



# REBUILDING TRUST LEADERSHIP AFTER LAYOFFS

THE  
ASCEND  
FOUNDATION.



## Individuals





## Organisations

Outplacement  
Support



Internal Talent  
Development







# LAYOFFS



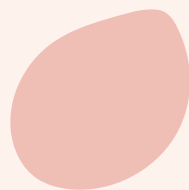


QUICK





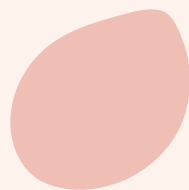
QUICK



SURPRISED



QUICK



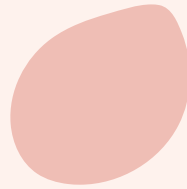
SURPRISED



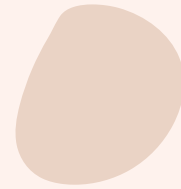
LOSS



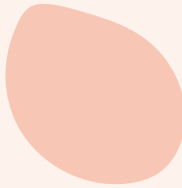
QUICK



SURPRISED



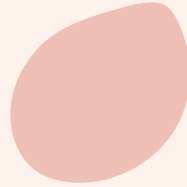
LOSS



HR



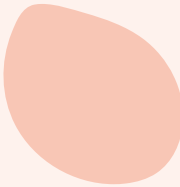
QUICK



SURPRISED



LOSS



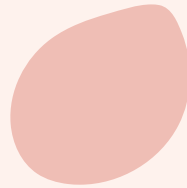
HR



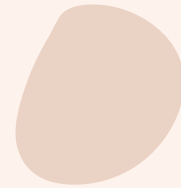
EXECS/C-SUITE



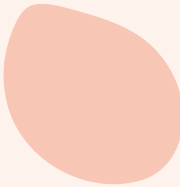
QUICK



SURPRISED



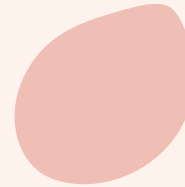
LOSS



HR



EXECS/C-SUITE



UNPREPARED

The background features abstract, organic shapes in shades of pink and light orange. A thin, grey, wavy line is positioned in the upper right quadrant. The text is centered in a black, sans-serif font.

- “I don’t know what to do  
next...”







Goal 🏆 : Learn to lead with empathy and effectiveness during and after layoffs.

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The R.E.S.T Framework



Leadership After  
Layoffs

A Play in Three Acts





**R.E.S.T**

# The R.E.S.T Framework



## Rebuild

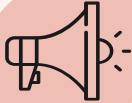
Rebuild trust and  
psychological  
safety

# The R.E.S.T Framework



## Rebuild

Rebuild trust and  
psychological  
safety



## Establish

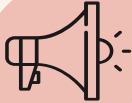
Establish new  
priorities and  
expectations

# The R.E.S.T Framework



## Rebuild

Rebuild trust and  
psychological  
safety



## Establish

Establish new  
priorities and  
expectations



## Stabilise

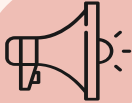
Stabilise the  
team  
environment

# The R.E.S.T Framework



## Rebuild

Rebuild trust and  
psychological  
safety



## Establish

Establish new  
priorities and  
expectations



## Stabilise

Stabilise the  
team  
environment



## Transform

Transform  
challenge into  
opportunity

# Leadership After Layoffs

A Play in Three Acts







# Act I: “The Morning Everything Changed”

A message has come through in the team chat...

