



A Proper Farewell! Layoff Handling

Under the economic downturn, many industries without exception grapple with high rents and substantial staffing costs while seeking ways to boost revenue and cut expenses to sustain their businesses. Yet, faced with a sluggish market and no viable solutions, "layoffs", the tabooed and much shunned word, becomes something managers must start considering even reluctantly no matter how hard they want to steer clear of this difficult option. How can we lay off employees without demoralising them, and properly say goodbye to colleagues who are dismissed?

Reducing the Emotional Damage of Layoffs

Layoffs are certainly unpleasant events. Imagine an employee who relies on their salary to support their family, caring for elderly parents and raising young children. If suddenly being laid off, it is only natural that he or she will feel like they don't know how to face not just themselves but also their loved ones. Therefore, before proceeding with layoffs, managers are encouraged to conduct thorough risk assessments and planning. Appropriate transparency is key to preventing abrupt personnel changes from causing panic, allowing employees to be mentally prepared when facing layoffs and to plan their futures early on. When communicating with employees who are about to be made redundant, adopting a sincere and respectful attitude — be thankful for their contributions and efforts — can reduce their anxiety and hard feelings. Avoid creating an adversarial relationship, which can make employees feel humiliated and disrespected, leading to anger and resentment towards the company.





Practical and Considerate Support for Departing Employees

Besides openly explaining the reasons and offering fair compensation, providing psychological counselling and career transition guidance can help departing employees manage their emotions during the transition period. Layoffs can increase financial burdens, cause physical and mental distress, and disrupt daily routines and family life for departing employees. Providing relevant training — such as CV writing and interviewing skills — can enhance their ability and chances to secure their next job offer as soon as possible, keep them abreast of market trends, thereby reducing the anxiety caused by future uncertainties.

Caring for the "Survivors"

The announcement of layoffs may cause panic within the company, with rumours spreading and a heavy atmosphere pervading. The remaining employees may feel confused, sensitive, and anxious, worrying that they might be the next. They may also feel fatigued due to increased workloads following reductions in force (RIF). If these conditions persist, they can lead to physical and mental burnout, subtly undermining team morale and affecting work efficiency. Therefore, let's not forget or overlook that the "survivors" are also a group of personnel that need psychological support. Managers can hold individual conversations to dissolve the air of uncertainty and arrange training to help employees cope with change. Managers also need to learn how to lead the newly restructured team to help rebuild trust and relationships within the workplace.



The essence of every enterprise lies within its employees. By providing psychological and career transition support to departing employees, managers not only allow them to face career lows with dignity and rebuild confidence but also help the "survivors" understand that the company values everyone all the same. This enhances their trust and sense of belonging to the company, enabling everyone to overcome difficult times together.

Love and Beginnings) Be Your Own

Change can often induce stress and anxiety. However, we can borrow the H.E.R.O. principles from Positive Psychology to adjust our mindset, calm our emotions, and face challenges effectively.

Hope

Consider change as an opportunity rather than an obstacle. Have faith in your ability to adapt, remembering that feelings of helplessness are temporary.



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Believe in your skills and capacity to handle change. Build confidence by setting small, achievable goals and working towards them incrementally.



Resilience

Accept the reality of transitions and give yourself time to adapt. Embrace imperfections and dissatisfactions during the adjustment phase, taking one step at a time.



D ptimism

Cultivate a positive attitude. If you notice you have a tendency to think negatively or pessimistically for what's happened, pause, reflect, and identify 3 possible ways to interpret them positively. Practise reframing your thoughts.



Liven Up Your Soul) >>

Plant

Deep beneath the soil, a tiny seed dreamed of growing into a tall, sturdy tree. Whenever storms approached, the seed feared it was too fragile to withstand the winds. It worried it might be

washed away by torrential rains or succumb to rot in the dark, damp environment. Yet its inner longing enabled it to persevere through every storm. It tirelessly extended its roots downward, absorbing every trace of nutrients from Mother Earth. After each tempest, the seed felt its roots ever more grounded. Over time, it sprouted tender shoots and, nourished by sunlight and rain, got strong and robust. Finally, the seed became a tree capable of withstanding wind and rain, providing shelter for the small animals dwelling in the valley.

The seed's story teaches us that when we encounter difficulties on our journey of growth, we should see it as a chapter of personal development and courageously lay down roots. Once we have identified our goals, we must focus on taking action. Though challenges may be daunting, by overcoming them we become stronger, gradually realising our dreams.



In recent years, rapid technological advancements have led to changes in job roles within companies, posing various challenges for human resources. One company chose to transform one of its departments, which consisted of around ten people. Some employees were able to transfer to other departments within the company, while others needed to look for jobs elsewhere.

Nine months prior to announcing the corporate restructuring, the company began discussions and preparations with our Employee Assistance Programme (EAP) consultancy team. Their aim was to provide maximum support and minimise the impact on affected employees. This included offering relevant job search and interview training, as well as career transition support services, striving to better equip employees to restart their careers.

Ms. Wong was among those whom the company couldn't find a place for her to stay. Having worked at the company for over 20 years since graduation, she was at a loss upon receiving the news — worried about her future prospects and unsure how to tell her family. Fortunately, the company had arranged for EAP consultants to be on-site on the day of the announcement, providing immediate emotional support to employees in need. After speaking with a consultant, Ms. Wong was able to calm her nerves and gradually contemplate her future path.

Subsequently, the consultant regularly followed up on Ms. Wong's emotional well-being and job search progress. The consultant assisted her in preparing her CV, cover letter and conducted mock interviews, helping her gain relevant experience and confidence.

Perseverance pays off. After multiple interviews, Ms. Wong successfully restarted her career at a multinational company. She was overjoyed to share that the new company appreciated her stability, sense of responsibility, and the experience she had accumulated over the past 20 years, offering her a salary increase of over 20% compared to her previous position. Ms. Wong also sincerely thanked her former employer for their delicate handling of the inconvenient situation. While she surely felt upset, she also felt valued, and the consultant's support helped her better adapt to the sudden changes in her professional life.

RESUME



According to the "Hong Kong Employees' Physical and Mental Health Survey" published by our Company last year, over 30% of employees are afraid to go to work when faced with multiple stressors from work and life, and nearly 80% are unable to concentrate on their jobs. A company should not be a place that employees fear; instead, it should make them feel valued and accepted, enabling them to contribute according to their strengths. When employees adopt a more positive mindset, their work performance naturally improves, benefiting the company's sustainable development.

To help enterprises understand their level of positivity, we are pleased to announce the launch of the "Hong Kong Positive Organization Award Scheme" to commend companies and organizations dedicated to fostering a positive culture, thereby promoting positive social change. The scheme is now open for registration. Employers across Hong Kong can participate by encouraging their employees to complete the "Hong Kong Positive Organization" survey questionnaire on or before 28 February 2025. Based on survey results, participating organizations which employees recognise to have exhibited a culture of positivity will receive the "Hong Kong Positive Organization" Award, entirely free of charge.

Company Information

Four Dimensions Consulting Limited (FDC) is a private limited company set up by Hong Kong Christian Service (HKCS) in 2005. Employee Development Service (EDS) of HKCS is the first EAP provider in Hong Kong since 1991. We offer total solutions to assist employees with work/life issues, develop strengths/potentials, increase work engagement and positivity at work, which ultimately enhance organizational excellence and sustainability.

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