



REBUILDING TRUST LEADERSHIP AFTER LAYOFFS

THE
ASCEND
FOUNDATION.



Individuals





Organisations

Outplacement
Support



Internal Talent
Development







LAYOFFS





QUICK



QUICK



SURPRISED



QUICK



SURPRISED



LOSS



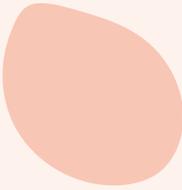
QUICK



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, curved line is positioned in the upper right quadrant. The text is centered on a white background.

- “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

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Stabilise

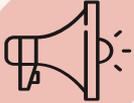
Stabilise the
team
environment

The R.E.S.T Framework



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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...





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 image features a white background with several abstract, organic shapes in shades of pink, orange, and brown. These shapes are positioned in the corners and along the bottom edge, creating a soft, artistic border. The central text is a question in a 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...



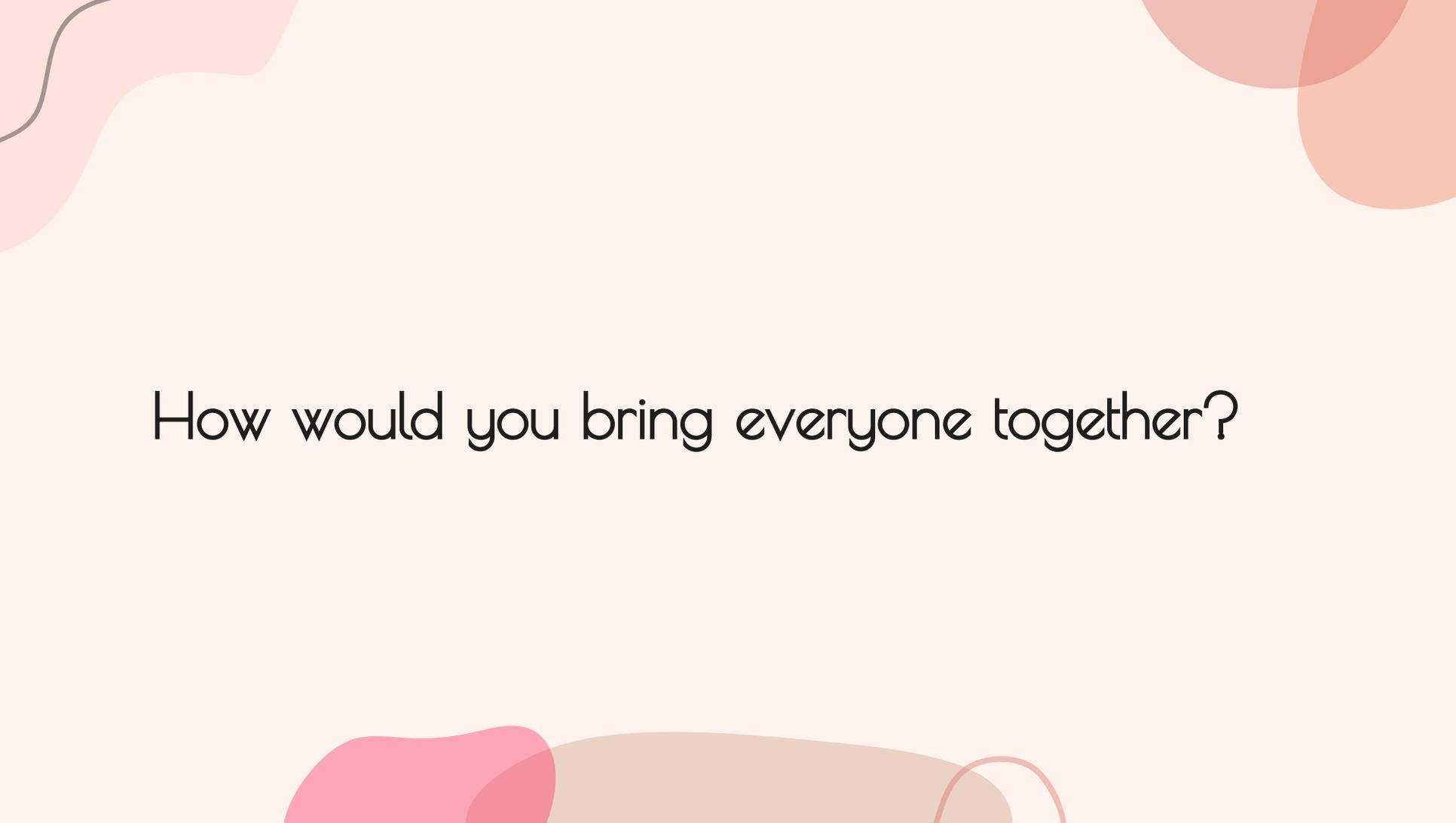


How can you create a
welcoming environment?

