***Scenario #1 Resource Allocation***

A project team in the License and Permitting unit recently completed a Lean Kaizen and are excited about the new changes to the process that will be implemented within the unit. In order to keep the project manageable the Project sponsor selected 8 people to participate on the team. The project team consisted of a small fraction of the 30 person unit and several individuals are not happy about the changes that are being made because they were not members of the team. 2 of the unit members (including 1 supervisor who feels that the process is already Lean) have decided not to implement the proposed changes and proceed to try and recruit others to follow suit. In addition the 2 members have started not speaking to the project team members creating tension within the unit.

**Discussion Questions**

1. What challenges/issues are coming up with this change?
2. What types of resistance have you experienced? What might have been done to prevent resistance? What can you do now?
3. What communication strategy is in effect? How could/should you improve communication about the change?
4. What supports/resources are needed to manage this change process?
5. What recommendations would you make to management in order to implement this organizational change so as to minimize the impact on productivity and morale?