



Chapter: Change Management

Activity Name: Organizational Restructuring

Working with your assigned group, prepare responses to the following scenario. Your responses will be presented to the class.

You have been assigned to work as part of a corporate transition team with an external firm of organizational design consultants to implement a complete restructuring of your company, Potter Widgets Corp. The implementation is expected to last approximately one year and will be implemented in the manufacturing departments first.

As the Payroll Manager you will need to balance the needs of the organization with the needs of your own payroll team. Employees throughout the organization are expressing uncertainty about their job security and the changes that may affect them. The workload in your team will be impacted by the changes and layoffs throughout the implementation.

The initial changes that will impact your department are:

- Pay frequency will change from semi-monthly to bi-weekly
- Pay statements will be delivered electronically
- Direct deposit of pay will be implemented
- A new time and attendance system will be implemented for the manufacturing employees

- 1) Draft a high level implementation plan for discussion with the transition team with an emphasis on communication and the changes and timing of payroll changes.
- 2) What recommendations will you make to the transition team to assist your payroll team through the process?
- 3) How will you lead your team through this period?