**THE HR PROFESSIONAL**

**Learning Outcome 2: ACTIVITY 9**

**SMALL GROUP ACTIVITY**

**Creating a sense of shared purpose**

**Aim:**

The aim of this activity is to identify the actions to be taken to ensure a sense of shared purpose in support of a major change initiative.

**Objectives:**

* To identify the actions HR can take to develop and maintain a sense of shared purpose
* To consider appropriate approaches to ensure the support and commitment of key internal stakeholders in support of a required change.

**Task brief:**

Your organisation manufactures a range of bespoke automated assembly line equipment including conveyor belts of different widths and lengths and packing/filling machinery. Each commission is very different with the organisation considering, and marketing, its USP as being able to respond to customer needs. This does however increase the need for organisational flexibility and responsiveness.

Whilst most of your designers and sales staff have been with you since the company was established 10 years ago, the average retention rate in manufacturing has fallen to just under 18 months and you have noticed that it is becoming very difficult to recruit appropriately experienced and skilled staff. As a result there have been an increased in time it takes the organisation to fulfill a customer’s order. In addition, the reputation of the company with complaints about poor quality, a lack of flexibility in meeting customers’ needs and also that the company is starting to propose slightly outdated technological solutions. Last year sales fell for the first time and there is now shareholder concern that the organisation may not return a profit in this current financial year.

A new MD has been appointed with a view to turning the organisation around, winning new orders, and encouraging old customers to return. He has further voiced concerns that the design team do not appear to be abreast of current automation trends and that each function (design, marketing and manufacturing) do not work together as a team with the result that often manufacturing cannot produce the specification sold!

As a recently new hire to the organisation as HR Manager, you have noted that there is a general apathy about the quality of the product produced with the workplace being “messy”, errors being accepted (leading to a high volume of waste) and a lack of ownership for any aspect of the product at all stages or initiative to resolve problems.

Following your annual appraisal with the MD, where you explored your mutual concerns, you have been asked to drive an initiative to embed ownership for quality and customer experience into all roles. The MD’s vision is clear that “quality and customer experience must be placed at the heart of everyone’s work”.

Working in your group:

* Identify the key stakeholders who will need to buy in to this new vision of how quality is assured and customer experience is given a high profile across the organisation.
* What are the key actions you will take as HR to obtain buy in at all levels for this?
* How will you maintain a shared sense of purpose to this new vision?

**Outcomes:**

You will develop an action plan for review by your peers.

**Time:** You have 30 minutes for group discussion.