



## Create a Productive and Resilient Team During an Economic Downturn

The economic landscape is rapidly changing – often in unfavorable ways. Times are tough for organizations all over the world. Amidst concerns about inflation, supply chain disruptions and price pressures, many companies have been forced to cut their hiring budgets. Others have implemented indefinite hiring freezes or pruned their workforces in an effort to reduce personnel costs and operating expenses.

But at the same time, companies must contend with demanding customers, changing buyer behaviors and cut-throat competition. In this scenario, they are under immense pressure to set challenging business goals, and continue to deliver high-quality products and services. In fact, these goals become even more aggressive and urgent in the current economic climate.

Despite these challenges, you *can* build a productive workforce. You *can* get past the economic downturn without endangering your long-term viability. And your teams *can* successfully adapt to change and uncertainty.

The key is to implement strategies that boost team productivity and resilience, and work with a partner like Growth Acceleration Partners (GAP) who can help you accomplish more with fewer resources.

Growth Acceleration Partners provides digital transformation and delivery services that cover all stages of the software product.

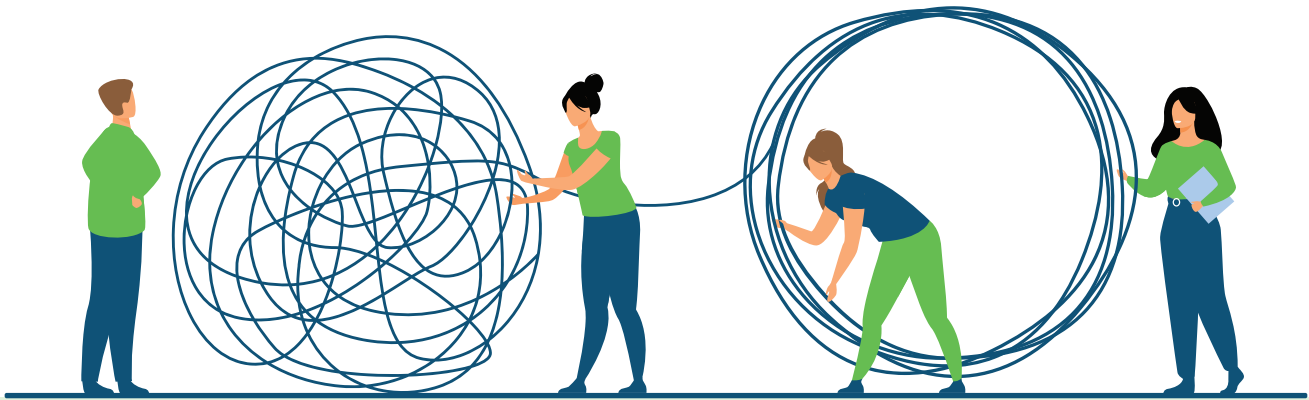
After working with hundreds of client teams and staffing thousands of engineers across various industries, GAP has developed a repeatable framework for building productive and resilient engineering teams.

**In this white paper, we discuss the best practices GAP implements within our own teams and for each of our clients.**

## Building Team Productivity and Resiliency During a Downturn

Resilient and future-ready teams are prepared for good times and bad equally. They empower their organizations to adapt to change and even thrive in a changing environment. They enable organizations to create value for clients and ensure the company can get through the downturn while remaining profitable.

**So how can you create high-performing and resilient teams in your company?**



### Standardize and Document Processes

When an economic downturn strikes, hiring freezes and smaller team sizes force you to work smarter with your remaining resources. Smarter means standardized procedures, and processes with clearly defined roles and responsibilities at every level.

It also means uniformly implemented policies, well-defined benchmarks and key performance indicators (KPIs) that tell your people what to do, what not to do, where they are, and where they need to go.

Technology can help simplify the standardization and documentation effort.

Collaboration platforms and project management apps enable you to amplify your team's productivity and build a culture of open teamwork, which is crucial to ensuring business continuity and resilience during a downturn.

