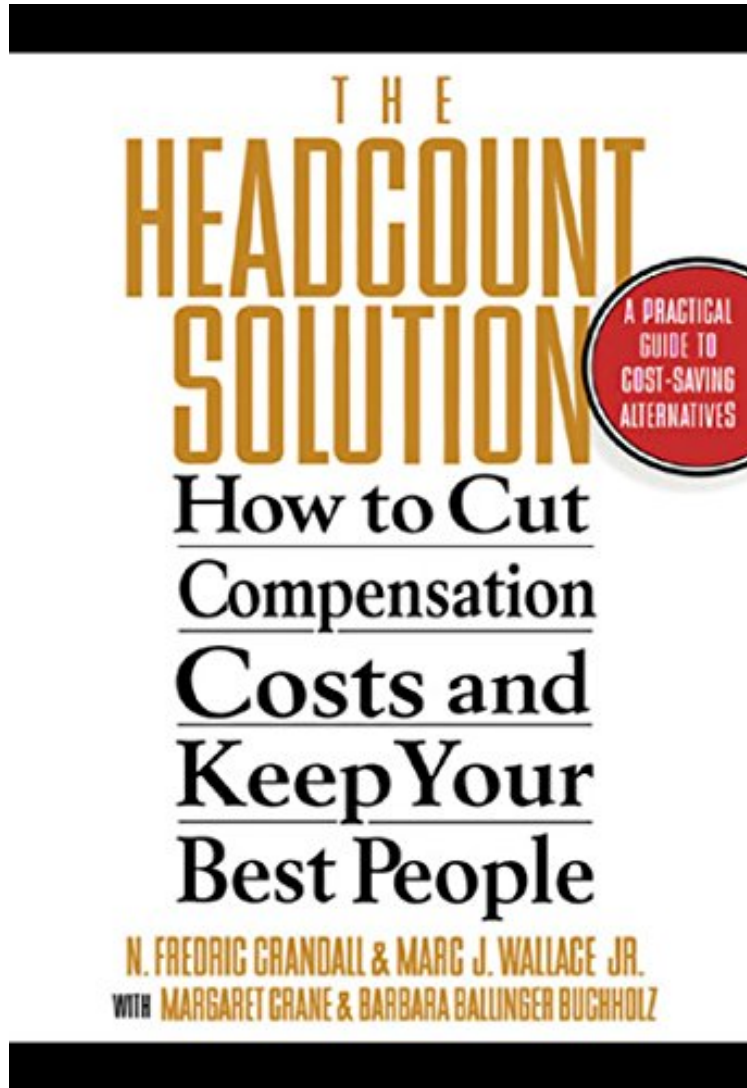


## The Headcount Solution

*N. Frederic Crandall*

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**N. Frederic Crandall : The Headcount Solution** before purchasing it in order to gauge whether or not it would be worth my time, and all praised The Headcount Solution:

1 of 1 people found the following review helpful. A Great Resource!By PJC18This book is a tremendous aid to corporate managers needing to deal with the immediate crises of the downturn in the economy, but still operate in a manner that does not eviscerate their core business. The book offers practical and effective alternatives to the short-term, but costly practice of simply "lopping off heads." Managers would be well advised to utilize the analysis presented by Dr. Crandall Dr. Wallace in determining how they can survive their immediate crises, while keeping their valuable human resources in tact for the recovery that will come in the future. Executives should have this book at their fingertips and consult it before engaging in any workforce reductions. As a labor employment law attorney with

thirty years experience, I found this book to be an invaluable resource and have highly recommended it to clients. Paul J. Cherner, Esq. 2 of 2 people found the following review helpful. A Book for the Times By Roger E. Herman

Employers of all sizes and types are struggling in today's tight economy. For the past few years, payrolls have been substantially reduced as companies sought every way possible to operate lean. The economic downturn has inspired leaders to restructure their organizations, saying good-bye to long-term employees who no longer fit while, at the same time, bringing in fresh workers with the skills needed for the new corporate design. The challenge through all this turmoil is to retain your top talent and control costs. That combination is difficult to achieve, since highly proficient employees also expect to be highly compensated. This dilemma has been front-burner for the past few years. Will it continue to be an issue as we move through the decade in a growing economy? My perspective is yes: companies will continue restructuring and the entire employment environment will be very fluid. The balancing act of keeping people and managing compensation will be a vital skill for successful business leaders. The book begins with a recognition that layoffs, easy as they may be as a simple solution, may not always be the best answer. Chapter 1 opens with Key Principles, a good positioning that continues as a pattern through the book. Downsizing is explained in short sections in a style that reminds me of USA Today—short, pithy statements. The practicality of the book jumps out with numbered how-to steps to follow. You won't find a lot of depth here, but rather pragmatic thought stimulators. This book will be most valuable for people with experience and/or knowledge in human resource management practices. The second chapter reports on what companies are doing to cut costs and keep people. The chapter reports on the responses of 1,245 companies to a 2001 survey. Results are reported, followed by the sort of summary that appears at the end of each chapter. The first section concludes with a chapter on how leadership can maintain morale during the kind of crisis that inspires downsizing. Part Two moves from dilemma to solution, providing seven steps to cut compensation costs. Readers will find an easy-to-read format (plenty of space between lines—airy). A wealth of ideas is shared in these pages as you move from preparation to planning to implementation, to getting back to business. Then comes the frosting on the cake: five appendices, a glossary, and a good index. Two sample employment termination agreements are offered, one for individual workers 40 and older and another for more than one worker over 40. We're into the legal cover-your-anatomy stuff here. The other three appendices are quite unusual. They're sample speeches for corporate leaders to use in announcing rounds 1, 2, and 3 of cost cutting. I wondered about this feature, thinking that this must be Cost Cutting for Real Dummies. There is some value in the sample speeches as readers will gain some insight into the issues that need to be covered. However, leaders should be encouraged to use their own phraseology and creativity so their own personality comes through to their people. As lead author of "Impending Crisis: Too Many Jobs, Too Few People," I believe that we will soon move into an era of increasing headcounts, we're not quite there yet. So this book has instant value today, and will have philosophical and procedural value into the future.