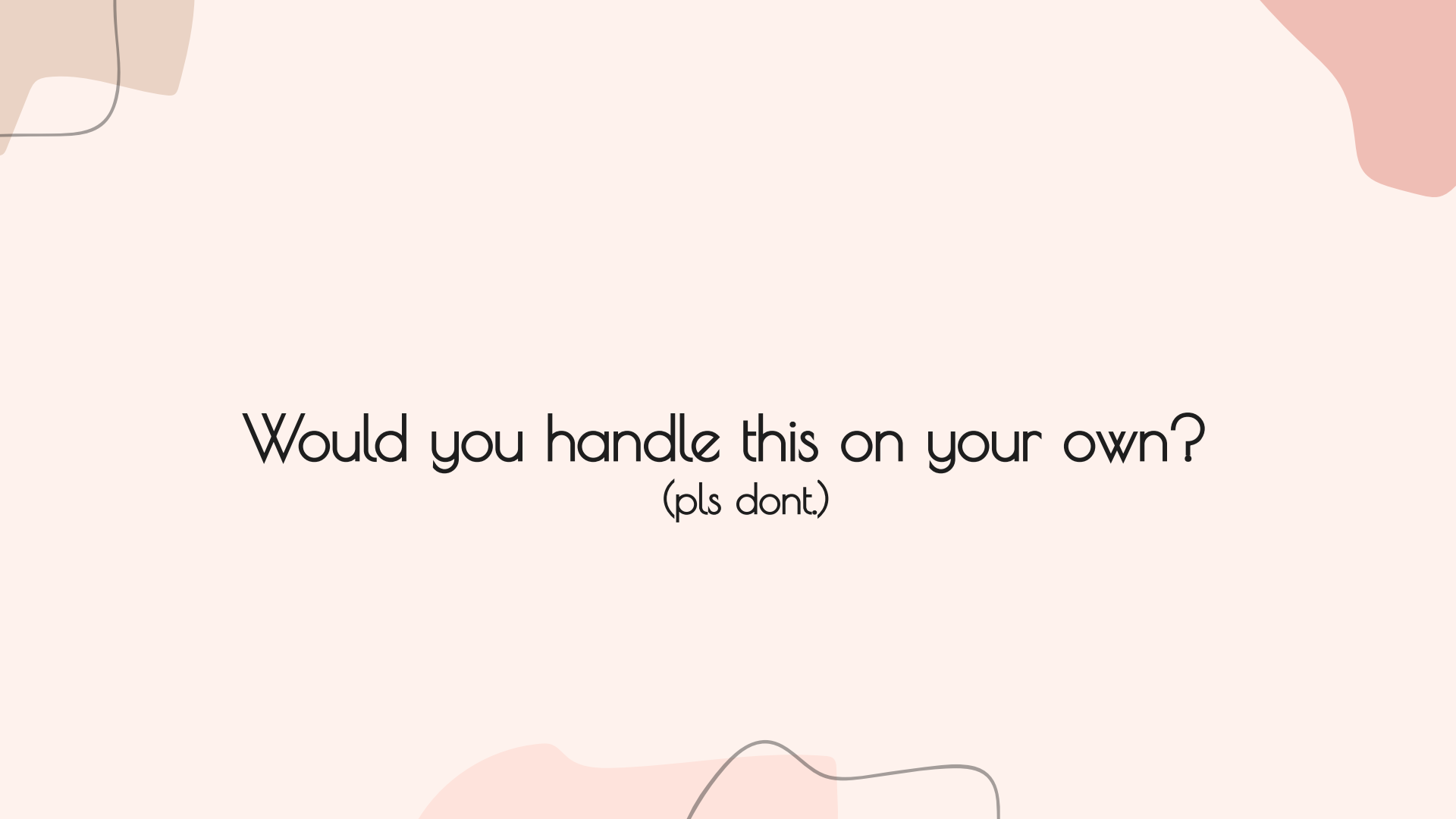


The background features abstract, organic shapes in shades of pink and orange. In the top left, there are overlapping circles in light pink and a darker pink. In the top right, a light pink shape is partially visible. At the bottom, there are larger, more complex shapes in light orange and a darker orange, with a thin, dark grey line curving across them.

