

# Exceptional Outplacement

*Outplacement Case Study  
Guardian News and Media (GNM)*

## The Challenge

Guardian News and Media announced that it was making the transition from a traditional newspaper into a global multimedia news provider with a consequential need to change in culture and structure.

Rialto was selected through a tender process to deliver career transition support for GNM and has continued to work with the organisation ever since. GNM wanted to work with a partner whose ethos of excellence matched their own and who could demonstrate an understanding of the company culture and deliver a high standard of support, to enable individuals to move on from GNM, in the most positive and supportive way.

## The Solution

To date there has been a range of support provided to address a number of changes across the company. These have included:

- Resource Centres based in Manchester and London supporting a total of over 100 employees.
- Maintaining morale, encouraging motivation and engagement.

- Managing individual training budgets available to those employees leaving the business, including the eventual post leaving audit process.
- Support for individuals considering TUPE transfers.
- Coaching for managers to improve capability to support their teams more effectively during change, including increasing engagement and productivity
- 269 regional 1:1 programmes for individuals and managers including meeting a consultant in a local office or a mutually convenient location.

In building a strong partnership between Rialto and GNM, it was essential to thoroughly understand the culture within the organisation and the expectations of the workforce.

Together Rialto and GNM agreed an appropriate package of support options which could be tailored to each situation as appropriate.

*“The support we have had from Rialto has been outstanding through a difficult period of change for our business. They have helped employees of all ages, some of who have been with GNM for many years, to come to terms with this change and to identify new opportunities. In fact they achieved a 95% success rate of “settling” the employees who were leaving GNM. Without exception, our staff who have used the Rialto service have felt supported and encouraged throughout this unsettling time.”*

**Norma Butler, Head of HR, (Guardian News and Media)**

Rialto Resource Centres were established in areas where there were a number of redundancies taking place as a focal point for staff and these provided the hub for the support programme.

Following a series of employee communication and awareness sessions, each individual met with a Rialto consultant to establish their personal needs and to build a customised support programme, which consisted of workshops, plus one to one meetings, e-mail and telephone support from consultants.

Individuals who were affected by targeted organisation changes and were therefore not a part of a group workshops all received one to one programmes, meeting with a consultant matched to suit their personal and future career needs.

Each programme was tailored to suit the specialist skills or personal situation of the individual.

In London, support was available to employees facing an 18 month lead-time to their proposed leaving date. Rialto maintained morale and motivation of this group whilst providing support and information during TUPE negotiations.

### **The Results**

To date, there has been extremely positive feedback from the individuals who were affected by this period of change.

90% of individuals on the Rialto outplacement programme have been re-settled in 4 months.

The successful outcome is due to the partnership approach adopted between Rialto and GNM, which enabled us to shape the delivery of the programmes with the key features including:

Regular meetings with a consistent team from Rialto and GNM.

A focus on listening and responding to individual requirements to deliver a tailor-made solution for them.

A strong consultant team with the ability to encourage individuals and to respond effectively to differing requirements.

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