0 of 0 people found the following review helpful. How to handle a market downturn without killing your company By Celia Redmore

This is a book that I wish I didn't have to recommend. However, for now we need down-to-earth advice on how to manage down-sizing and Drs Crandall and Wallace are tough, experienced experts in the field. For anyone who has never before been told to drastically cut department costs in short order, I should think the book would be an absolute life-saver. In addition to sensible advice on how to handle the situation with the minimum of damage to the company and individuals, the book contains worksheets on how to figure costs, a selection of model speeches and letters, and a step-by-step process for deciding on the outcome for each employee. As the authors say, "Layoffs alone don't work. Companies that lay off employees to get costs in line with revenues rarely improve their return on investments or revenues. And they never regain the stock price they had before the layoffs." The aim of *The Headcount Solution* is find ways of reducing costs \*without\* firing employees, and to ensure that layoffs that can't be avoided don't leave the company unable to benefit when the market does return.

Most organizations find themselves faced with the difficult task of downsizing at some point in their life cycle. *The Headcount Solution* is the only book that offers managers both alternatives to downsizing and the practical steps necessary to carry out layoffs with fairness and compassion. Including best practices from major public and private corporations, this practical guide offers effective cost-cutting measures and explains how to rebuild employee morale and motivation after a downsizing. This groundbreaking book introduces you to a new kind of management thinking that will allow your company to reduce costs but also sustain a competitive advantage, now and in the future.

From the Back Cover At some point in their life cycle, most organizations will face a business crisis that requires drastic cost reduction, which often leads to downsizing. Often, company leaders believe that layoffs are the fastest way to shore up their bottom lines. But the way downsizing is typically carried out ignores the high costs associated with losing human capital—people who have critical business knowledge that is not easily replaced. In the desperate rush to cut costs, companies often dismiss the very employees who could have helped the business recover. *The Headcount Solution* is the only book that offers managers both effective, cost-cutting alternatives to downsizing and the practical steps necessary to carry out unavoidable layoffs with fairness and compassion. Drawing on their years of experience helping clients restructure their businesses in times of crisis, N. Fredric Crandall and Marc J. Wallace Jr. explain the

basic steps you must take to preserve your people and their skills, competencies, and leadership capabilities in order to put your company back on an even footing with the competition. Reducing the number of "heads" in a company may meet short-term objectives but could drastically shortchange your organization in the long run. This groundbreaking book introduces you to a new kind of management thinking that will allow your company to avoid widespread layoffs and sustain a competitive advantage, now and in the future. You'll learn successful methods for retaining vital employees and keeping them productive--at a reduced level of involvement and compensation. The Headcount Solution outlines seven critical steps that will leave your organization with a solid foundation for recovery: Prepare your organization Decide who to cut and who to keep Implement across-the-board cost cuts Implement alternative work arrangements Conduct layoffs as a last resort Help the survivors get back to work You'll also discover how to avoid major downsizing mistakes and trim only the staff whose critical competencies are not vital to maintaining your organization's mission. The authors provide hard-won lessons for downsizing, including best practices from major corporations such as Microsoft and Motorola. You'll learn how to act boldly, quickly, and decisively when the time comes, prevent fear and isolation from taking over--a sad but common executive response--and rebuild employee morale and motivation. The Headcount Solution offers a simple, straightforward way to cut costs and keep your best people in order to survive a downturn and regain profitability. Take your company from crisis to recovery--without losing your best people For even the toughest executive, downsizing or restructuring a business is a sobering, difficult experience. No company can survive this type of crisis without holding on to its best people--the ones with industry-specific legal, manufacturing, or marketing expertise. However, when a business crisis forces layoffs, there is a sizeable risk that the wrong people will be let go. It's crucial to your company's future to make sure this doesn't happen. The Headcount Solution explains how companies can effectively cut costs while retaining the best people. N. Fredric Crandall and Marc Wallace Jr. demonstrate how to first exhaust all the options available to help you avoid downsizing. Then the authors provide a step-by-step process to swiftly--and with minimal disruption--implement layoffs, rebuild your company and prepare for the competitive battles of the future. Using best practices from major corporations such as Microsoft and Motorola, the authors also explain how your company can avoid major downsizing mistakes--such as demoralizing the survivors and replacing innovation and growth with fear. The Headcount Solution will help your organization get ahead, and prepare your staff for the hard yet hopeful times ahead.

About the Author N. Fredric Crandall, PhD, and Marc J. Wallace Jr., PhD, are founding partners of the Center for Workforce Effectiveness based in Northbrook, Illinois. Dr. Crandall is a frequent speaker to such groups as the American Management Association and World at Work. He is the author of *Work and Rewards in the Virtual Workplace*. Dr. Wallace has consulted across numerous industries and his research findings have been published in over sixty articles. He has coauthored nine books on management and human resources that have been used by over one million students.