

# INDEX

## A

- Abilene Paradox* (Harvey), 39
- Acceptance, as stage of grieving, 125, 126
- Act one: defined, 14; example of layoff with, 10; media accounts of, 21–23; study of layoff survivors in, 47–62
- Act two: defined, 14; example of layoff with, 10–11; media accounts of, 23–24; study of layoff survivors in, 63–74
- Advance notification, 105–106
- Alcohol abuse, 81
- Analysis, limited value of, 190–191
- Anderlini, J., 74
- Anger: about layoff process, 56–57, 71–72; about management pay and severance, 67; change in, among layoff survivors, 82; as stage of grieving, 125, 126
- Argyris, C., 211
- AT&T, 28–29

## B

- Bardwick, J. M., 158
- Bargaining, as stage of grieving, 125, 126
- Beattie, M., 131, 138, 145
- Becker, G., 21
- Benefit plans: flexible and portable, 156; with old vs. new employment contract, 151, 152; for returning employees, 167
- Bennis, W., 194

- Betrayal, feelings of, 52
- Blaming, survivor, 30, 44–45, 61, 81
- Bridges, W., 6, 214, 215
- Brockner, J., 43, 80
- Brown, G., 40
- Business Wire, 43

## C

- Cameron, K. S., 22, 78, 79
- Career paths, in/out, 167–168
- Career planning: under new employment contract, 153, 164; under old employment contract, 135, 152
- Cascio, W. F., 79
- Change: in language about layoffs, 18, 24–26; in required leadership skills, 185–186; sense of permanence, 59, 62
- China, 74, 220
- Chrysler, 23
- Codependency, organizational: connecting with core purpose to counter, 144–148; Dagwood as example of, 130, 132–133; defined, 14; described, 131–132; detaching from, 133–138; difficulty of breaking, 130, 132–133; implications of, 148–149; leadership's role in ending, 203, 204; letting go of, 138–144; old vs. new paradigm on, 198. *See also* Empowerment interventions
- Collectivism, vs. individualism, 220–221

Commitment: to company, 53–54, 129; need for change in, 227–228; perception of lack of reciprocal, 53–54; to self, 66, 129

Communication: balancing head and heart in, 92–97; control traps that block, 88–92; desire for honest, 70; helpful, by managers, 69–70; importance of telling truth in, 97–100; lack of, by management, 68–69; layoff survivors' dissatisfaction with, 55–56; redundant, 86–87; tips on, about layoff process, 87–88

Competition, limited value of, 191–192

Consultants, to initiate grieving interventions, 123, 124–125

Control: as barrier to interpersonal competence, 211; letting go of, with codependency, 138–144; in mergers vs. acquisitions, 102–103; old vs. new paradigm on, 202; sense of loss of, 82

Control traps, blocking communication, 88–92

Coping methods, of layoff survivors, 80–81

Core purpose, connecting with, 144–148

Cost cutting: avoiding obsession with, 194–195; as trap for leaders, 185

Covey, S. R., 235–236

Credibility of management, 58

Culture busting, 197–206; implications of, 205–206; leadership's role in, 202–205; as necessary and painful, 197–198; by reframing old-paradigm behaviors, 198–202

Cultures, national, 220–223

Customers, need to continually seek, 228–229

Cynicism, resisting, 182, 183, 186–187

## D

Dagwood Bumstead comic strip, 130, 132–133

Davis, M., 22–23

Death imprint, 42–43

Decision making, about human vs. nonhuman resources, 20–21

Denial: among layoff survivors, 81; discussing feelings to overcome, 35–37; hierarchical pattern of, 6–7, 11–12; metaphor to move layoff survivors past, 7–10, 36, 110; as stage of grieving, 125, 126

Denial traps, 100–103

Dependency, fallacy of, 231. *See also* Codependency, organizational

Depression: in layoff survivors, 29, 33, 50–51, 64–65, 80; marasmus accompanying, 39–40; as stage of grieving, 125, 126

