Managing Difficult Employment Decisions:
A values based approach with Joanne Horgan and Lyn Freundlich

Welcome!

**Question:** As we wait to get started, please use chat function, to share:

- Your name
- Your organization
- Where are you right now?
- One **personal value** that grounds you as you face the demands of this new reality
Welcome
About us

We believe strengthening the people and organizations that support and improve our communities is a potent catalyst for social change.

What we do

• Fiscal Sponsorship
• Nonprofit Consulting and Strategy
• Training
• NonProfit Center
Rules of engagement: Zoom

Please keep your mic on mute and your video off, until breakout rooms.

During breakout rooms, use these buttons to *unmute mic* and *share video*

Use the **Chat box** to share ideas and ask questions
Rules of engagement: Zoom

You can select **Show Small Active Speaker Video** in order to see the presenter’s video while also watching the PowerPoint slideshow.

If needed, you can move this Active Speaker Video window by clicking and dragging it, and can resize by clicking and dragging the corner.
Rules of engagement: Community

- Stories Stay
- Take care of yourself
- Try to limit distractions and give grace to others
Today’s Agenda

I. Welcome and rules of engagement
II. Decision making in crisis: Four step process
III. Clarifying our values
IV. Identifying options
V. Consider implementation approaches
VI. Using the values/impact tool
VII. Close
Grounding
Facing crisis
Four step process

1. Clarify values
2. Identify options at the headline level
3. Brainstorm different approaches for implementing options and consider the effect they will have on mission and constituents, finances, and staff
4. Investigate approaches through values/impact grid
Four step process

1. **Clarify values**
2. Identify options at the headline level
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4. Investigate approaches through values/impact grid
Values as guide posts
Values

Values: Principles or standards of behavior, one’s judgement of what is important in life.

-Oxford English Dictionary

Values: A way of being or believing that we hold most important.

-Brené Brown, Dare to Lead
Core values:

- Define who we are
- Impact how we operate
- Determine our priorities
- Define how we interact with and care for the people we work with
- Provide guidance during crisis and challenging times
Reflect
Organizational values
Organizational values
Operationalizing values
Risk

When we don’t ground decision making and action in values:

- Decisions seem random
- Morale suffers
- Turnover increases
- We lose credibility
Organizational core values:

- What are yours?
- How have you put them into practice?
Explicit vs. implicit values

What we say about the world we seek to create

What are the implications for how we treat one another?

We believe

all people should be treated with respect and dignity

Health care is a right, not a privilege

We treat one another with respect and dignity

If we have to lay people off, we will do it in a manner that provides affordable continuation of health coverage

If we have to lay people off, we will do it in a manner that provides affordable continuation of health coverage
This too shall pass
Four step process

1. Clarify values

2. **Identify options at the headline level**

3. Brainstorm or crowdsource different approaches for implementing options and consider the effect they will have on mission, finances, constituents and staff

4. Investigate approaches through values/impact grid
Polls
Options for action

Did you check other?

Please share other ideas and actions that you are considering in the chat box.
Four step process

1. Clarify values
2. Identify options at the headline level
3. **Brainstorm or crowdssource different approaches for implementing options and consider the effect they will have on mission, finances, constituents and staff**
4. Investigate approaches through values/impact grid
## Approaches for implementing options

**Goal:** Eliminate $250,000 in expenses  
**Option you are exploring:** Pay Cuts

<table>
<thead>
<tr>
<th>Approaches</th>
<th>Mission and Constituents</th>
<th>Effect On</th>
<th>Staff</th>
<th>Consider?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduce everyone’s pay by 15%</td>
<td>None immediately, in the long run could hurt ability to retain staff</td>
<td>Saves us $200,000</td>
<td>Will impact some more than others depending on life circumstances</td>
<td>Yes</td>
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<tr>
<td>Graduated pay cuts; highest paid staff take largest pay cuts</td>
<td>None immediately, in the long run less likely to result in turnover than same percent for all</td>
<td>Depends on how we structure cuts, could save us a full $250,000</td>
<td>Potentially less impact than 15% for all b/c will have more impact for those who can afford it</td>
<td>Yes</td>
</tr>
<tr>
<td>Ask for voluntary pay cuts</td>
<td>None immediately, may not ever have impact</td>
<td>Depends on which staff volunteer to take how much of a cut</td>
<td>Least impact of first three options</td>
<td>Yes</td>
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<tr>
<td>Have department directors decide how to cut pay for their team</td>
<td>Could have neg effect on morale if there is a perception that pay cuts aren’t fair and consistent</td>
<td>We can cut as much as we want</td>
<td>May generate sense of unfairness and might impact some more than others</td>
<td>Yes</td>
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Four step process

1. Clarify values
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3. Brainstorm or crowdssource different approaches for implementing options and consider the effect they will have on mission, finances, constituents and staff
4. Investigate approaches through values/impact grid
Values/impact tool for approaches

VALUE: Equity

PROPOSED OPTION: Pay cuts

- High impact
  - Department directors decide
    - Reduce everyone’s pay by 15%
- Low impact
  - Ask for voluntary pay cuts

Low values alignment

High values alignment
Scenario

Check the chat box for your breakout room assignments

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Goal: ____________________  Option :_____________

VALUE:  
PROPOSED OPTION:

Low impact...  
High impact...  
Low values ..........  High values alignment
A word about dissonance
Create space for people’s feelings
Change cycle
Find ways to engage people
Communication
How are you feeling?
Be sure to consider

- **Transparency**
  - What decisions need to be made?
  - How will decisions be made?
    - *Who is the decision maker?*
    - *What input will be sought? How will it be used?*
  - When will decisions be made?
  - How will they be communicated?

- **Communication: provide lots of it**
  - What can you share?
  - What can’t you share and why?
  - How will you communicate (different modes for different learning styles)
What makes your organizational values valuable?

- Connected to mission
- Agreed upon
- Documented
- Communicated
- Understood
- Basis for decisions
- Recognized and rewarded
- Org. resources reflect them ($$ and time)
When we are misaligned

But when we align
Personal values

1. How do they impact your behavior, decisions?
2. In times of crisis do you lean into values or do they go by the wayside?
3. What happens for you when your actions are misaligned with your values? What does it feel like?

Chose a reporter to share one value and answers to questions 2 and 3
## Approaches for implementing options

**Goal:** _________________________  **Option you are exploring:** ________________

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Values/impact tool for approaches

VALUE: __________________________ PROPOSED Option: ________________________