**MANAGING AGILE ORGANISATIONS AND PEOPLE**

**Learning Outcome 2: ACTIVITY 6**

**SMALL GROUP ACTIVITY**

## **Change at Food and Co.**

Read the following case study:

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| Food and Co. are a chain of grocery stores which operates in your local area. Each store operates independently and prides itself on stocking local produce in response to their own customer preferences. Stores have control over their own pricing and are open from 7 am to 7pm Monday to Saturday. Many stores are staffed by extended families who work flexibly.  The business has recently come under pressure from a major national retailer who has taken the aggressive strategy of opening a store in every town. Economies of scale mean that a greater range of goods are carried and prices are lower. These stores also open 7 days a week from 6am to 11pm.  In response, the group’s MD announces via an open letter a series of changes including centralised and standard ordering, an end to local pricing and longer opening hours. These will require all staff to share weekend and evening working. The changes are being implemented in 2 weeks’ time |

Using the DREC cycle, identify:

* The reactions of employees at each stage. What might you hear them say, do? How might they be feeling?
* As a manager what can you do to help transition employees to the next stage in the cycle?
* Using a specifed model of change, prepare a short plan to manage the implementation of this change.

You will have 25 minutes for this activity.