Detachment strategies, 133–138

Devanna, M. A., 23

Dorfman, J. R., 79

Downsizings, negative effects of, 77–79

Drath, W. H., 202

Drucker, P., 185

Drug abuse, 81

Dyer, G., 74

## E

Emotions: dealing with, in layoff process, 92–97; effects of unprocessed, 110; managing, 90–91; old vs. new paradigm on, 200. *See also* Feelings

Empathy: need for, 227; old vs. new paradigm on, 200

Employee contracting, 169–176; advantages and disadvantages of, 170–172; examples of, 172–174; model of, 175–176; quotes from executives on, 174

Employees, 161–165; encouraging autonomy of, 162–164; just-in-time,

26; long-term vs. temporary, 157–158, 201, 227; new roles and behaviors required of, 225–231; shift in organizational view of, 18, 19–24; tough love to produce empowered, 164–165. *See also* Layoff survivors; Layoff victims

Employment, long-term: in new paradigm, 230; old vs. new paradigm on, 200–201; shift to situational from, 155–158; temporary employment as replacing, 226–227

Employment contract. *See* Employee contracting; New employment contract; Old employment contract

Empowerment: skills in, as leadership skill, 218–219; tough love required for, 164–165

Empowerment interventions, 83, 129, 133–149; for connecting with core purpose, 147–148; for detaching, 133–138; for letting go, 138–144. *See also* Codependency, organizational

Equity, as issue in layoffs, 104

Euphemisms, 26

**F**

Fairness: feelings of lack of, 49–50; as issue in layoffs, 104

Fatigue: experienced by layoff survivors, 50–51, 64, 77, 79, 82; in Hiroshima survivors, 44

Fear: layoff survivors' experience of, 59, 65–66, 80; of softness, 212–213

Feedback, leaders' methods for gaining, 208–211

Feelings: clusters of, of layoff survivors, 79–80; discussing, to overcome layoff survivor sickness symptoms, 34–37; revealed in layoff survivors studies, 49–59, 64–73. *See also* Emotions

Flamholtz, E., 21

Flint, J., 22, 23

Formulation, 41, 45

Fowler, E. M., 38

Freedom, 235–236

Freeman, S. J., 22, 78, 79

Freud, S., 45

Friedman, T., 23–24, 154

## G

Global context, 154–155, 219–223

Goleman, D., 181

Good work: defined, 14; detachment through, 134; exercise on, 148; as motivator, 168, 200; recognizing, 228; as valuable to others, 229

Gottesfeld, H., 14

Grieving, Kübler-Ross model of, 124–126

Grieving interventions, 83, 109–127; consultant help with, 123, 124–125; departmental wake as, 121–123; empowering managers to facilitate, 124–126; as “emptying gunny-sacks,” 111–112; implications of, 126–127; labeling, 110; organizations' avoidance of, 109–110; small business visioning as, 118–121; systemwide example of, 115–118; team example of, 113–115

