

# CONTENTS

Preface xi

## PART ONE THE SHATTERED COVENANT 1

---

- 1 Forgotten Survivors: What Happens to Those Who Are Left Behind 3**
  - Lessons from Act One: Juanita and Charles—Victim and Survivor 4
  - The Basic Bind: Lean and Mean Leads to Sad and Angry 6
  - Metaphor of the Surviving Children 7
  - Acts One and Two: A Family Legacy 10
  - Issues to Be Explored 11
  - Definitions 13
  - Learnings and Implications 15
  
- 2 Changing Organizations and the End of Job Security 17**
  - From Assets to Costs: The New View of Employees 19
  - From Nurturing to Violence: The Symbolism of Layoff Language 24
  - From Long Term to Short Term: The Shrinking Planning Horizon 26
  - From Synergistic to Reductionistic: Taking Apart Is Better Than Putting Together 27
  - Layoff Survivor Sickness: The Legacy 28
  - Learnings and Implications 29

**PART TWO  
THE SURVIVOR EXPERIENCE 31**

---

- 3 Learning from the Past: The Survivor Syndrome Across Time 33**  
The Saga of “No Toes,” the Gunslinger 34  
Universal Survivor Linkages 37  
Lifton’s Model of Hiroshima Atomic Bomb Survivors 40  
Learnings and Implications 45
- 4 Speaking for Themselves: Layoff Survivor Stories 47**  
Organizational Characteristics 48  
Research Methodology 48  
Job Insecurity 49  
Unfairness 49  
Depression, Stress, and Fatigue 50  
Reduced Risk Taking and Motivation 51  
Distrust and Betrayal 52  
Optimism 52  
Continuing Commitment 53  
Lack of Reciprocal Commitment 53  
Wanting It to Be Over 54  
Dissatisfaction with Planning and Communication 55  
Anger over the Layoff Process 56  
Lack of Strategic Direction 57  
Lack of Management Credibility 58  
Short-Term Profit Orientation 58  
Sense of Permanent Change 59  
Unexpected Findings 60  
Learnings and Implications 62
- 5 Time Does Not Heal All Wounds: The Effects of Long-Term Survivor Sickness 63**  
Stress, Fatigue, Extra Workload, Decreased Motivation, Sadness, and Depression 64  
Insecurity, Anxiety, and Fear 65

Loyalty to Job (Not Company), Nonreciprocal Loyalty, and Self-Reliance	66
Sense of Unfairness and Anger over Top Management Pay and Severance	67
Resignation and Numbness	67
Lack of Management Communication	68
Helpful and Communicative Managers	69
Honest Communication	70
Short-Term Plans and Strategy	70
Layoff Process Problems	71
Resentment over Being Made to Feel Guilty	72
A Look Back from the Second Act	73
Learnings and Implications	74

### PART THREE

## INTERVENTIONS FOR HEALTHY SURVIVAL 75

---

<b>6</b>	<b>A Four-Level Process for Handling Layoffs and Their Effects</b>	<b>77</b>
	Layoff Survivor Feeling Clusters and Coping Strategies	79
	The Four-Level Intervention Model	82
	Learnings and Implications	84
<b>7</b>	<b>Level One: Manage the Layoff Processes</b>	<b>85</b>
	“Clean Kids” and the Survivor Hygiene Factor	86
	Redundant Communication Is Essential	86
	What to Communicate	87
	Control Traps That Block Communication	88
	Balancing Feeling and Thinking	92
	Tell the Truth, and Never Say Never	97
	Two Denial Traps	100
	Process Research	103
	Learnings and Implications	106
<b>8</b>	<b>Level Two: Facilitate the Necessary Grieving</b>	<b>109</b>
	The Burden of a Heavy Bag	111

- A Team Intervention 113
- An Attempted Systemwide Intervention 115
- A Small Business Visioning Intervention 118
- A Departmental Wake 121
- Empowering Leaders Through Models of Change 123
- Learnings and Implications 126
  
- 9 Level Three: Break the Codependency Chain and Empower People 129**
  - Dagwood's Prescient Stand 130
  - Codependent Relationships 131
  - Organizational Codependency 131
  - Detachment 133
  - Letting Go 138
  - Connecting with a Core Purpose 144
  - Learnings and Implications 148
  
- 10 Level Four: Build a New Employment Relationship 151**
  - The Global Context of the New Reality 154
  - From Long-Term to Situational Employment Relationships 155
  - From Rewarding Performance with Promotion to Rewarding Performance with Acknowledgment of Relevance 158
  - From Paternalistic to Empowering Management Behavior 161
  - From Toxic Fidelity to Healthy Self-Responsibility 165
  - From an Implicit Career Covenant to an Explicit Job Contract 169
  - Elements of Explicit Contractual Relationships 175
  - Learnings and Implications 176

**PART FOUR**  
**THE LEADERSHIP WAKE-UP CALL 179**

---

- 11 Requisite Leadership Competencies They Don't Teach in Business School 181**
  - Choose the Right Wolf to Feed 182

	Avoid Layoff Leadership Traps	184
	Behave Courageously	186
	Let Go of Outdated Managerial Commandments	188
	Don't Listen to Chicken Little	192
	Learnings and Implications	195
<b>12</b>	<b>Rethinking Loyalty, Commitment, and Motivation: The Long and Painful Birth of the New Reality</b>	<b>197</b>
	Ten Old Paradigm Commandments Reframed	198
	Putting the Pieces Back Together: Reintegrating the Busted Culture	202
	Learnings and Implications	205
<b>13</b>	<b>Developing the Right Leadership Stuff</b>	<b>207</b>
	Developing Philosopher-Kings: Learning from Plato	207
	Intrapersonal Insight	208
	Interpersonal Competence	211
	Core Skills and Relevant Models	213
	The Global Context of New Paradigm Leadership	219
	Learnings and Implications	223
<b>14</b>	<b>Life After Downsizing: Revitalizing Ourselves and Our Organizations</b>	<b>225</b>
	The Top Ten New Reality Managerial and Employee Roles	225
	Fragile Choices	231
	The Existential Act of Choosing Freedom	235
	Learnings and Implications	236
	References	237
	Acknowledgments	241
	The Author	243
	Index	245

<http://www.pbookshop.com>