

## MANAGE CHANGE



### CAUSES OF CHANGE

1. Change in consumer expectations
2. Change in competition
3. Change in employee expectations
4. Change in laws and regulation
5. Change in technology

1

## MANAGE CHANGE



### EXPLAIN CHANGE IN TECHNOLOGY

1. Technology developments are having a major impact on how and where business operate.
2. There are new and faster Methods of productions (Robotics), marketing and selling (E-Commerce) and Methods of communication (e-mail, video conferencing)

2

## MANAGE CHANGE



### EXPLAIN CHANGE IN COMPETITION

- Competition are constantly changing by
1. Updating their products and introducing new ones (Apple)
  2. Introducing new and cheaper ways of doing business (Internet banking) and
  3. Growing in size thus forcing competitive firms out of business (Economics of scale)

3

## MANAGE CHANGE



### EXPLAIN CHANGE IN EMPLOYEE EXPECTATIONS

1. Employees today Have higher level of education and bring different skills to the job,
2. They want interesting and well-paid jobs.
3. Flexible and family friendly working conditions are becoming diverse
4. Working with different nationalities

4

## MANAGE CHANGE



### EXPLAIN CHANGE IN LAWS AND REGULATIONS

1. Society has become more complex and citizens are more educated and demanding.
2. This has led to new Irish and EU laws affecting business. Some issues included - Consumer rights, Employment law and Fair competition

5

## MANAGE CHANGE



### EXPLAIN CHANGE IN CUSTOMERS EXPECTATIONS

1. Customers tastes and fashion are changing all the time due to the internet and TV. Rising education level mean customers are more quality conscious.
2. Increasing competition is leading to fewer loyal customers. Ethical and green decision issues are becoming more important when making

6

## MANAGE CHANGE

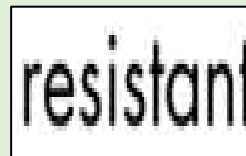


### HOW CAN A BUSINESS MANAGE CHANGE

1. Communicate the need for change
2. Promote a Facilitator management style
3. Promote employee empowerment
4. Promote Teamwork
5. Promote commitment to quality (TQM)

7

## MANAGE CHANGE

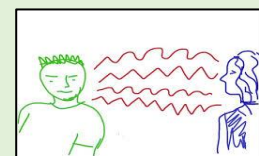


### WHY STAFF A RESISTANT TO CHANGE

1. Changes may mean taking on extra work,
2. They may not be skilled to cope with the new changes,
3. They may lose their job (Or loss of income) and
4. the changes will not work (if there are too many of them)

8

## MANAGE CHANGE



### TO AVOID RESISTANT FROM EMPLOYEES' (Communication)

1. Communicate - opening & honestly about the changes why it's taking place and what will happen if they are not put in place
2. Allowing employee input - into the decision making of the changes. Staff can come up with ideas are likely to co-operate
3. Negotiating deals where necessary to provide fair rewards to the employees for scarifies they have made

9

## MANAGE CHANGE

# Facilitator

### PROMOTE A 'FACILITATOR' MANAGEMENT STYLE (Facilitator management style)

1. Managers must be able to trust their employees and allow them greater responsibilities and a say in the business decisions if change is to be successful.
2. This means becoming a 'facilitative' (democratic manager). This type of manager has a Theory Y approach resulting in staff being more co-operative.

10

## MANAGE CHANGE

# Facilitator

### MANAGER CAN BECOME FACILITATOR BY (Facilitator management style)

1. Providing interesting and challenging work
2. Providing training needed for their job
3. Empowering staff to get on with the job
4. Mentoring staff by providing plenty of advice and support
5. Consulting regularly with staff about what work is to be done and the best way to do it

11

## MANAGE CHANGE

# Define

### PROMOTE EMPLOYEE EMPOWERMENT (Promote employee empowerment)

#### Definition

1. This means providing staff with a clear goal, deadline and sufficient resources and freedom to decide how to achieve a goal.
2. It can boost self-esteem and self-actualization because staff have power and responsibilities.