Guilt: death, 41, 43; survivor, 14, 60, 79–80

Gunnysacking, 111, 184–185

“Gunslinger,” confronting denial due to layoffs by, 34–37

## H

Hallett, J. J., 29

Hames, R. D., 223

Hampden-Turner, C., 220

Hardis, S., 23

Harris, R., 38

Harvey, J. B., 39, 43, 46, 78, 79

Heart-head communication, 92–97

Helping: vs. controlling, as choice of leaders, 182–183; courage to

- engage in, 187; resources for, for layoff victims, 12; as role of managers in new paradigm, 124, 125; skills in, needed for interpersonal competence, 211
- Herzberg, F., 86
- Hirsch, P., 134
- Hoffman, T., 78
- Hofstede, G., 74, 188, 191, 220
- Honesty, old vs. new paradigm on, 200
- Human capital, 21
- Human resources: making decisions about, 20–21; shift away from view of developing, 19–20
- Human spirit, applied, 231
- Humor, gallows, 39
- I**
- Iacocca, L., 23
- IBM, 146
- “If-only” game, 141–143
- Image management, 91–92
- Information, thirst for: in layoff survivors, 81; overcommunication to deal with, 86–87; revealed in layoff survivors studies, 61–62, 68–69, 70
- Interpersonal competence: barriers to, 211–213; helping skills for, 211
- Interventions: four-level model of, 82–84; need for, 13; for reacting to vs. preventing survivor sickness symptoms, 129; straight-talk, 140–141. *See also* Empowerment interventions; Grieving interventions; Process interventions; Systems interventions
- Intrapersonal insight: manager with role to provide, 210–211; methods for obtaining feedback for, 208–210
- J**
- Japan, 154–155, 220, 221–223
- Job enrichment, 159
- Job hunting, old vs. new paradigm on, 199
- Job insecurity, 49, 65–66
- Justification and explanation, among layoff administrators, 81
- K**
- Katz, J. H., 25
- Kim, M. U., 78
- Kiviat, B., 79
- Kübler-Ross, E., 125, 216
- Kuhn, T. S., 17
- L**
- Language, about layoffs, 18, 24–26
- Layoff survivor sickness: Clusters of feelings with, 80; defined, 13; as legacy of paradigm shift, 28–29; levels of intervention for dealing with, 82–84; overview of, 3–4
- Layoff survivor sickness symptoms: AT&T memo about managers with, 28–29; common, 11, 13; denial of, 6–7, 11–12; discussing feelings to overcome denial of, 34–37; found in both survivors and victims, 12; interventions for reacting to vs. preventing, 129; persistence of, 12, 81–82; similar to symptoms of trauma survivors, 38; tendency to underestimate, 33
- Layoff survivor studies, 47–74; implications of, 62, 73–74; organizational site of, 48, 63; quotes about feelings and concerns of survivors from, 49–59, 64–73; research methodology for, 48–49, 63–64; unexpected findings from, 60–62
- Layoff survivors: clusters of feelings of, 79–80; common symptoms among, 11; coping methods of, 80–81; defined, 13–14; discussing feelings to overcome denial by, 34–37; example of, 4–5, 6, 12; gallows humor among, 39;

- gunnysacking by, 111–112; Kübler-Ross grieving model applied to, 126; and Lifton's model of Hiroshima atomic bomb survivors, 38, 40–45; no helping resources for, 12; symptoms shared with layoff victims, 12
- Layoff victims: defined, 13; difficult choices made by, 233–235; examples of, 4–6, 10–11, 12; helping resources for, 12; Kübler-Ross grieving model applied to, 126; symptoms of, shared with layoff survivors, 12; treatment of, 56–57, 71–72, 105
- Layoffs: anger among layoff survivors about, 55–57, 71–72; change in language about, 18, 24–26; defined, 13; global context for, 154–155, 220–223; media accounts of act one vs. act two, 22–24; as never over, 99–100. *See also* Process interventions
- Leadership, 181–196; basic choices to be made by, 182–184; courageous behavior required of, 186–188; implications for, 195–196; letting go of old managerial behaviors of, 188–192; old vs. new paradigm commandments on behaviors of, 198–202; organizational decline as context for, 181–182, perspectives of, toward difficult times, 192–195; role of, in culture busting, 202–205; shift in values of, 22–23; traps to be avoided by, 184–186. *See also* Managers
- Leadership skills, 207–224; continuous self-improvement as, 213; empowerment skills as, 218–219; exhibiting value congruent behavior as, 218; experience needed to develop, 207–208; implications of, 223–224; interpersonal competence as, 211–213; intrapersonal insight as, 208–211; process wisdom skills as, 219; relevant old-paradigm, 213; transition facilitation as, 214–216; understanding global context as, 219–223; visioning as, 216–218
- Left-brain bias, 212
- Leider, R., 40
- Letting go: of old managerial behaviors, 188–192; of organizational codependency, 138–144
- Lewin, K., 216
- Lifton, R. J., 38, 40–45, 46, 193
- Looney, R., 24
- Lowenstein, R., 38
- Loyalty: cautious, 229–230; changed need for, 227–228; to job (not company), 66; old vs. new employment contract on, 152, 153; shift from, to self-responsibility, 134, 165–169
- ## M
- The Man in the Gray Flannel Suit* (Wilson), 27
- Management: of communication, 88–90; of emotions, 90–91; of image, 91–92
- Management science, 19, 212
- Managers: AT&T memo about symptoms among, 28–29; credibility of, 58; empowering, to facilitate grieving interventions, 124–126; example of, not telling whole truth, 97–100; helpful and communicative, 69–70; lack of communication by, 68–69; new roles and behaviors required of, 225–231; pay and severance of, 67; shift from paternalistic to empowering behavior by, 161–165. *See also* Leadership
- Marasmus, 39–40
- Marks, M. L., 22, 78, 102
- Marrow, A., 215
- Marshak, R. J., 25