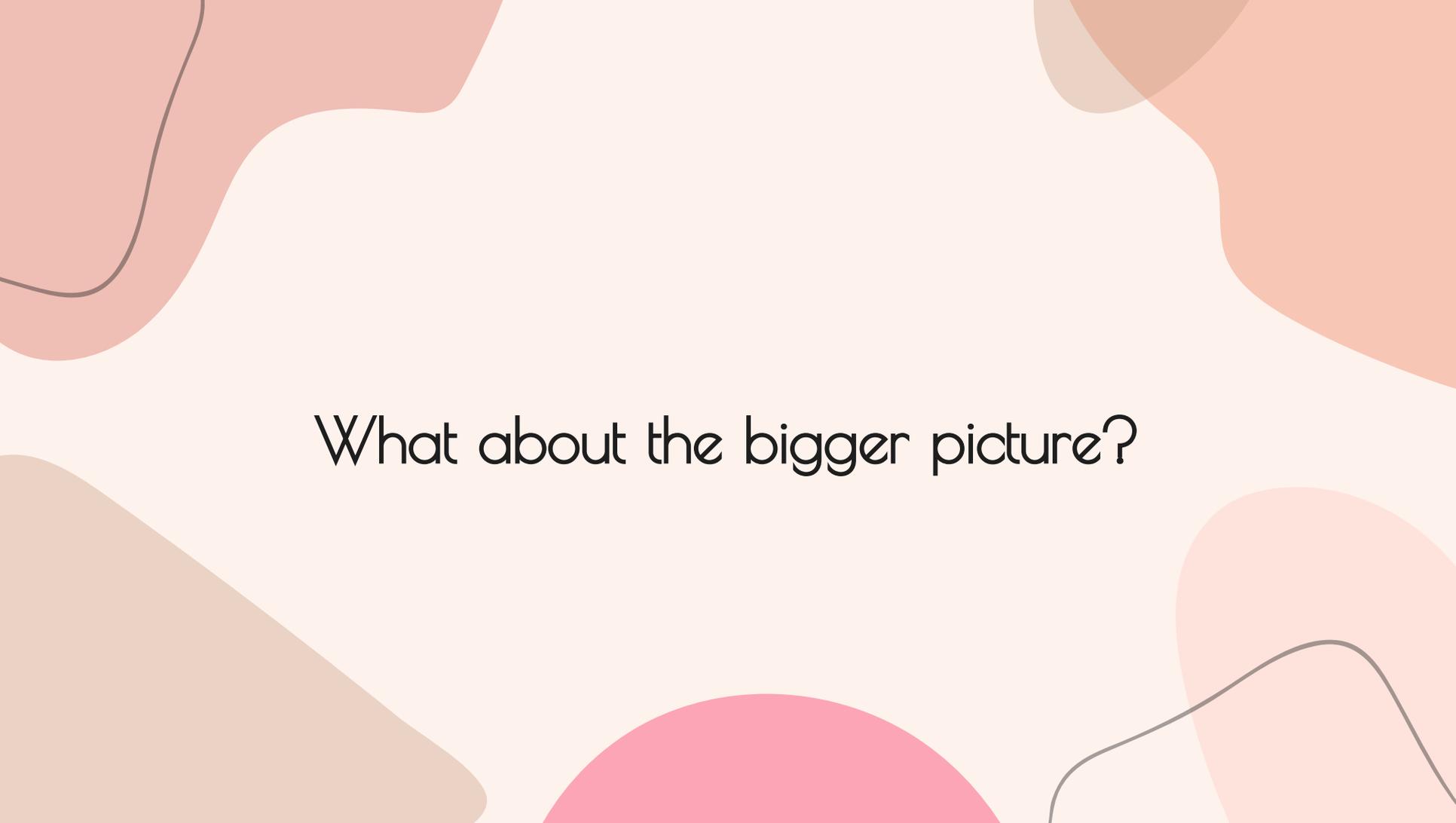




How would you bring everyone together?



