

Keeping your team health after a layoff

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Which of you are dealing with questions about layoffs in your company?

211k

workers impacted

804

companies

12%

less productivity

**We, software engineering leaders, have the power to
make the team move forward in a healthy and
efficient way.**

The Preparation

If you are organizing it

- Plan what work that will be dropped
- Prepare the communication
- Draw several scenarios and team structures
- Take diversity into account
- Talk to direct leaders



The Preparation

If you are the direct
leader

- Be aligned with company-wide communication
- Reorganize ongoing tasks
- Take some time to accept
- Be a change agent



Through the Layoff

How to communicate well

- Impacted people (Immediately)
- Company (ASAP)
- Tribe/Team (after company)
- 1:1 (coming days)

newsletter.pragmaticengineer.com/p/preparing-for-layoffs

Through the Layoff

Tips for communicating

- ✓ Make sure you have your narrative
- ✓ Be as honest and transparent as possible
- ✓ Give time to say goodbye

- ✗ Don't report another big change immediately

- ✗ Don't change your personal principles

Moving Forward

Dealing with feelings

Fear

- Reinforce the company next steps
- Work-life balance

Guilt

- Reinforce the 'whys'
- Encourage the support for impacted people

Grudge

- Difficult to revert

Moving Forward

Go beyond as a leader

- Consolidate the insights that you heard
- Create a ranking
- Take practical actions



Moving Forward

Retention Actions

- Recognize
- Reinforce education benefits
- Rebalance Stock Options
- Implement shared projects



Moving Forward

Retention Actions

- **Prioritize opportunities internally**
- **Give some time off**
- **Adapt your communication**
- **Be closer to some people**



RECAP

- 1. Plan the event, but don't forget the 'aftermath'**
- 2. Communication is primordial**
- 3. Respect the feelings**
- 4. Reward who stays**

THE IMPACT OF A LEADER

Thank You!

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