



# TRUST-CENTRED LAYOFF COMMUNICATION FRAMEWORK

## 1 PREPARE

**What to do:** work with leaders to develop a clear and consistent narrative that includes scope, rationale, and messages. Make sure your narrative is values-based.

**Why it matters:** If the narrative is fragmented, it erodes both trust in leaders and confidence in the future.

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## 2 IDENTIFY AUDIENCES

**What to do:** Avoid a blanket announcement for everyone by combining an overarching message (CEO video or town hall) with smaller, more targeted communication, such as small group discussions.

**Why it matters:** One-size-fits-all communication ignores the emotions each group might feel. Employees judge the approach as strongly as the content.

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## 3 ORCHESTRATE THE SEQUENCE

**What to do:** Deliver the news to those affected first (ideally face-to-face) and then in order of those directly impacted. Don't cut off access to systems before informing the person. Provide a written summary and schedule the next touch points.

**Why it matters:** Treating departing employees with dignity is the right thing to do and sends a strong message. Support those who remain to minimize fear and disengagement.

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## 4 COMMUNICATE WITH EMPATHY AND CLARITY

**What to do:** Acknowledge the uncertainty and emotional impact, offer resources, and use a clear, supportive tone.

**Why it matters:** No message will be pleasant but you can minimize the damage when you communicate with heart.

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## 5 DON'T GO BACK TO BUSINESS AS USUAL

**What to do:** Immediately focus on listening, tracking questions, sentiment, and engagement. Continue supporting employees, recognizing that recovery will take time.

**Why it matters:** The adverse ripple effects of a layoff will persist for some time. An intentional strategy to restore trust, confidence, and motivation is essential.