

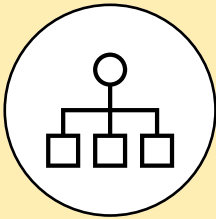
# Rebuilding *engagement* in times of *change*

The future has always been uncertain, but 2023 is predicted to bring changes that will be particularly challenging – for organizations, leaders, and employees alike.

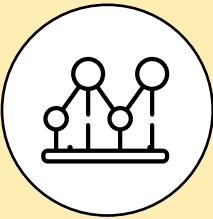


Equip yourself to navigate the ups and downs of the coming year with the latest insights into how change impacts employee engagement.

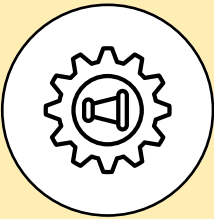
## Common types of organizational *change*



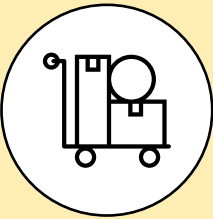
Leadership transition



New technology



Layoffs or budget cuts

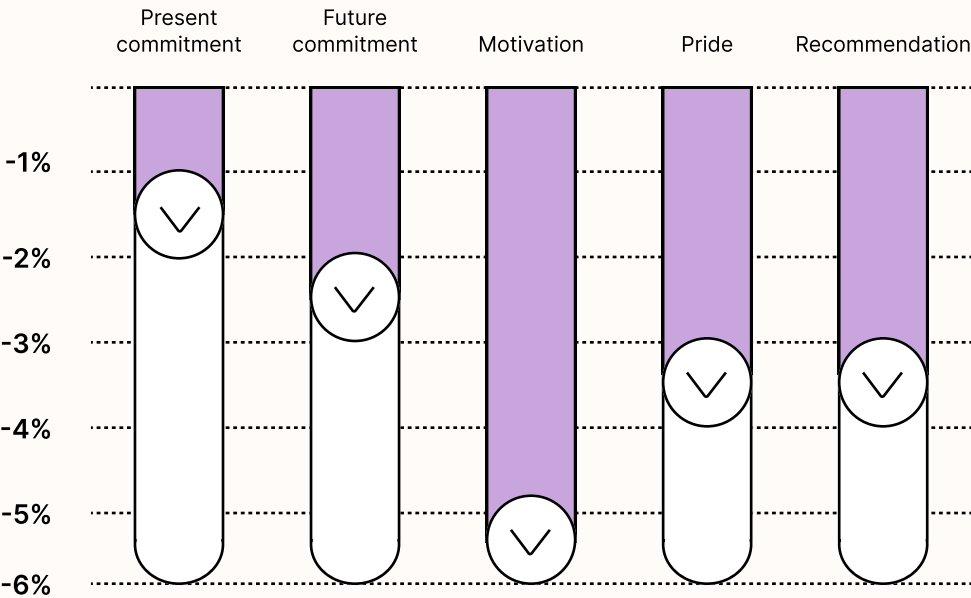


Mergers & acquisitions

## Change is *difficult*, and this reality is reflected in employee *engagement* scores



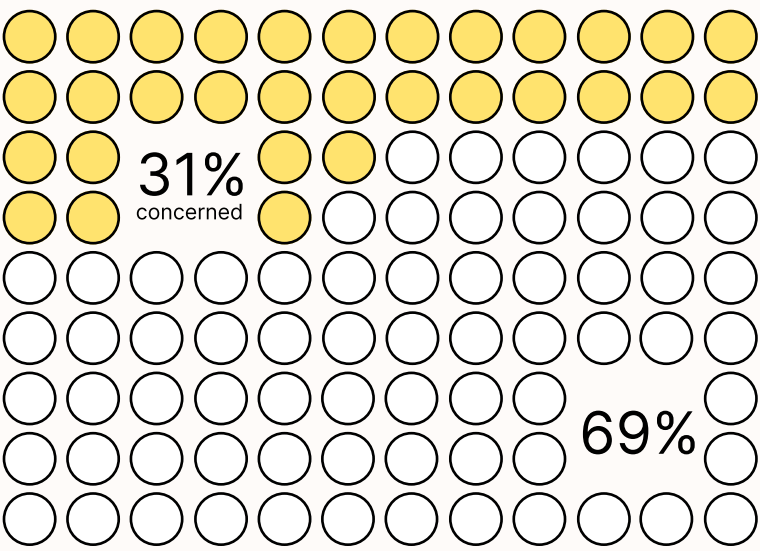
Companies going through change score significantly lower than the benchmark on employee engagement surveys.



