**Managing change activity**

**Task 1**

Choose one of the four recent examples of change management below:

1. Barclays restructuring and a cultural change programme after various scandals under Anthony Jenkins since 2012.
2. Sony’s retrenchment and restructuring under Kazuo Hirai in an attempt to return the company to profit. From 2012 onwards.
3. Thomas Cook’s major restructuring under Harriet Green since 2012.
4. British Airways merging with Iberia to form IAG, restructuring, cost cutting since the recession in 2008.

Using the internet or provided new articles, research specific details about:

* What type of change your company has been going through
* What they did
* How they did it
* Was there any resistance or barriers to the change
* How did they overcome these barriers
* Has it been successful

**Task 2**

Once you have done this research, produce a Lewin’s Force Field Analysis diagram with details about your companies change. A very simple example for Panasonic can be found below.

**Task 3**

Once you have completed your research and analysis you must partner with another student and explain your company and its change process to them. Once you have done this, discuss and decide on the following issues noting down your answers:

* Which was the most significant reason why your company had to change?
* Did they manage it well? Could they have done anything differently?
* What was the most significant barrier to change? Did they overcome it effectively? (Refer to Kotter and Schlesinger’s theories.)

Simple force field analysis example for Panasonic

Forces against change (restraining forces)

Forces for change (driving forces)

Inertia

Large losses

Strategy: Panasonic restructuring under President Kazuhiro Tsuga

Panasonic reinvented itself as a force in components in auto making and house building, rather than TVs or smartphones. It has withdrawn from these markets after struggling to compete with firms such as Apple and Samsung

It has restructured the company shedding 10% of its workforce. It has been shifting away from consumer-oriented sectors and embracing business clients instead.

Existing brand recognition

Successful rivals

Lack of knowledge in new markets

New President Tsuga in 2012

Financial position & costs

Employee resistance