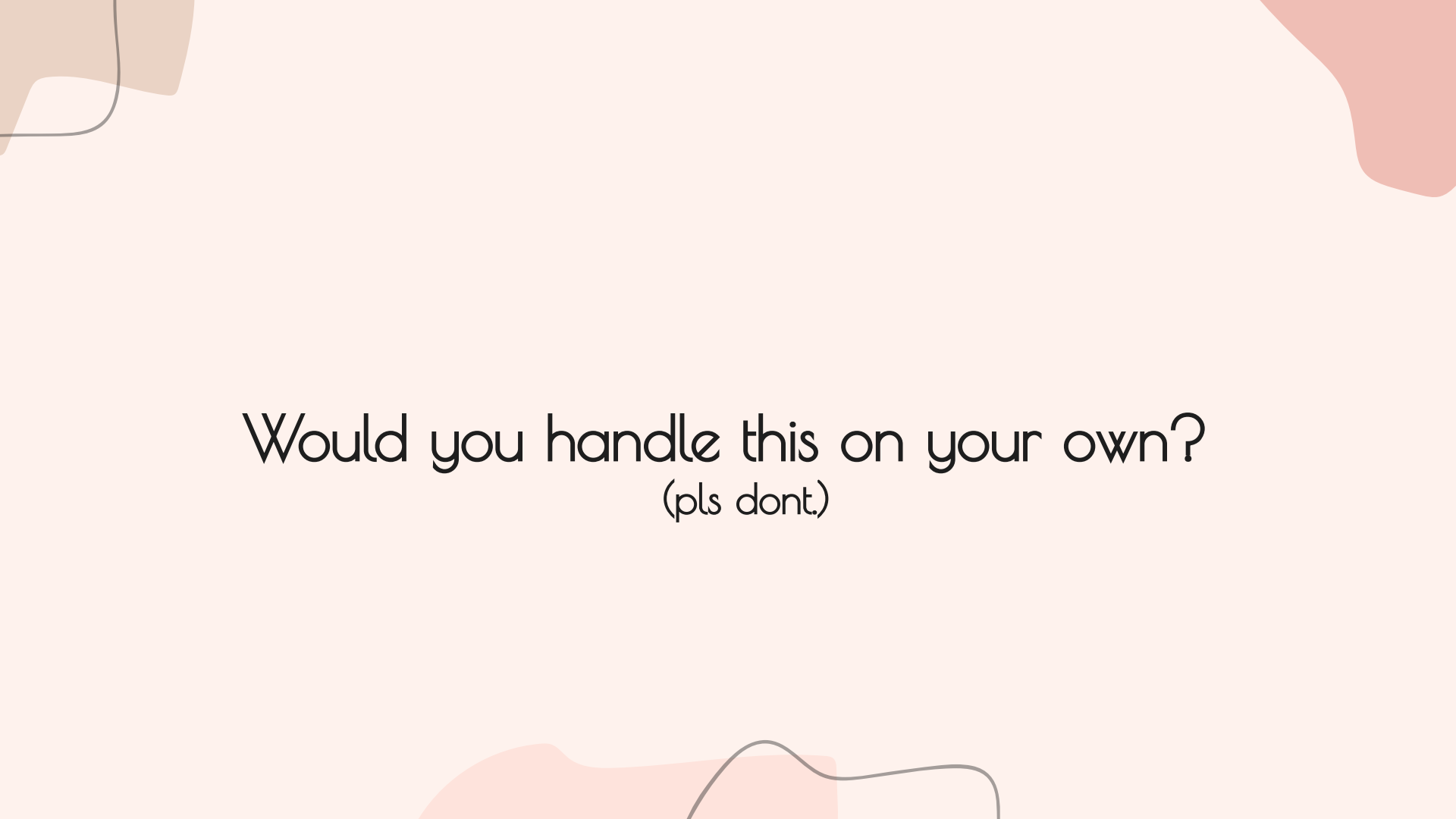
What would you do first?



How do you address the layoffs?



Would you handle this on your own?  
(pls dont.)



Would you handle this on your own?  
(pls dont.)

The background features abstract, soft-edged shapes in shades of pink, peach, and light orange. These shapes are layered and overlap, creating a gentle, organic feel. The central text is a simple, black, sans-serif font.

Did you forget to take a moment to  
yourself?



## Rebuild

Connect with the team.



## Establish

Be honest and transparent.



## Stabilise

Provide clarity and regroup.



## Transform

Collaborate, share and grow.





# Act II: “Fresh Faces, Old Wounds”

You learn that you're about to have  
some engineers joining your team...





How can you create a  
welcoming environment?



The background features abstract, soft-edged shapes in shades of pink, peach, and light orange. These shapes are layered and overlap, creating a gentle, organic feel. A thin, dark grey line is visible in the top left corner, curving downwards. The overall aesthetic is minimalist and modern.

How would you bring everyone together?

The background features abstract, soft-edged shapes in shades of pink, peach, and light orange. These shapes are layered and overlap, creating a gentle, organic feel. The central text is a simple, black, sans-serif question.

