



NORTHGATE

ACTIVITIES FOR MANAGEMENT DEVELOPMENT

Managing Change

In this realistic scenario, delegates experience the impact of changes that are designed to make an organisation run more efficiently, at reduced costs, higher quality, enhanced reputation and bigger market share.

Timing	Two hours
Participants	Three teams of up to six delegates
Price	£395 plus VAT for UK. Delivery: £9.75 for UK, £25 or less for elsewhere

Core Skills

Management skills

- Seeking changes in systems
- Being on the receiving end of change
- Planning
- Understanding change

Business skills

- Quality awareness
- Strategic Planning
- Customer Service
- Motivation

Managing Change is one of the few exercises that simulates the *change process*. It is designed for three teams. Two of the teams experience the *impact* of change, while the third team is the *change agent*, presenting the changes to the other two teams. Will they do this in a responsible and sensitive fashion?

Working in a new company formed by the recent merger of two smaller companies, teams A and B represent two despatch departments. They are still physically separate from one another and they are both still fulfilling orders from their own, original customer base. At present they are unable to help each other out – and as a result some orders don't get despatched. The problem facing team C, who represent the management, is to combine the two to make one efficient despatch department.

There are a number of difficulties inherent in merging the two departments – aspects of the office procedures, the different commission rates, delivery routes etc – so the first job of team C is to observe the two despatch departments (teams A & B) in action and then to draw up an improved system. The big challenge facing Team C is then to introduce the changes in a positive way that will keep existing teams motivated and happy with the changes.

Unfortunately there are cost implications of the new system – one of which means that commission payments will have to be reduced. As well, two team members must also be made redundant. This involves the two having to leave the Training Room and complete a questionnaire about their feelings. (In some sessions, these redundancies have been implemented simply by announcing names and ejecting individuals in front of the whole group without any thought of prior warning, explanation or counselling.)

Not only does **Managing Change** enable participants to **experience change** - from both management and staff viewpoints, it also provides the opportunity to look at **how best to implement change**.

The culture that it seeks to engender is that of **greater active involvement of individuals** within a company. It emphasises the importance of getting staff “on-board” – a culture that has proved to have untold benefits, both for individuals and for the organisation as a whole.

Managing Change RUNNING A SESSION

1. Divide participants into three teams - usually between three and six per team.
2. Set up the single computer and printer in an accessible area between teams A and B.
3. Introduce the exercise using the presentation slides.
4. Issue the Briefing Folders, Maps, Planning Sheets and Week 1 Order Chits.
5. Allow Teams A & B work on their tasks while Team C observes - and plans an improved system.
6. After two “weeks” allow Team C to present its changes to Teams A and B.
7. Allow the teams to run Week 3 using the new system.
8. Lead a Debrief on the key lessons of the exercise, beginning by discovering how teams A and B feel about the new system. Bring in the redundant workers and allow them to give feedback on their experience.

<p>MANAGING CHANGE Recent Purchasers</p> <p><i>Fire Service College</i> <i>AXA PPP Healthcare</i> <i>John Lewis</i> <i>Transport for London</i> <i>Mentor Group</i> <i>Cardiff City Council</i> <i>Bristol & West Building Society</i> <i>Lunn Poly</i> <i>Royal Mail</i></p>	<p>MANAGING CHANGE Trainers' Comments</p> <p><i>Managing Change provides the opportunity to experience change in action – to see the actual resistance to change and how management can help or hinder that resistance.</i></p> <p>Ian Chappell, Consultant</p>
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MANAGING CHANGE

THE LESSONS

The issues are all covered in the Trainer's Notes that come with the pack but in summary, one very clear message comes out of this activity: the *natural resistance* that people have to change. Resistance can lead to:

- lower outputs
- increased staff turnover
- hostility and other stress symptoms
- voices against change
- support for 'the way things were'.

In order to overcome resistance those making changes need to implement change:

- in a sensitive way to minimise resistance
- in a way that harnesses resistance
- so that people are re-motivated to take up the challenge of the new order.

Involvement is a key factor. The participation of everyone, in one way or another, is often overlooked, but crucial. Often when running this exercise the "change" group are totally insensitive to the problems and feelings of those people having to change from a system they trust and understand and with which they are fully familiar.

Management should never assume that what they believe is a rational and sensible change for the better will be seen as such by everyone concerned.

There are many other aspects of change that can usefully be discussed after teams have been through the experiences offered by this revealing simulation.

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