Meaning making: continuous self-improvement as skill for, 213; interpersonal competence as prerequisite for, 211; as leadership's role in culture busting, 202–205

Media, evidence of paradigm shift in reports in, 21–24

Mergers: denial trap in, 102–103; negative effects of, 77–79

Merry, U., 40

Metaphor of surviving children, 7–10, 36, 110

Mirvis, P., 102

Miscarried repair, 41, 44

Mishra, A. K., 22, 78, 79

Moffett, M., 38

Moses, J. L., 28–29

Motivation: decreased in layoff survivors, 51, 64–65; “hygiene factors” in, 86, 105; old vs. new paradigm on, 199–200

## N

*The Neurotic Behavior of Organizations* (Merry and Brown), 40

New employment contract: assumptions, strategies, and outcomes of, 152–153; defined, 14; “family” members as dispensable with, 9; global epidemic of layoffs with shift to, 154–155; and traditional cultures, 74, 219–223. *See also* Employee contracting

New paradigm: defined, 14; examples of difficult choices made with, 231–235; freedom with, 235–236; global context of, 219–223; reframing old-paradigm behaviors for, 198–202; role of managers in, 124, 125

Numbness: feelings of, 67–68; psychic, 41, 43

## O

Old employment contract: assumptions, strategies, and outcomes

of, 151–152; defined, 14; as ending, 9

Old paradigm: defined, 14; reframing behaviors of, 198–202; role of managers in, 124, 125

Old reality. *See* Old employment contract

Optimism, 52–53, 60–61, 229

*The Organization Man* (Whyte), 27

Organizational codependency. *See* Codependency, organizational

Organizations: commitment to, 53–54, 129; lack of loyalty to, 66; language about layoffs used in, 18, 24–26; shift in view of employees by, 18, 19–24; synergist vs. reductionist approach by, 18, 27–28; time orientation of, 18, 26–27

## P

Paradigm shift, 17–30; changed worldview with, 18; employees as viewed in, 19–24; implications of, 29–30; language about layoffs in, 24–26; layoff survivor sickness as legacy of, 28–29; synergist vs. reductionist approach in, 27–28; time orientation in, 26–27. *See also* New paradigm; Old paradigm

Participation, as issue in layoffs, 104–105

Paternalism: old vs. new paradigm on, 200; shift to empowerment from, 161–165

Performance, shift in rewards for, 158–161

Performance management, 160–161

Person capturing, 134–135

Planning: layoff survivors forgotten in, 85–86; for layoffs, 55–56, 71–72; short-term, 70–71

Plato's philosopher-kings, 207–208

Poornima, M., 24

Porter, L., 205

Process interventions, 82–83, 85–107; always telling truth in, 97–100;

balancing head and heart in, 92–97; communication in, 86–88, 88–92; denial traps in, 100–103; “hygiene factors” in, 86, 105; implications of, 106–107; importance of, to layoff survivors, 85–86; research findings on, 103–106

Process wisdom, 219

Productivity, 80

Profit: effect of downsizing on, 79; short-term orientation toward, 58–59

Prokesch, S., 22–23

Promotion: elimination of, as reward for performance, 158–159; external recruiting as preferable to, 168–169