### Unlock Knowledge Silos and Prevent Knowledge Drain

Many companies have first-hand experience with the debilitating effects of knowledge drain. The drain of technical, role-based or "tribal" knowledge typically occurs when employees leave an organization. This loss can temporarily disrupt operations. In the worst cases, the loss of a single employee can cause an entire project or department to fall apart.

Resilient and prepared organizations don't let this happen. They actively fight knowledge drain by fostering a collaborative, knowledge-sharing culture. This culture encourages the open sharing of best practices and lessons learned. It promotes transparency, trust and celebrating wins, and discourages knowledge-hoarding and toxic competitiveness.

Prevent critical knowledge from disappearing when team members leave by creating a knowledge-sharing ecosystem. Delegate responsibilities and get multiple people to know how the various processes, systems and tools work to distribute and democratize knowledge.

## Nurture Talent and Create Opportunities for Leadership Rotations

Having to do more with less is a tough but common ask. However, it also creates a silver lining: it opens leadership opportunities for the remaining team members. Use this challenging period to nurture employees who have demonstrated the ability to be leaders.



### Encourage existing leaders to mentor future leaders.

Mentors should share their expert insights and experiences, and support mentees with advice and encouragement when they face roadblocks.



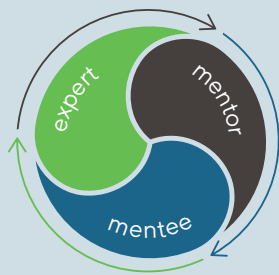
### Establish a formal mentorship program, and clearly state the potential benefits to both mentors and mentees.

Outline the program's basic structure, but let the individual participants work out the details of their 1x1 relationships.



### Allow employees to rotate the ownership of certain tasks.

Such rotations give opportunities to learn new skills and encourage them to step out of their comfort zone. In this way, they will be able to amplify their value to the firm while you increase their workplace engagement and motivation.



## GAP has implemented these best practices with great success both internally and across many clients.

Referred to as the Cycle of Development, it is a key component of a healthy talent growth, retention and continuity program.

## Encourage People to Communicate Progress and Discuss Roadblocks

One problem with knowledge drain is that when employees leave, the teams working in silos— especially “silos of one” — will struggle a lot more than teams that collaborate on projects, communicate regularly, and share both wins and losses.

Break down silos by getting team members to regularly share updates with each other. They should present their work, give demonstrations, or share ideas at team-wide brainstorming sessions. The goal is to have everyone on the same page at all times and to ensure they are prepared to pick up projects if someone suddenly leaves.

## Revisit Your Onboarding Program

Fast, effective onboarding is essential to get new team members operational and more importantly, productive. But if you have pruned your workforce, you may now have fewer training resources to onboard new members.

This presents a good time to revisit your existing onboarding programs and look for ways to make them more effective. For example, consider replacing or augmenting in-person training with eLearning modules. Or you can invest in a self-training platform where learners learn the skills required for their roles in a hands-on, self-guided manner. It's also useful to work with a partner like GAP to create and revise these programs.

Onboarding is a GAP specialty. Not only do we understand how to hire the best talent and engage them with meaningful work, but we also follow a rigorous team design process to improve our clients' onboarding success rates.

Every new employee we source gets assigned to a project lead who will show them the ropes and ensure they get a running start on your project.

Our documented onboarding process covers the first 30 days of a new joiner's tenure.

Moreover, our onboarding program focuses on making new members part of the GAP culture, but more importantly, your culture.



## Ready to Get Started?

GAP has empowered many organizations in North America to achieve their goals with world-class technology consulting and engineering teams. We bring the skills, experience, expertise and domain knowledge that enables companies to scale smarter, transform their business, and gain a competitive edge.

Let GAP help you maintain business continuity, even if you are implementing a hiring freeze or operating in an uncertain environment. Staff augmentation with GAP will get you through these times without losing momentum on mission-critical projects. Eventually, times of slow growth will fade, but working with GAP now, ensures you remain prepared when these times return.

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Working with GAP,  
you will emerge stronger  
and more resilient during  
good times, bad times,  
and all the times in between.

**Let's get started!**

