

Management of change processes in a Global World

Module 1, week 1 – Introduction

Task – introducing change at Starbucks

1)

Please find together in the groups you have been assigned to, and decide on the rules you want to give yourselves for your cooperation. Define how you want to organize the work and until when (within the given deadlines), as well as who will be the facilitator for each task.

2)

Read the memo of Starbucks' CEO Howard Schultz, which you find on the learning platform. He wrote it in 2008, when he had just returned to the company as their top manager. At that time, Starbucks was facing lots of difficulties:

- intensified competition
- cautious consumers, who were anxious about a deteriorating economy
- declining store traffic
- a falling stock price
- an arrogant culture that had lost its animating sense of collective identity

His responsibility was to steer a change process to make Starbucks successful again.

If you look at the corporate lifecycle model from Adizes, at which stage was Starbucks at that moment? Please give reasons for your answer.

3)

What are Howard Schultz's plans, what does he want to change? What are the measures to achieve that change?

4)

What does he do to get the support of the employees?

5)

What do you think of the memo? If you were a Starbucks employee - would the memo support your willingness for the transformation? Why / Why not?

The final result should be a Word document with max. 2 pages. Please work together on the questions and hand in one document per group.