## In 2023, employees are especially *concerned* about budget- and/or layoff-related changes



About 1 in 3 employees are concerned that their employers are planning for budget cuts and/or layoffs.



SOURCE: LINKEDIN, "WORKFORCE CONFIDENCE SURVEY," DEC 15, 2022

## With the possibility of a recession at an all-time high, layoffs may be *unavoidable*

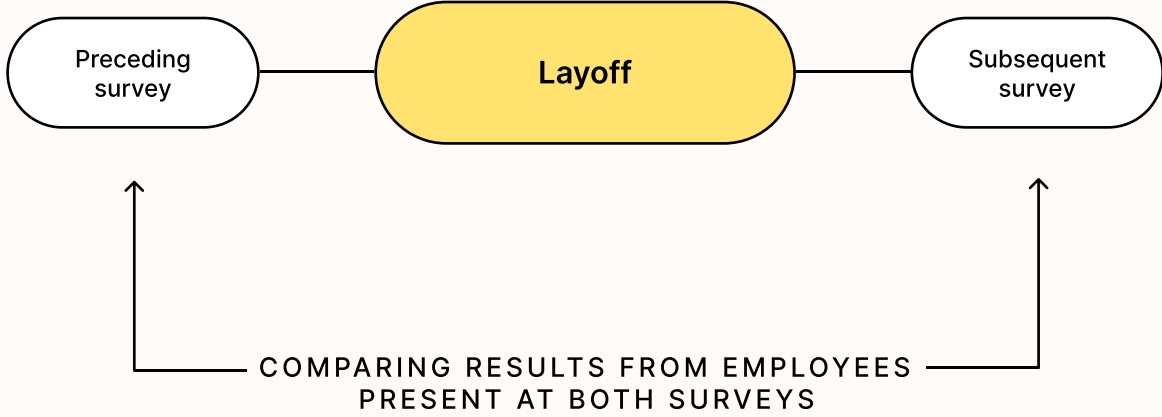
Leaders struggling with this decision will need to approach the possibility of layoffs with empathy and deep consideration, as employee engagement scores typically plummet post-layoff.



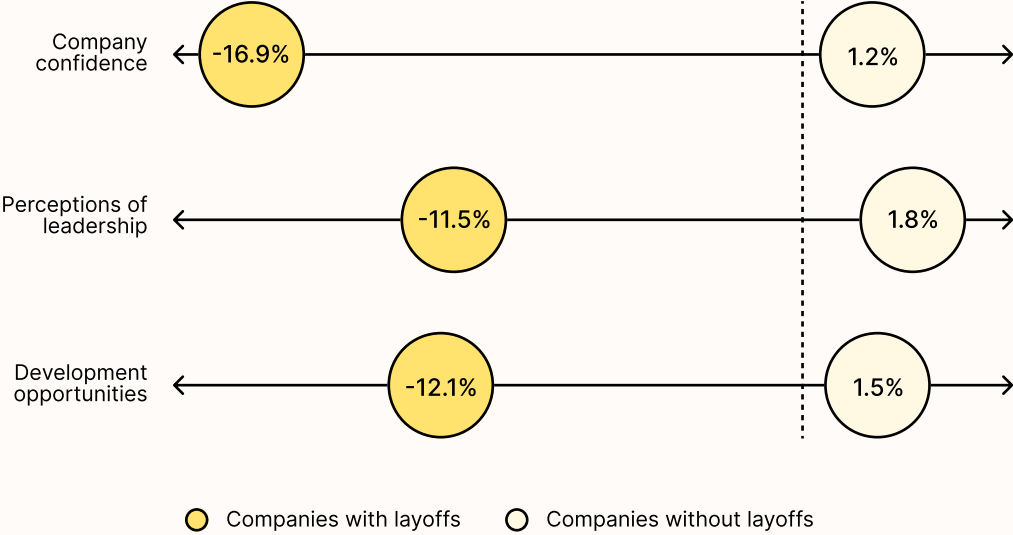
# Our methodology

Using [Layoffs.fyi](#), Culture Amp’s People Science team identified companies that went through a layoff between March 1, 2020 and November 30, 2022.

