



# Learning Objectives

During this presentation, you will learn about:

- 1. Company 'X' who experienced a downsize in June 2012;
- 2. How they used the 'directive' change strategy to successfully downsize;
- 3. How successful change management was achieved.

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# Thecasesolutions.com Presentation Outline

- 1. Defining change;
- 2. Characteristics of the 21st Century work environment;
- 3. Contemporary characteristics of the Mining Industry;
- 4. Analysis of downsizing procedure employed by Company 'X';
- 5. Analysis of how successful change management was achieved.

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#### **The Four Change Management Approaches**

#### One Look

#### "Directive" (Simple):

Change being driven, controlled, managed, initiated from the top/centreperson or small Simple theory of change or a few rules of thumb. Recipes

Small range of interventions used Few tangets set Tightly controlled communications Explicit projecet management

Engagement is about control of drit ftimescales, objectives, use of resources, and

"Master" (Sophisticated); Change being drive, controlled, managed, initiated from the top/centre/person or small Complex theory of change - lots of elements, drawing on mote than two theorists, use of change model Wide range of interventions used Extensive engagement which influences change process Explicit project management

#### Change is Straightforward

"Self Assembly" (DIY): Tightly set direction Accountability for change lies with local managers Capability and capacity development Strategic direction but local adaptation Use of set too bits and templates

#### Change is Complex

Few big rules and loosely set direction Change intiated anywhere in organisation but usually where there is high contact with client/customers Issues of spread and diffusion - sharing best Lateral connections important Novel mixes of people

Local Differentiation

Figure 5, RFLC change. TMRFLC (2003)

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# The 21st Century: Characteristics of the Current Work Environment

- Global Interdependence;
- Diverse Workforce;
- Ease of Knowledge Accessibility;
- Rapidity of Knowledge Transfer;
- Employees Agents of their own Capital;
- Greater Uncertainty.

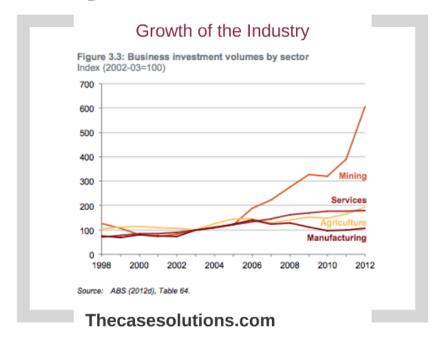
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# **The Mining Industry**

The industry equates to

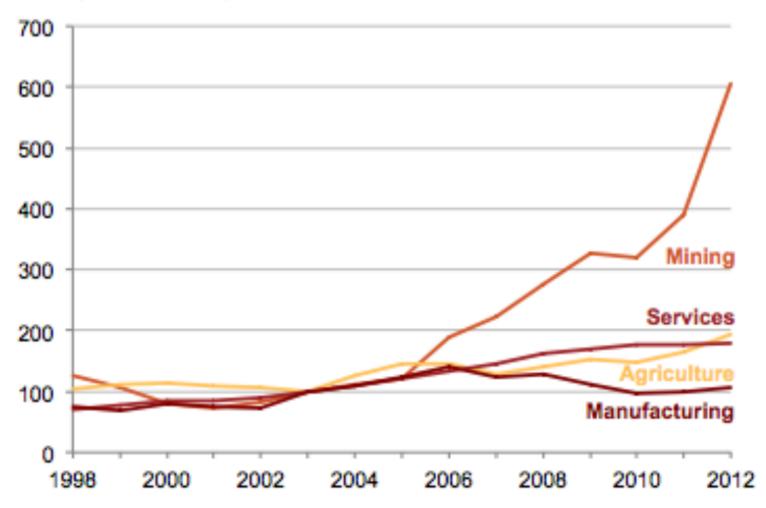
9.2% of Australia's GDP

# Thecasesolutions.com Introducing Company 'X' Leading provider of engineering and infrastructure management services. - Minerals & Metals; - Of & Gas; - Power: - Road & Rail Infrastructure; - Power: - Road & Rail Infrastructure; - Walter. - Walter. - Walter. - Employs over 20,000 people across Australia, New Zealsand & the Asia Pacific region.



# Growth of the Industry

Figure 3.3: Business investment volumes by sector Index (2002-03=100)



Source: ABS (2012d), Table 64.

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# Thecasesolutions.com Introducing Company 'X'

Leading provider of engineering and infrastructure management services.

#### Customer base in:

- Minerals & Metals;
- Oil & Gas;
- Power;
- Road & Rail Infrastructure;
- Telecommunications;
- Water.

Employs over 20,000 people across Australia, New Zealand & the Asia Pacific region.

Committed to designing, constructing and maintaining the best solutions for its customers.