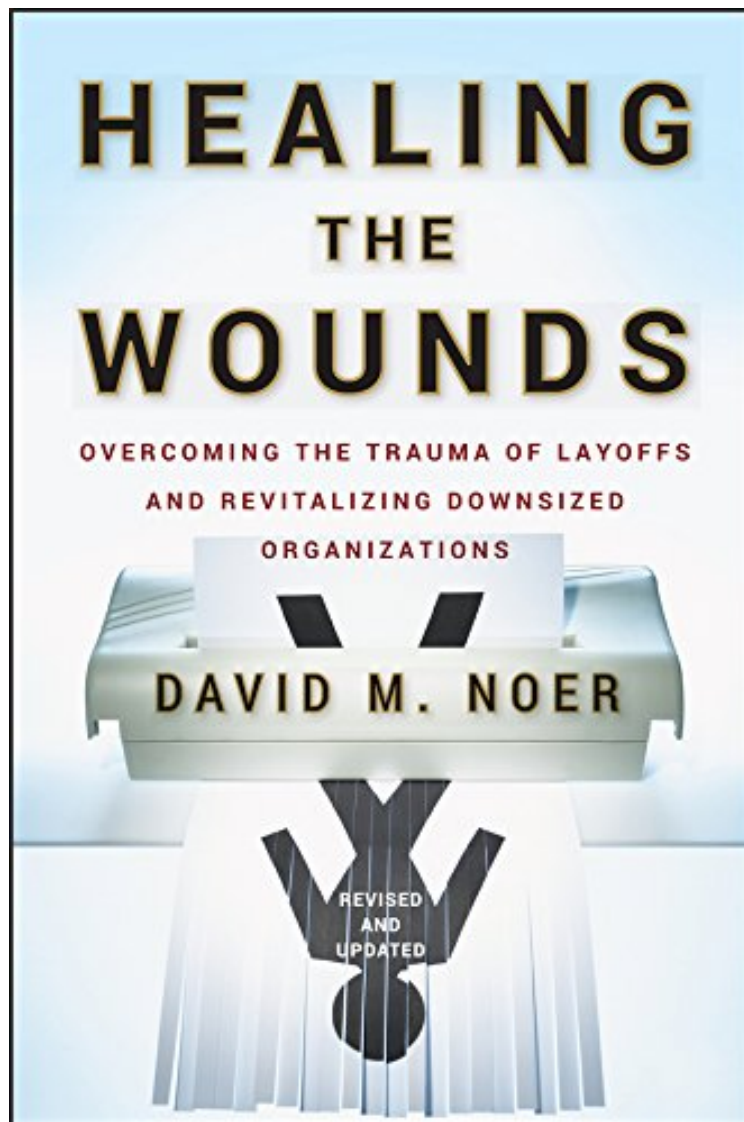


(Free pdf) Healing the Wounds: Overcoming the Trauma of Layoffs and Revitalizing Downsized Organizations

Healing the Wounds: Overcoming the Trauma of Layoffs and Revitalizing Downsized Organizations

David M. Noer

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From the founder of "layoff survivor sickness" an updated edition of a book for today's downsized workforce Thoroughly revised and updated, David Noer's classic book about downsized organizations has never been more relevant. Reports of the most recent layoffs are making the front pages of our newspapers with frightening regularity. And massive downsizing continues to reshape the face of American business. But what about those who remain behind? *Healing the Wounds* provides an antidote to the widespread malaise on the American business scene left in the wake of workforce reductions. Drawing on case studies and original research, David M. Noer-an expert frequently quoted in major media such as *The Wall Street Journal* and *Fortune* on the topic of layoffs and layoff survivor sickness-provides executives, human resource professionals, managers, and consultants with an original model and clear guidelines for revitalizing downsized organizations and the employees left behind. Offers thoroughly revised edition of a book about layoffs and those who are left behind Filled with relevant case studies and recent research Written by David Noer an acclaimed expert on the topic Gives employers much-needed guidance for revitalizing downsized companies

From *Publishers Weekly* Recently, as Noer notes, organizations from public to private to nonprofit have "embarked on a frenzy of layoffs." In this outstanding study, a major contribution to business literature, the author maintains that these layoffs have eroded the trust between employees and employers and have created a new managerial paradigm: "Organizations that once saw people as assets to be nurtured and developed began to view those same people as costs to be cut." Noer (*Jobkeeping*) cogently addresses the violation of the old employment covenant of secure, paternalistic rules. Further, he notes, while those who are dismissed are usually offered counseling services, those who remain are left to cope with their anxiety and distress and the dismantled corporation, a process Noer terms "layoff survivor sickness." He also suggests how companies should downsize, stressing the importance of compassion, communication and the acknowledgment of codependency, in which employees derive their self-worth from their role in the organization. Copyright 1993 Reed Business Information, Inc. From *Library Journal* Many books have emphasized self-help for the layoff victims of organizational downsizing but do not talk about the feelings of those who were lucky to keep their jobs. Noer, the vice president of a leadership center, takes a new approach to addressing the needs of both the survivors and the organizations. He suggests that while it is good that organizations provide services for the victims, the layoff process should include help for the survivors, who are often expected to increase productivity without any transition. The book is arranged around examples of the old employee-employment contract, survivors' testimonials, and how companies and individuals can change their working relationships for the new employment order. Noer uses a mix of modern psychology and organizational theory, but the ideas appear fresh and are packaged well. Recommended for all business collections.- Rebecca A. Smith, Harvard Business Sch. Lib. Copyright 1993 Reed Business Information, Inc. From *Booklist* Much is made in the media and corporate annals of the benefits and perks bestowed on laid-off employees, yet little is heard about survivors of employer purges, or what consultant Noer calls the layoff survivor sickness. Noer relates the emotions of remaining employees and draws parallels between their angst and that of Hiroshima atomic bomb survivors, chillingly similar in his repetition. Not content to rely on psychobabble jargon, he also details the findings of two studies to prove his point that layoff survivor sickness can be detrimental to an organization's continued good health. The rest of his book, as Noer says, turns pain into gain; four levels of intervention, from communicating to developing worker contracts, will go far in alleviating individual emotional distress and business productivity paralysis. Corporate ears, however, need to be tuned in to his message. Barbara Jacobs