***Scenario #2 Technology Transformation***

Caroline has been working in the client intake unit as an intake specialist for 15 years. In her current role she is responsible for receiving correspondences from new and existing clients via email and postal mail and verifying they have filled out their applications completely and provided the appropriate supplemental information before passing the applications along to data entry. If errors in submission are discovered Caroline has to reach out to the clients for supplemental information. Caroline and developed relationships with returning clients and enjoys the interactions.

After completing the Lean Kaizen, the unit has decided to move away from paper and email applications and develop an electronic application submission. This new electronic submission will eliminate the need for Caroline to review applications for completeness and contact the clients since the system will not accept incomplete applications therefore she can immediately process the completed files. Over the years Caroline has enjoyed the interaction with clients and she is not happy because she enjoys and feel empowered to provide an extra level of service to her agencies clients.

**Discussion Questions**

1. What challenges/issues may come up with this type of 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 change so as to minimize the impact on productivity and morale?