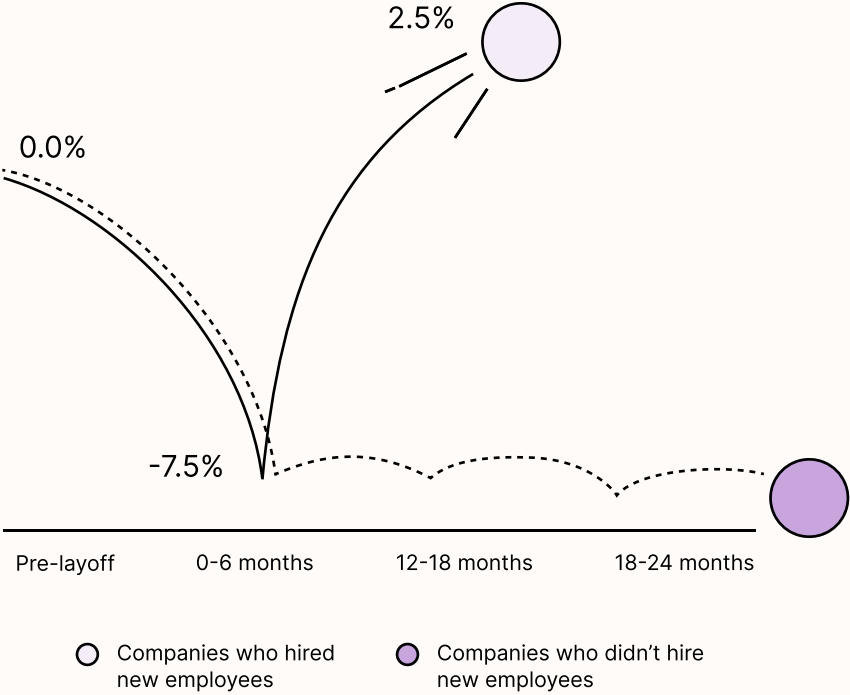
To understand how layoffs affected employee engagement, we compared the survey results of 146 companies before and after the layoff.



Looking at average change in favorability for surveys conducted right before and immediately following a layoff, we can see that companies with layoffs experience a sharp decline in employee engagement.



While it may look like employee engagement rebounds 12-18 months after a layoff... This is only true if the company hires new employees. For most employees present for layoffs, engagement takes an enduring and lasting hit.



## How can leaders help *Rebuild* engagement after change?

Change is difficult for all parties – particularly if the type of change in question is a layoff. Although data shows that engagement typically doesn’t “rebound” for most employees, leaders do have the ability and influence to repair engagement.

By prioritizing your people and using the following four tips from Culture Amp’s People Science team, you can help rebuild engagement after a layoff.

- 1

**Be realistic in your expectations.**

Expect engagement and company confidence to take a long-term hit. Our research shows that employee perceptions don’t return to pre-layoff levels unless new employees are hired, so it’s important to create a compelling narrative for how those new employees can contribute to the evolving organization.
- 2

**Focus on how the change is communicated from the outset.**

How employees feel prior to a change being implemented is the same as how they feel after. Thus, companies that are transparent and open fare better when going through change.
- 3

**Give leaders the chance to step up.**

Perceptions of leaders take some of the biggest hits after a layoff, but this can be remedied if leaders are willing to listen to employee frustrations and feedback, and be open about their own struggles.
- 4

**Don’t try to do more with less.**

Recognize that employees are human, and after going through a difficult change it’s unlikely they’ll be able to increase their output. Instead, ruthlessly prioritize what work can be dropped so that everyone can rally around the most important things that need to get done.

## Lay a *strong* foundation for navigating uncertainty

Change is inevitable, but with Culture Amp’s all-in-one employee experience platform, you can get the employee engagement, performance management, and employee development tools you need to keep pace with the rapidly changing world of work.

[Learn more](#)