## Q

Quality philosophy, 159–160

## R

Rationality, limited value of, 190–191

Recognition systems, tenure-free, 156–157

Recruiting, vs. promotion from within, 168–169

Reductions-in-force. *See* Layoffs

Resentment, 72–73

Resignation, feelings of, 67–68

Restructurings, negative effects of, 77–79

Reward systems, for recognizing performance, 158–159, 160–161

Right Associates, 79

Risk taking: needed to break codependency, 130; reduced among layoff survivors, 51–52, 80

Role models, leaders as, 183–184

Rosinski, P., 220

## S

Saudi Arabia, 154, 220–221

Schaeff, A. W., 140

Schwadel, F., 38

Scientific management, 19, 212

Security, in old vs. new paradigm, 230

Self-actualization, spurious, 100–102

Self-directed work teams, 160

Self-improvement, continuous, 213

Self-insight training, 209

Self-knowledge, 228

Self-reliance, 29, 66

Self-responsibility, 165–169

Sensitivity training, 209

Solzhenitsyn, A. I., 46

Spousal abuse, 81

Stelifox, M., 38

Stewardship, as choice of leaders, 183

Straight-talk interventions, 140–141

Strategy, layoff survivors’ concern about, 57–58, 70–71

Stress: among leaders, 90, 193, 195; experienced by layoff survivors, 50–51, 64–65, 79; and productivity, 20

Support systems, eliminating unnecessary, 163–164. *See also* Benefits

Survivor guilt, 14, 60, 79–80

Survivors of trauma, 33–46; discussing feelings of, to overcome denial, 35–37; implications of similarities between, 45–46; and Lifton’s model of Hiroshima atomic bomb survivors, 38, 40–45; universal similarities between, 37–40. *See also* Layoff survivors

Survivors’ syndrome, 38

Symptoms. *See* Layoff survivor sickness symptoms

Systems interventions, 83, 151–177; employee contracting as, 169–176; employment contract change as basis of, 151–153; to encourage self-responsibility, 165–169; global context for, 154–155; implications of, 176–177; for rewarding performance, 158–161; to shift to empowering management behavior, 161–165; to shift to situational employment relationships, 155–158

## T

Taking care: elimination of, 162–164;  
 old employment contract on, 161–  
 162; old vs. new paradigm on, 199

Tangibility, 227–228

Taylor, F., 19, 190, 212

Teams, self-directed work, 160

Technology, and new paradigm, 223

Temporariness, 226–227

Terminations. *See* Layoffs

T-groups, 209

360-degree empowerment, 218–219

360-degree feedback, 208–209

Tichy, N. M., 23

Time orientation, of organizations,  
 18, 26–27

Totem poling, 34

Transformational leadership, 23

Transitions: conceptual models of,  
 214–216; importance of skills for  
 facilitating, 214

Trompenars, F., 220

Trust: lack of, in company, 52; level  
 of, and sense of violation, 6–7

Truth telling: as basic orientation of  
 leaders, 183; to give leader feed-  
 back, 210–211; importance of,  
 97–100; as letting-go interven-  
 tion, 143; to new employees, 168

## V

Vaill, P. B., 212, 219

Value congruent behavior, 218

Venting, old vs. new paradigm on,  
 201

Victim bonding and suspicion, 41,  
 44–45

Victims. *See* Layoff victims

Violation: preoccupation with, by  
 survivors of trauma, 38–39; sense,  
 in layoff survivors, 6–7

Visioning: skills in, as leadership  
 skill, 216–218; small business, as  
 grieving intervention, 118–121

## W

Wanting it to be over, feelings of,  
 54–55

Wasting away, 39–40

Whetten, D. A., 78

Whyte, W. H., 27

Wilson, S., 27

Work. *See* Good work

Wronn, S., 24

Wyatt Company, 78

## Y

“You’re lucky to have job,” 72–73,  
 94, 184