

Building Resilience: Life After Retrenchment

The aim of the programme is to develop resilience, deal with the changed financial situation, take stock of one's life and career and develop income replacement streams.

The programme consists of five interrelated and supporting modules which are explained below:

Module 1: Building resilience (3 days)

Resilience enables "bouncing back" after the shock of the retrenchment process, and enables the person to reassess, make choices and eventually emerge stronger and more resourceful. Resilient individuals are best able to resist stressful experiences impacting on their thinking, remain focussed, deal with multiple demands, and stay calm and healthy. Resilience is thus the life force to overcome this adversity, heal and strive towards self actualisation and flourishing.

This module is based on South African research into resilience, and delegates report a statistically significant increase in their resilience sustained over time.

The content of the module is:

- Review of experiences of the retrenchment process and listening to peoples stories
- Resilience Steps and Principles to deal with the retrenchment
- Reconnecting with your meaning in life
- Identifying and using unique personal strengths
- Building "grit" and mental toughness
- Problem solving and decision making in this adversity
- Interacting with loved ones; colleagues and friends during this time
- Post workshop application assignment

The outcome is the delegates build internal resourcefulness and mental strength, and are listening and thinking more openly and creatively.

Module 2: Dealing with your finances (Half Day)

The next phase is to assist delegates make wise decisions about their altered financial situation. Panic is certainly counterproductive, and retrenched people need to be given sound and sage advice to start a financial review of their situation, and make

appropriate changes. This process requires clear thinking and needs to be communicated to the retrenched persons' dependants.

The content of the module is:

- Review of where your money was spent before retrenchment
- Understanding the financial implications of being retrenched
- Drawing up a new budget until a new source of income comes on steam
- Options for dealing with the retrenchment package
- Strategies to communicate the new financial implications to dependants and loved ones

The outcome is the delegate will have understood the financial implications of being retrenched, and be in a position to make appropriate decisions or seek professional financial advice.



Module 3: Career goals and income strategies (Half day)

Retrenchment forces re-appraisal of ones life aspirations and career goals. Whilst this is a very uncomfortable time to do so, it is nevertheless a very useful decision point. What does the person enjoy doing; what are their strengths; how would they like to create income generating work? These and similar questions provide a foundation for thinking about the next stage of their life.

The content of the module is:

- Applying “What brings you joy?” and “Strengths exercise” outputs from Module 1
- Dealing with what seems impossible: creating a new income stream
- Defining career goals and income generating strategies
- Options to either re-enter formal employment or to start own business

The outcome is the doom and despair starts to be replaced with flickers of hope and intriguing possibilities.

Module 4: Re-entering formal employment (1 day)

An obvious option for people with scarce skills and experience to consider is re-entering the employment market. For many people this is however a daunting prospect, particularly if they have been employed by a single employer for a long time. Typical questions are: How do I create a professional looking CV?; What should I say about being retrenched?; How do you approach a recruitment agency – what do they look for?; How do employers make decisions on who is the best candidate? Even for those people contemplating setting up their own businesses, delegates learn useful tips and techniques for selling one self, interviewing and hiring.

The content of the module is:

- Preparing your CV
- Developing a job search strategy
- Using Recruitment Agencies
- Using other means to find a job – internet; friends; networks
- Preparing for an interview and selling yourself
- What companies look for in a candidate
- Developing interviewing skills

The outcome is the delegates are able to develop their own CV, use a variety of strategies to source possible formal jobs, understand what companies look for in a candidate, and be skilled to project their best in an interview. This will enable an informed choice as to whether or not to re-enter formal employment to replace their income stream.

Module 5: Starting your own business (1 day)

For many people who are retrenched in the present economic circumstances in South Africa, starting their own business will be a logical and sometimes their only

option. Finding multiple sources of income will probably become the norm for families in the future, and in that respect we are probably as a nation ahead of the curve. Critical is to this is to understand the market, pricing and opposition. Understanding basic business finance could be the difference between making a profit and making a loss. The basics of starting a business and buying a business are also covered.

The content of the module is:

- Developing a marketing plan
- Basis business finance
- Legal entities
- Taxation
- Basic financial accounting
- Basics when starting your own business
- Basics when buying a business or a franchise

The outcome is delegates will have a basic understanding of what it takes to set up their own business or purchase a business or franchise. This will enable an informed choice as to whether or not to use this route to replace their income stream.



Some species of Cape fynbos require fire in order to bloom (Cyrtanthus ventricosus)

Coaching: 2 one-on-one sessions

Delegates have access to 2 X 1 hour face-to-face or telephonic sessions after the workshops (conducted within 6 weeks of the end of the workshops). This enables on-going support to be provided to the person as they leave the organisation – as and when they need it. It is not aimed solely at emotional support, although this is available, but it is rather aimed at providing

practical business solutions to the inevitable problems encountered when replacing their incomes.

The coaches used for this purpose were all senior business people who either were in the position that they had to retrench staff, were retrenched or took voluntary retrenchment themselves. They thus know the real life issues the delegates will be facing and are able to either assist directly or recommend where the delegate can access specialised advice.

Outcomes of “Building Resilience: Life After Retrenchment”

For the organisation:

- Provide a best-practice, socially responsible process of downsizing
- Manage the leavers’ perception of the organisation
- Sustain the morale of the survivors in the organisation

For the people being retrenched:

- Manage their emotions and thinking so that they are best able to deal with the impact of the retrenchment
- Advice, practical skills and processes to deal with the effects of the retrenchment
- Implement a process to find sustainable income replacement
- Begin the process of personal reconciling and healing

Target market

Senior, middle, team leaders and staff who have been retrenched

Duration

Modular 6 days, followed by 2 coaching sessions being available to the delegates within 6 weeks of the end of the workshops.

Number of delegates

15 to max 30 delegates per module.

Why choose the "Building Resilience: life after retrenchment"?

- **Minimises risk:** minimises reputation risk by providing a state of the art, best practice, humane solution to assist retrenched staff restart their life after being retrenched
- **Business facilitators:** facilitated by experienced

senior business managers who are able to talk from their experience

· **Research based:** Building Resilience module is rooted in recent research with South Africans in the work place

· **Proven effectiveness:** research has shown that delegates on the Building Resilience module report enhanced resilience which is sustained over time – proven by statistical analysis

· **Accredited:** The “Building Resilience: Strength for Life” module is SAQA accredited with Services SETA



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Where to from here?

Visit our web site: www.buildingresilience.co.za

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