How would you bring everyone together?



What about the bigger picture?



Rebuild

Create space and think of the wider impact.



Establish

Define team expectations.



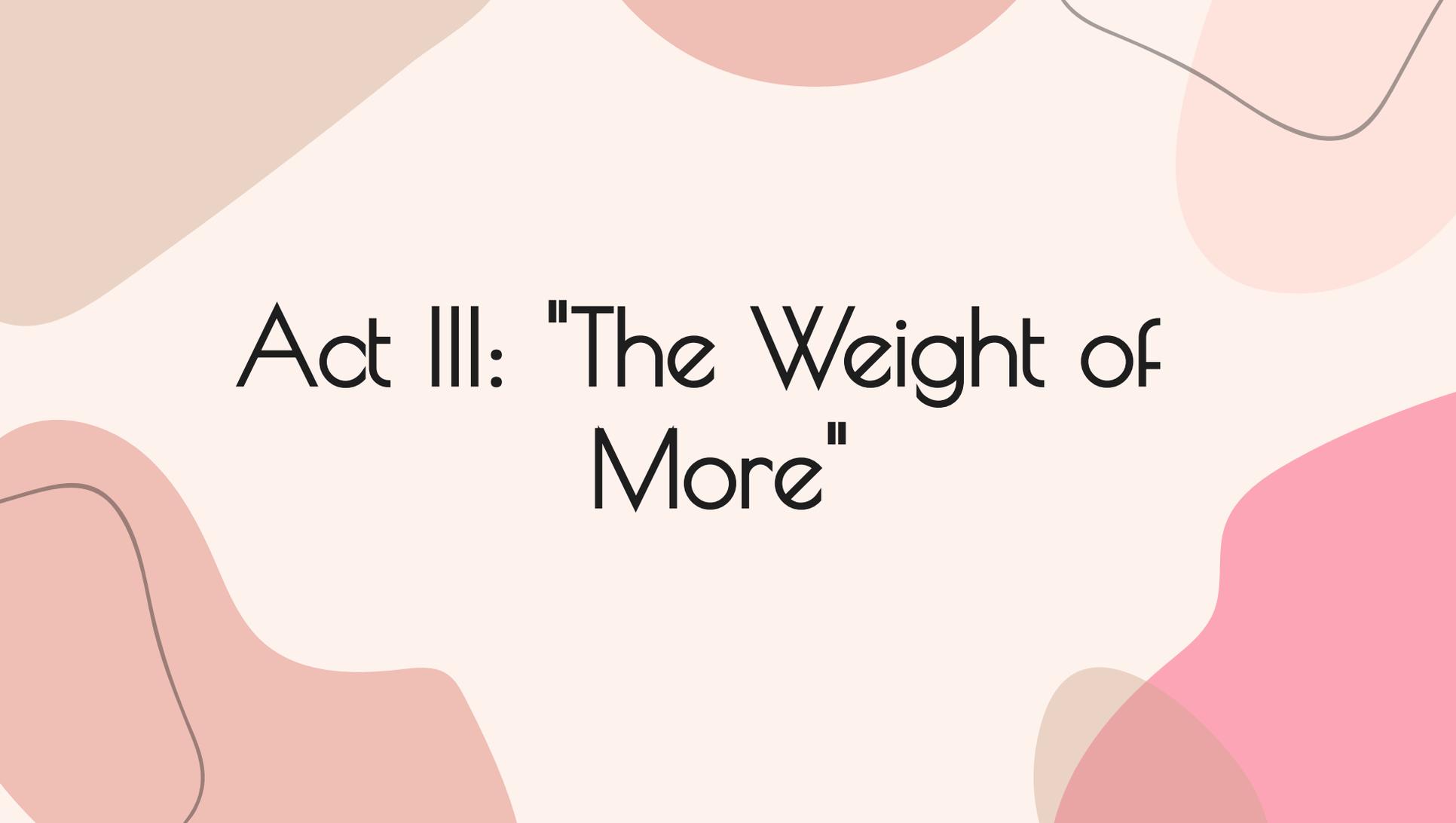
Stabilise

Redefine the team culture.



