



Leavers experience

Change management guidance for leaders during the individual exit processes of colleagues, as part of the 2020 organizational changes

Developed by the Change Enablement Team

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Why is the leavers experience so important?

Taking the decision that colleagues have to leave the company is not easy for anyone concerned. The previous sections of the Playbook were focused on leadership support; we will now turn our attention to the colleagues that unfortunately will be leaving Nets.

We must treat all outgoing colleagues with dignity & respect throughout the entire process.

Colleagues leaving us will not only discuss their exit experience with colleagues that will remain at Nets, but also with friends, family and their professional network.

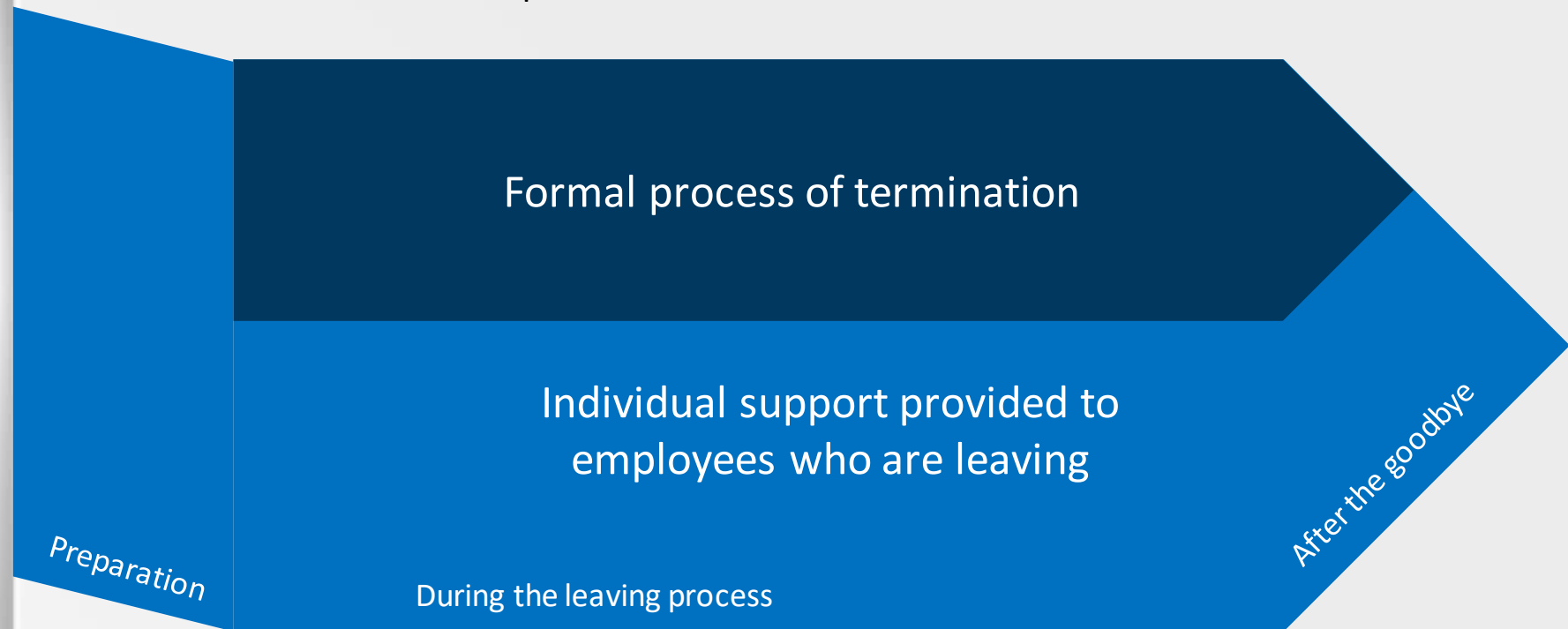
The experience they receive and the perception they will form will have an impact on our (future) employees and how we are viewed as an employer.

We can help outgoing colleagues by:

- Protecting their dignity during the exit process
- Take care to protect their self-esteem
- ² Focusing on their skills/ attributes

Colleagues leaving Nets should not only understand the HR Legal process, but they should also experience positive individual support from you as their leader, and from the wider Nets Group.

This playbook module will help you guide your employees through the leaving process, in reference to the phase **CONDUCT EFFECTIVE TERMINATION TALKS & TAKING CARE**



Preparing for the leaving process

Formal process and support



The formal process is different in each location due to variations of legal processes in each country. As a reference, we will provide timelines for each location.

Reach out to your HRBP if you have any questions, or if you need support regarding the formal process.

Key messages:

- Help each other through tough times
- Pay special attention to the well being of colleagues – impacted or not
- Speak up if you see people who need help
- We will help everyone impacted to move on with their careers
- We will get through this together

Individual support and preparation

Leaders are often uncomfortable, or even afraid to have conversations with colleagues who will leave the company, because of:



- The potential emotional reactions of impacted colleagues
- Feeling guilty
- Having to justify / stand by a decision that they may not be comfortable with

How we support you



- We will organise training to better prepare you to lead the conversations with your impacted employees (please refer to the training plan in the Playbook)
- We will offer Outplacement Services to the employees leaving us, to support them with the transition period to a new position

What can you do about it?



- Plan enough time to prepare the meetings with your employees, using the discussion structure which will be provided during the Leaders training
- Consider the potential reactions of the employees
- Reflect on your own emotions before the meetings (you can find helpful tools to deal with different emotions in the Playbook and on the Intranet)
- Prepare the “why” to help your employees understand the reasoning behind the decision (use your elevator pitch)
- Explore potential connections in your network that might be valuable to the employees leaving Nets

After the formal exit conversation: How to say goodbye



Formal information

Agree upon the exit and the last working day

Agree on how and when equipment and supplies are to be handed in, keeping in mind that this is also part of the leaving experience

Ensure employees are aware of the Outplacement Services

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Individual Support

- Offer your time if your impacted colleague wants to talk
- Offer to be a reference
- Ask the outgoing colleague how they want to say goodbye and support them with their requests
- Find your own way to say thank you, and goodbye to the employee
- Bring in the team: Support the rest of the team to help them understand the “why?” and ask them how they want to say goodbye
- Make sure you are present on the last working day of the colleague that will leave the company
- It’s OK to show emotion – allow yourself and others to be human about the situation



Practical tips

Thank the employee for their commitment, engagement, accomplishments, work and time.

Questions to help you:

- When did the employee join the company?
- What are their greatest achievements?
- What distinguishes them as a person?
- Which stories will be remembered?
- Looking ahead, what do you wish for them?

Plan specific activities to say goodbye, as appropriate in your country

After the goodbye

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Support the employee

If suitable/appropriate, you might want to offer support to the colleague after they have left the Nets Group:

- Be a reference
- Offer email advice for interview preparations
- Tap into your network on behalf of the colleague leaving Nets

Stay close to your team



- Be a calming influence in the post-exit phase and stabilize the environment
- Reiterate the “why” of the change and the impact on your team; be careful not to say it is over
- Have development check-ins and team meetings with employees that remain and focus on priorities going forward
- Turn up the volume on the customer focus
- Think about ideas that could support the team and find ways to celebrate your successes
- Discuss the changes and how to move on: What are new tasks and responsibilities?

Moving on



- Use the key messages and tools that can be found in the Playbook
- We will offer further support and training regarding team motivation and driving team engagement