12

## MANAGE CHANGE



### PROMOTE EMPLOYEE EMPOWERMENT (Promote employee empowerment)

- To promote employee empowerment
1. Managers to adopt a facilitator attitude
  2. Investing in staff training
  3. Proper management control - employee errors are quickly
  4. Rewards to encourage staff (Financial and non financial)
  5. Teamwork

13

## MANAGE CHANGE

# BENEFITS

### BENEFITS OF EMPLOYEE EMPOWERMENT (Promote employee empowerment)

1. Increase creativity and staff Intrapreneurship
2. Reduced absenteeism
3. Increase job satisfaction
4. Free up managers time

14

## MANAGE CHANGE

# PROBLEMS

### DRAWBACKS WITH EMPLOYEE EMPOWERMENT (Promote employee empowerment)

1. Serious mistake being made by staff
2. Unhappy de-motivated staff who feel unprepared for extra responsibilities
3. Unhappy middle managers who may feel that their decision-making powers are being taken away from them

15

## MANAGE CHANGE

# Define

### TEAMWORK

#### Definition

1. Teamwork occurs when a group of people are working together towards a common goal.
2. It empowers staff to have a direct say in how the business is run. Teams are self-managing which means they are responsible for running their own affairs with little outside input

16

## MANAGE CHANGE

# TEAMWORK

### PROMOTE TEAMWORK (Promote Teamwork)

1. Teamwork can be promoted by introducing team based/matrix organization structures.
  2. This structure is where staff are brought together into teams to achieve the clearly stated goals.
- Each team is responsible for achieving a team goal and each team will have personnel with different skills needed to achieve the team aims

17

## MANAGE CHANGE

# Characteristic

### CHARACTERISTICS OF TEAMS (Promote Teamwork)

1. Clear purpose about their common goal
2. Sufficient resources to do the job
3. Team leader who has good communication and motivation skills a positive attitude and is able to Plan, Organize and Control
4. Shared input into decision making
5. Committed team members

18

## MANAGE CHANGE



### STAGES IN FORMING A TEAM (Promote Teamwork)

1. Forming
2. Storming
3. Norming
4. Performing

19

## MANAGE CHANGE



### FORMING (Promote Teamwork)

#### Definition

The team is formed, and team members get to know one another

20

## MANAGE CHANGE



### STORMING (Promote Teamwork)

#### Definition

Team member disagree and argue about how to get the job done. The team leader must ensure that these are kept to a minimum

21

## MANAGE CHANGE



### NORMING (Promote Teamwork)

#### Definition

The team starts to establish ground rules for working effectively together in term of roles, responsibility, behavior and work methods

22

## MANAGE CHANGE



### PERFORMING (Promote Teamwork)

#### Definition

Once a team has settled down it should start to perform well with all members working together towards the team's goals

23

## MANAGE CHANGE



### BENEFITS OF TEAMS (Promote Teamwork)

1. Improves communication and relationships between staff
2. Better decisions as staff co-operation
3. Teams can make faster decisions
4. Employee motivation and job satisfaction rise and staff absenteeism, poor quality work and labour turnover are reduced
5. Committed teams can achieve better quality products

24

## MANAGE CHANGE



### TOTAL QUALITY MANAGEMENT

#### Definition

This is an approach to management that aims to maximize quality by getting all staff involved in continuously looking for ways to improve the quality of a firms product and services

25

## MANAGE CHANGE



### PRINCIPALS OF TQM (Promote Quality)

Principals of TQM Include

1. Promoting employee empowerment
2. Promoting teamwork
3. Promoting commitment to quality among all staff

26

## MANAGE CHANGE



### HOW CAN TQM BE IMPLEMENTED (Promote Quality)

1. Recruit & train quality focused employees
2. Manager adapt a more facilitator management style - motivate employees
3. Empower and motivate employees to look for ways to improve customer satisfaction
4. Facilitate teamwork.
5. Adopt a strict quality control for purchasing, production and delivery of goods.

27

## MANAGE CHANGE



### QUALITY CIRCLES (Promote Quality)

#### Definition

These are discussion groups made up of employees who meet regularly to discuss and resolve quality issues. These employees can be from any department

28

## MANAGE CHANGE



### BENEFITS OF TQM (Promote Quality)

1. Better Quality goods and services
2. Enhanced business reputation
3. Increase customer loyalty
4. Higher prices can be charged
5. Reduced waste