How would you bring everyone together?

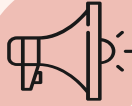


What about the bigger picture?



## Rebuild

Create space and  
think of the wider  
impact.



## Establish

Define team  
expectations.



## Stabilise

Redefine the  
team culture.



## Transform

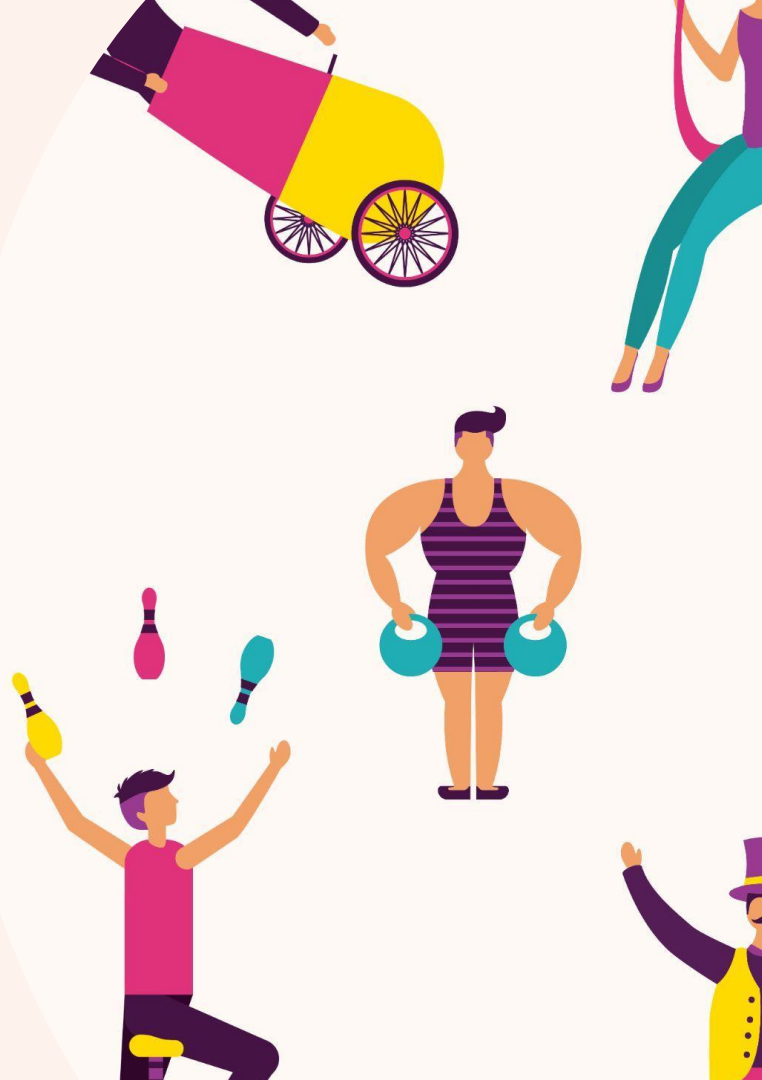
Champion  
engineering  
excellence.





# Act III: "The Weight of More"

You're gaining ownership of a few  
*cheeky* new features...





The background features abstract, organic shapes in soft pink and orange tones. In the top left, there's a light pink shape with a thin black line. The top right has overlapping circles in shades of pink and orange. The bottom left shows a bright pink shape, and the bottom center has a large, muted pink shape with a thin orange line curving around its right side.

How do you find a balance?

The background features several large, overlapping organic shapes in shades of pink, peach, and light orange, primarily located in the corners. The central area is a solid light beige color.

How can you be creative in this situation?

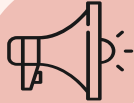
The background features abstract, soft-edged shapes in shades of pink, peach, and light orange. These shapes are layered and overlap, creating a gentle, organic feel. The central text is a simple, black, sans-serif font.

Who can benefit from this change?



## Rebuild

Be intentional  
and creative.



## Establish

Be realistic.



## Stabilise

Provide clarity  
and boost  
productivity.



## Transform

Empower and  
motivate.





# Phillipa Rodney

Engineering Manager 💜  
Co-Founder | Career Coach | Chartered Engineer



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