



## Can You Survive the Downtimes?

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Our economy has shifted. It has gone back to normal, some would say. Others claim the Gross Domestic Product is still rising and job placements are up, both good things. But when your staff starts to feel the crunch and believes that things *are* bad, what do you think the impact on your organization will be?

Employees who feel their job is on the line may give up caring what your business looks like. Employees surrounded by negative customers or rejection day in and day out may begin to believe all they hear and pass it on, accurately or otherwise.

The time is now to help those who feel they have fallen, to get up. Change the morale from "it's all going down" to "we can turn things around." Your efforts don't have to rhyme, but they may be the most important thing you do to save your company, your department, and your employees from making a mad dash to the door for greener pastures. If you feel your team has fallen... and doesn't know how to get up, try these steps:

### **Rally the Troops**

Much of what is begun as grapevine fodder in organizations is a function of miscommunication. One look or one memo can create an avalanche of damage control and attitude issues. Rally the troops and openly discuss what is going on with your business. What are the trends? What is affecting your business economically? Why are you changing a product line or lowering or raising prices? If they are a part of the process and have all the information they need to know, employees are much less likely to create their own answers to keep from feeling in the dark.

### **Refocus Training**

Part of what helps an organization is training to keep up with the new skills needed and new advancements made. However, training is a \$51 billion industry and much of what organizations offer is not what will fix the problem. For example, time management training will not help employees overcome the fear of continued rejection, which may be the real reason they are not meeting their cold calling quota. A refocused training plan that begins with a complete analysis of where the problems lie may incur a slightly higher investment up front, but will leave you with lasting results far after the downtimes have gone.

### **Get to Know Who They Really Are**

Under stress people will reach for and use traits and behaviors that are not normally used. If an employee shows an attitude problem when the stress is high and change is frequent, but not when times are good, it is possible that mere raised awareness will alleviate the problem. In fact, one profile tool and 90 minutes in our business has been known to clear up days and hours of work in what could have become a huge human resource issue. The awareness of what an employee does under stress will help you and that employee to be more rational and productive at *all* times.

### **Bring in an Outside Source**

If you have children, then you have seen what happens when they ask you a question. You are just

the parent and cannot possibly have any validity. Yet if the neighbor or a complete stranger provides the same answer you did to the same question, that outside, unfamiliar party seems to have real insight. The same is true in your organization. The voices of the familiar faces lose their value over time and when an outside source comes in and shares similar information in a different way, their credibility is automatically greater. Bring in a consultant, an advisor, or a trainer that you trust to diagnose and deliver a solution to the problems that you are facing in these times.

### **Re-Motivate Middle Management**

No one seems to suffer more than those in the middle of any situation. Middle management, when times are tough, gets it from senior levels in asking for more numbers and better results. But, they also get it from the employee level in complaints, attrition, or personal issues that prevent performance. Give some thought to the middle managers in your ranks who could use a little kudos, a little team spirit, and a little pat on the back for, frankly, being the glue that seems to hold it all together.

Whether you believe times to be tough or just fine, the perception of those you work with is the reality they face every day. What you do in the downtimes shows character and strength and conviction of your beliefs. It is easy to be happy and upbeat when things are good. But who are you when the chips are down and how many people do you help to pick up in the process? They say when you make it through the tough stuff that it builds character, but you have to make it through it to see all the new character you now have. **OBM**

*Editor's Note: Wofford brings more than 17 years of experience as a business consultant, trainer, and speaker to **Monica Wofford International, Inc.** Her Orlando-based training firm provides one-on-one coaching, profile assessments, and consulting on training problems to many Fortune 1000 companies. She can be reached at [www.monicawofford.com](http://www.monicawofford.com) or in her office at 866-382-0121.*

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