Transform

Champion engineering excellence.



Act III: "The Weight of More"

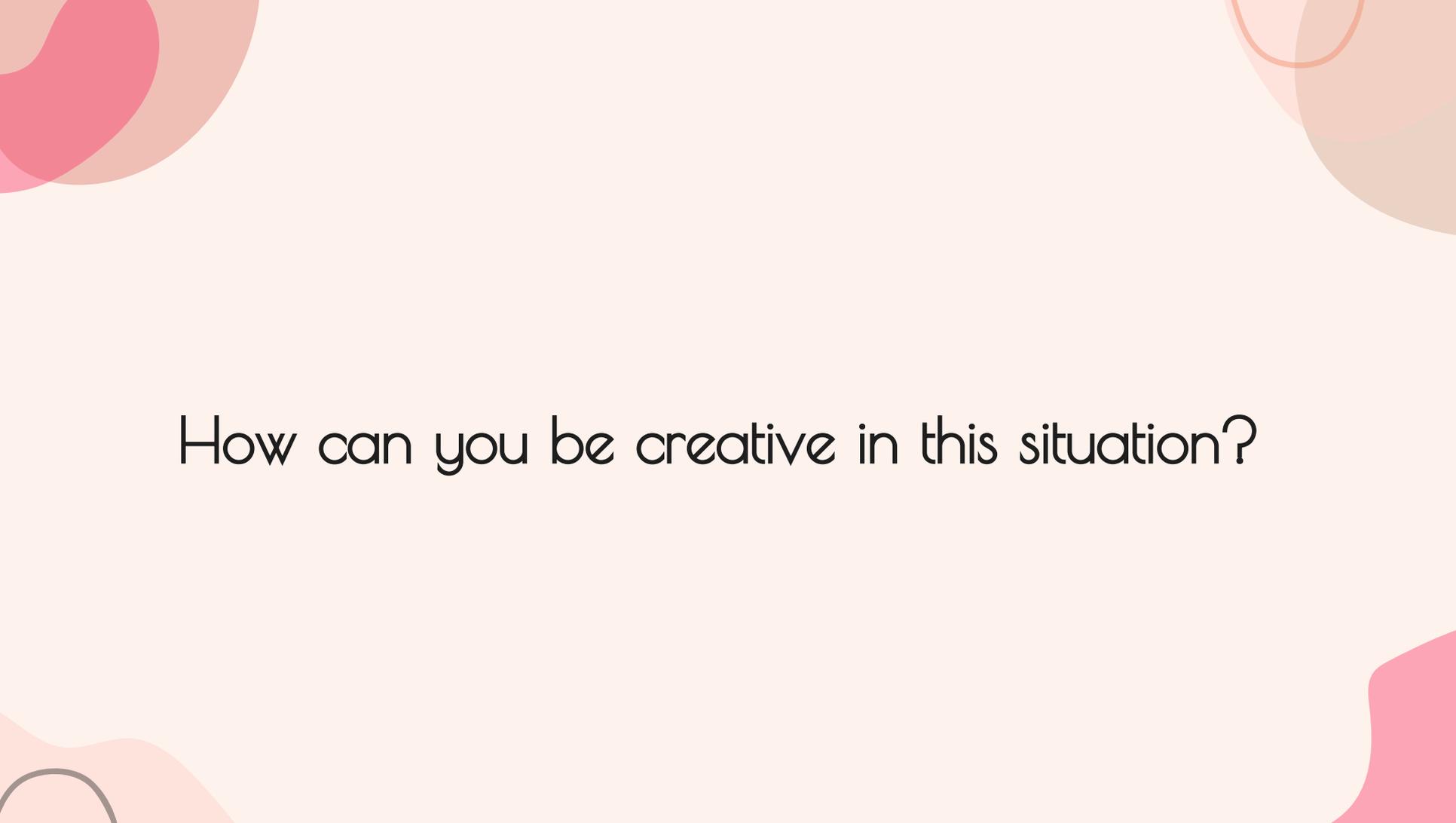
You're gaining ownership of a few
cheeky new features...







How do you find a balance?



How can you be creative in this situation?



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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