29

## MANAGE CHANGE



### DRAWBACKS OF TQM (Promote Quality)

1. Implementation can be slow
2. Stress - the high standards required by management can put employees under stress

30

## MANAGE CHANGE

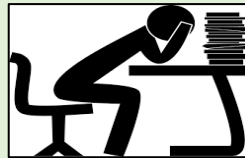


### THE IMPACT OF NEW TECHNOLOGIES AND CHANGE

1. **On communication** - Decision can be communicated quickly - e-mails.
2. **On marketing** - Market research, online advertising, sell to consumers, E-business
3. **On production and stock control** - EDI, CAM, CAD and 3d Printing
4. **On Human Resources** - E-Working, wages
5. **On cost and financial management** - Speed and accuracy of financial accounts - Reduce costs Communication(E-mail)

31

## PAST QUESTIONS

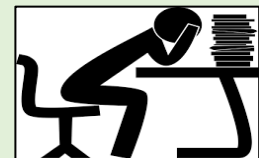


### IMPACT OF NEW TECHNOLOGY ON BUSINESS COSTS & OPPORTUNITIES

- Impact on finance** financial cost of purchase; installing & maintenance costs
- Impact on production**- product quality & efficiency (CAD & CAM)(opportunity)
- Impact on staff** - staff redundancies; training costs; E-working; (opportunity)
- Impact on communications** - Quick/better decision making (e-mail) Opportunity
- Impact on marketing**-on-line advertising; on-line sales; Ecommerce (Website)

32

## PAST QUESTIONS



### OUTLINE YOUR UNDERSTANDING OF STORMING AND NORMING.

**Storming:** Team members test relationships and tensions/Conflicts frequently arise/Members try to establish their positions on a team/Members may act as individuals and resist other views

**Norming :** Constructive relationships and ways of working together emerge/ Ground Rules and procedures are agreed and there is an increased focus on the task at hand

33

## PAST QUESTIONS



### EVALUATE THE EFFECTIVENESS OF THE APPROACH TAKEN TO ADAPT TO CHANGE.

1. Communication/ Consultation
2. Negotiation
3. Rewards
4. Facilitator: Management
5. Empowerment
6. Training and Development (TQM)
7. Adequate Funding/Resource provider (Teams)

34

## PAST QUESTIONS



### BENEFITS OF EMPOWERING EMPLOYEES IN A BUSINESS.

1. Decision-making and control is in the hands of employees, use their skills and knowledge for the benefit of the business
2. Employees become more responsive to the needs of customers/ satisfied customers.
3. Employees more motivated/ job satisfaction/valued/improved morale/loyal.
4. Employees are better prepared for promotion/better trained.
5. Management can focus on strateg

35

## PAST QUESTIONS



### RISKS OF EMPOWERING EMPLOYEES WITHIN A BUSINESS.

1. If introduced without adequate training then mistakes can be made.
2. Employees may be unhappy with the extra responsibility & stress levels may increase.
3. The lack of control and day-to-day supervision may encourage some empowered employees to take unnecessary risks,
4. Management are handing over control and power. Some managers may be cautious of this loss of control. can lead to conf

36

**PAST QUESTIONS**



**OUTLINE THE BENEFITS OF TEAMWORK FOR THE EMPLOYEES IN A BUSINESS.**

1. Greater job satisfaction
2. Communications skills and interpersonal skills improve
3. Tough decisions are easier for employees to make
4. Less industrial relations problems and less conflict,

37

**PAST QUESTIONS**



**DESCRIBE TWO STRATEGIES BUSINESS USES TO MANAGE CHANGE.**

1. Senior Management commitment to the change process.
2. Effective Communication between all parties throughout the change process.
3. Adequate funding for the proposed changes/training.
4. Negotiation - remuneration packages, productivity agreements,
5. Employee Empowerment/training/job rotation/job enlargement

38

**PAST QUESTIONS**



**THE BENEFITS OF TEAMWORK IN A BUSINESS ORGANISATION**

1. Individuals will feel a part of the organisation
2. Morale is high
3. Open communications encourage collaborative decision making
4. All conflicts are worked out through discussion
5. Employees enjoy their work more - part of a team structure.
6. Teams satisfy social needs in indiv

39

**PAST QUESTIONS**



**EXPLAIN THE TERM TQM**

TQM or Total Quality Management is a long-term focused effort to change all parts of an organisation to produce the best products or services for its customers. three principles to a TQM approach: Satisfying customer needs • Providing top quality products and services • Teamwork

40

**PAST QUESTIONS**



**DESCRIBE HOW TQM CAN BENEFIT AN ORGANISATION**

TQM of benefit to an organisation (describe):

1. Quality of products
2. Reduced costs
3. Staff motivation
4. Public image
5. Customer satisfaction
6. Productivity.

41