

Change Leadership Exercise

As we've been discussing in class during the last week, the final portion of the Mgmt 386 course covers some of the issues a manager will face when attempting to bring new software (or any new idea) into an organization. Below are just a few of the real world challenges. For each of the following, describe how you would handle the challenge—in the second column. Feel free to discuss the potential solutions with other students in the class. Let's see how many you can get right!

Imagine that you want to introduce a new software technology, such as CRM, into an organization with 10,000 employees located in five branch offices throughout the state of North Carolina.

BE VERY SPECIFIC WITH YOUR ANSWERS. In other words, rather than writing something like “do publicity” explain exactly what you would do.

Challenge	Your idea for a solution	What “change leaders” advise (We will complete this column together once you've had time to enter your ideas in the middle column)
You want to introduce CRM software into your very large organization but you have a lot of people to convince. You're getting worn out. You need others to help out—but, who are the best people to ask?		
You want to make sure the decision makers in your organization see the <u>need</u> for the CRM you want them to purchase.		

<p>You wrote a business case for the new software technology (as we discussed in class). You presented it. Now it's time for the big vote. There is a meeting next Wednesday to decide whether the decision makers will accept your idea or not. You've distributed the business case, you've done the presentation, but what else should you do (before the meeting) to make sure the vote goes your way during the upcoming meeting?</p>		
<p>Congratulations!... Your idea has now been accepted by the decision makers! The company has agreed to purchase a CRM. While the I.T. Department is building the CRM, it is your job to get others informed about the upcoming big change in the organization. You hold a few information sessions--everyone in the organization is invited, but attendance is not good. The employees just don't care to take the time to attend info sessions about the CRM. How can you intrigue them and spark their interest?</p>		
<p>People in the organization are busy. Some attended your presentations and listened to what you have to say-- but when they get back to their busy work lives, they don't think about the upcoming CRM. Later, when you ask them, they reply, "Oh yeh, I've been so busy that I forgot all about it--so, what was that thing you were taking about?"</p>		

<p>Since there are so many people in your organization, you often find the opportunity to tell a fellow employee about the upcoming CRM when you see someone in places like the hallway, the snack bar, or the elevator. You know you have their attention for about 3 minutes.</p>		
<p>Now that the buzz is starting to heat up about the upcoming CRM, you can't keep up with all the gossip among the 10,000 employees—incorrect information is floating around—how can you stop it?</p>		
<p>There are a few people in the organization who are very, very skeptical about the upcoming CRM system. They are saying negative things every chance they get and, as a result, they are ambushing your efforts.</p>		
<p>I.T. has just finished the final iteration of the new CRM and it is ready to "go live." So, you want to hold one big event to announce the completion of the final iteration. Since this announcement event will require a lot of effort and money, you want to be sure a significant number of the employees attend. What can you do to attract a large number of employees to this event?</p>		