



tasks

1 The Board of Trustees has decided that all classes at the school will be streamed from next year, and reviewed every year based on end-of-year results across five subjects. This means students will be grouped in classes based on marks. The total marks of five subjects will determine if students are in the top or bottom class. You, as Principal, have to implement this change to staff and students. Brainstorm with your colleagues how this will happen. Apply a change management strategy to your school.

2 Does your school have a uniform? If so, describe how you would implement a change to non-uniform from next year. Conversely, if you don't have a uniform either across the school or at a certain level such as Year 13, how would you implement a change to compulsory uniform for everyone?

3 Research ONE of the following change management theorists. Now collaborate with other members of the class who have researched other models and share your knowledge. Create a bullet point guide to the five models for reference.

Definition of styles	
Kurt Lewin's Unfreeze-Change-Refreeze Model	
Stephen Covey's Seven Habits Model	
Kotter's 8-Step Change Model	
The ADKAR® Model	
Kubler-Ross Five-Stage Model	



- 4 a Have a look at the following mergers that failed, and identify the change management process that might have helped the merger to be a success.

Definition of styles	
Daimler Benz – Chrysler	
Bank of America – Merrill Lynch	
AOL – Time Warner	

- b Then have a look at the following New Zealand mergers, and consider how the change management might have been handled. Identify the key factors that would have had to be considered by the parties involved.

Definition of styles	
Vodafone – Telstra Clear	
AMI – AIG	
Auckland City/ Waitakere City/ Manukau City and Rodney District – Auckland Council	

- 5 Explain how the merger of two businesses with different cultures can make success of the expansion less likely.

- 6 Identify three recent changes in the external business environment that have had a dramatic impact on a New Zealand business.

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- 7 What role does planning have in change management? Explain with reference to a New Zealand business operating in a global context.



- 8 Identify from the following list of well-known New Zealanders what they are project champions for:

Alan Duff _____

Annah Stretton _____

Rob Fenwick _____

Pat Snedden _____

Lance O'Sullivan _____

Peter Gluckman _____

Guy Ryan _____

Stephen Tindall _____

Sam Judd _____

John Kirwan _____

Frances Valintine _____

- 9 NCEA-style question.

Zappos to employees: Get behind 'no bosses' approach



Zappos.com CEO Tony Hsieh is offering an exit strategy to any workers who aren't sold on the unconventional idea.

No job titles. No traditional bosses. No conventional corporate hierarchy. It might sound nice, but would you really want to work there?

That's the question, essentially, that Zappos is asking its employees after experimenting with a radical approach to management. Called 'holacracy,' the new system replaces the conventional command-and-control

workplace with a series of self-governed teams, known as 'circles.' The effort is supposed to speed decision-making, share authority and help the organisation become more innovative.

In a recent memo, Zappos CEO Tony Hsieh wrote that he is offering an exit strategy to any workers who aren't sold on the unconventional idea. If they are an employee in good standing and meet certain criteria, they can leave the online retailer and get at least three months' worth of severance.

In one sense, it's a way to help employees cope with radical change — while, in the process, filtering the employee pool of the least engaged folks. It's a fairly generous approach. When most companies roll out new strategies or new management tactics, after all, non-believers who voluntarily quit get little more than a handshake on their way out the door.

Hsieh's memo follows reports in the media that have critiqued the concept of 'holacracy' as impersonal, dogmatic and comically hard to explain. Others have cited complaints by Zappos employees who are frustrated with the new system.

John Bunch, who is helping to lead Zappos' transition to the new approach, said in an interview, 'There have been some people who've embraced those changes with open arms, and other people for whom maybe it [hasn't] resonated as strongly.' While he says the turnover hasn't been 'particularly high' yet due to the new approach, he would not share the company's forecasts for how many people it expects might accept the offer to leave.

So what will happen to the supervisors at Zappos who don't take the offer, given that the company plans to effectively eliminate traditional managers as of 30 April? Hsieh's memo says they will keep their salaries through to the end of 2015 and will get guidance for reinventing themselves into new roles at the company.

Bunch said he anticipates having no layoffs due to that change.

a Discuss the importance of effective leadership when dealing with employees' reaction to change. In your answer:

- fully explain, with examples, why it is important for a leader to be flexible with individuals when managing change
- fully explain an impact of the deadline proposed by Zappos on the performance of the business undergoing change.
