MEMORANDUM

To: Senior Managers
From: Angus Smissen, General Manager
Date: 22 May
Records ref. no.
Subject: Senior managers meeting

As you know, Valley View Publishing has been changing rapidly over the past months. On the whole it has been an exciting and invigorating time. Even more change is on the way.

As managers, I think it would be useful if we took time at our next breakfast meeting on Thursday 2 April to look critically at how well we have managed change in the past and what we can do to ensure our staff embrace change in the future. It may be that a number of meetings will be required to explore this issue fully.

To help our discussion, I suggest we all take time to consider how we and our staff responded to the introduction to the e-commerce facility. Useful questions to consider prior to the meeting could include the following.

• What changes were imposed on staff?
• How did people react when the changes were first suggested?
• How well did we as managers anticipate these reactions?
• How did we deal with them?
• Could we have done better?
• What lessons can we learn from this experience?

At next Thursday’s meeting I would like each of you to make a five-minute presentation putting forward three suggestions for how we might manage change better in the future. I would like to come out of the meeting with a prioritised list of practical strategies we can investigate further or put into place immediately.

I will be asking Elena Richards from IT to join us for breakfast to provide her perspective, and Greg Murphy will be attending to take notes as usual.

Angus