

Business Case

Business Case Brief:

Let's apply the techniques that we have spoken about to a business case so you can practice it. XYZ Tech, a software development company, is undergoing a significant strategic shift due to the emergence of new market trends and competition. To maintain its market position and secure future growth, the company has decided to sunset one of its less profitable products, which unfortunately will result in the need for restructuring and some job role changes.

As the Manager of the Product Development Team, Emma (you are Emma) is tasked with communicating this difficult decision to her team, who have worked hard on the development of this product. Among the team members, some will have their roles changed or shifted to other product lines, and a few might face layoffs if they can't be adequately reassigned.

Exercise: Your task is to effectively communicate this challenging news to your team, guiding them through the upcoming changes and ensuring they understand their new roles or the reasons behind potential layoffs.

Use the 8-step communicating difficult decisions conversation technique to talk to your team

Step 1: Show Appreciation

Step 2: Deliver a Strong Opening

Step 3: Clarify the Purpose

Step 4: Paint the Picture

Step 5: Outline the Plan

Step 6: Foster Employee Involvement

Step 7: Summarize Key Points

Step 8: Offer Compliments and Conclude

What would you say to tell your team this difficult news following the communication technique. If you want you can pause the video to think about how you would do this. Otherwise, we will continue and I'll give you a possible conversation.

So this could look like following:

Manager's Communication:

1. **Give appreciation:** "Good afternoon everyone. Thank you for joining this meeting on such a short notice. Today, I need to share some important news with you."
2. **Strong opening:** "After careful consideration and in response to changing market dynamics, we have made the decision to sunset our product, XYZ123."
3. **Purpose:** "The objective behind this decision is to ensure our company's sustainability and growth in the face of increasing competition. Despite our best efforts, XYZ123 has been less profitable than expected, and continuing its development might jeopardize our resources for other potentially successful products. This change is about redirecting our resources and energies where they can yield the best outcomes."
4. **Picture:** "As we move forward, our team will be focused on developing and refining the products that are seeing greater market traction. Many of you will transition into new roles or different product lines, offering opportunities for growth and diversification of skills. This change will be challenging, but it's also a chance for us to innovate and excel."
5. **Plan:** "In the coming weeks, each of you will have individual meetings with HR and myself to discuss your transition plan. We'll lay out clear steps for how each change will take place and ensure everyone knows their new responsibilities and expectations. The HR team is also exploring other job opportunities within our company for those affected."
6. **Create Employees' Involvement:** "Your input and cooperation will be crucial during this transition. We encourage you to share your thoughts, fears, and suggestions during the individual meetings. Your involvement will help us ensure this process is as smooth and fair as possible."
7. **Summarize:** "In summary, we're sunsetting XYZ123 to focus our efforts on more successful products. This will lead to some role changes, and we will be meeting individually to discuss these transitions and your involvement in this process."
8. **Compliment and close:** "I understand this is a difficult situation, but I believe in our resilience as a team and our ability to navigate this change together."