



Implementing Change

A Collection of Activities and Exercises
Mike Woodcock and Dave Francis



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When everything around you is moving, standing still is a recipe for disaster. Trainers know this: how can they best help managers to develop the skills needed to conceptualize what is happening, to predict future changes, to work out relevant strategies and to adapt to new technologies and opportunities?

In *Implementing Change* Mike Woodcock and Dave Francis have assembled 25 participative exercises designed to address key elements in the management of organizational change. The exercises are classified under four headings: Preparing to manage change, Articulating choices, Visioning the future and Implementing change programmes. Each one contains clear objectives, detailed notes for the trainer and ready-to-copy materials for the participants.

The authors argue that, to be effective, change within an organization needs to be undertaken at several levels, ranging from individuals and teams to structure and culture. The material in this volume takes account of all these different perspectives. In the hands of a professional trainer it represents a powerful tool for improving organizational performance.

Contents

Introduction; Index to Exercises. The Exercises: Acquisitions checklist; Change management questionnaire; Charting company history; Club fun: An introductory case study in managerial economics; Decision-making styles review; The DIY sheds problem; Dynamic Firepower Corporation: a case study; Generating strategic options checklist; How to control; The IT edge: a case study in managing change; IT strategy checklist; Management paradigms questionnaire; Managing change; The Mighty Mouse Organizer Company: a case study in decision making; Motivators at work; Motorway Garden Diners: a manager's dilemma; Objective-setting review; Obstacles to planning; Organizational options; Organizational visioning; Practical visioning; Quality first audit; The sailing dilemma: a decision-making exercise; The Sheriff of Nottingham and Robin Hood: a PR case study; Strategic failure: a mini-workshop.

About the Author

Mike Woodcock and Dave Francis are two of the UK's leading consultants and writers in the field of management and organization development. Together or individually they have produced numerous bestselling activity manuals and books.

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