Internal stakeholders and managing change

Activity

sheet 6.11a

Learning Aim E – Impact of Change – Topic E1 – Managing Change

**Case study: Green’s Bicycles Limited**

Green’s Bicycles Limited have been producing bicycles in Yardborough for the past 20 years. More recently they have been struggling to modernise. All the bicycles are put together by hand and sold at high prices. There are 250 employees at the factory.

Cheryl Potter, the owner, has decided that more modern methods of production need to be used and that there will need to be an increase in the use of machinery. This change to production is likely to increase the number of bicycles made each day by 50% but will result in a reduction in the workforce of approximately 25%, with some employees requiring training. Cheryl has been talking to Green’s union representatives about different training opportunities that might be available going forward and policies that relate to training at the company.

The change from hand building the bicycles to making them in an automated way will require employees to have different skills and make greater use of IT. Training to make greater use of IT needs to take place rapidly and with suitable investment. Most employees have low levels of IT skills and many employees have not worked for any other company – they left school at 16 to come and work in the factory.

1. What are the key elements of change affecting the internal stakeholders at Green’s Bicycles Limited?

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1. Develop a clear communication plan that could be used to communicate what is happening – including who should communicate the change, why and how.

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1. Cheryl Potter has decided that the best way to tell employees is by email. What are the advantages and disadvantages of communicating information in this way? Give a judgement about whether or not Cheryl should communicate the decision in this way.

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1. Now draw up a plan to consider the HR implications outlined above and what the HR manager needs to do to move this change forward.

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1. There are 30 employees that may be affected by a reduction in staffing numbers. Which pieces of legislation would the HR manager need to take into account and which other agencies or bodies should they communicate with?

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