supplemental Paper

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### Minimizing the Layoff Guilt

Downsizing has its own consequences. Employers feel guilty when they lay off their employees after years of service, and in an attempt to soften the blow, many have helped the emergence of a new and a booming business called Outplacement. Employers hire agencies to assist supernumerary employees find alternative employment or careers and cope with the situation arising out of the loss of their jobs.

Some employers would like to counsel laid-off employees if they can't afford an outplacement agency's services. The company's HR personnel might not always be familiar with all these employees. Therefore, functional heads familiar with the staff must be trained to guide and counsel employees. This can go a long way towards helping them find jobs in areas they may never have explored

**Enabling employees to discover themselves.** Through one-on-one sessions with managers and feedback from colleagues and friends, employees can discover themselves. They should be watchful of subtle feedback such as "you can be quite willful at times," which really means, "You can be quite obstinate."

**Personality matrix.** Jotting down what "people think of me" against "what I think of myself" and ticking off common factors is worthwhile as it could increase one's self-awareness. Equally essential is exploring one's hobbies and interests. The twin methods of personality matrix and introspection help zero in on one's abilities and provide an insight into what really drives the person.

**Acknowledge the earnings trap.** One's interests may lie elsewhere, but the compulsion to take a job that pays well and provides security usually dominates a person's choice of career. The time of outplacement might be the time to pursue one's long-standing dreams and interests. Even if the employee isn't interested in pursuing this interest immediately, it helps to consider avenues for future employment.

**Encourage them to grab opportunities.** Sometimes grabbing opportunities or viewing them as challenges can help an employee reach his/her dream job. Grabbing opportunities, in some cases, sows the seeds for employment that coincide with one's future interests.