Case study- Marlon's team

Marlon supervises a team of eight people and asks you for advice. He tells you that half of his team seems unenthusiastic about their work lately, even people who are usually top performers. The other half of his team is new. He thinks the problem may be "too much change." In 2020, they had to quickly pivot services and implement new health and safety policies that seemed to change every few weeks. Some changes became permanent, but other changes were rolled back including returning employees to the office for most of their work. There's also been staff turnover. Marlon now reports to a new section manager who has different priorities from his previous manager. On top of all that, Marlon is expected to restart some projects that were put on hold in 2020. Though the projects will improve service and efficiency, they will require even more changes for his team in the coming months. He worries that if he doesn't do something now, the situation on his team will only get worse.

Discussion Questions:

- Do you think the problem on Marlon's team is "too much change?" Why or why not?

- Have you experienced a similar situation as a team member or supervisor?
  If so, what were the bright spots—the behaviors or moments when things were going right?
  (Or as well as they could in the circumstances...) How did you support your coworkers or staff?

- What follow-up questions and suggestions do you have for Marlon?

Video– "Change fatigue"

According to Nigel Collin, a global thought leader on innovation and change, the concept of "change fatigue" is dangerous. He says change isn't the problem, it's culture and processes.

Video link: https://www.youtube.com/watch?v=1pz58rOOrA0

Discussion Questions:

- Do you agree with Nigel's points about "change fatigue"?
  Why or why not?

- Have you ever experienced change fatigue at work?
  What do you see as the key factors or root causes? (The change itself, the organizational culture, the process, or something else?)

- Do you have any additional questions or advice for Marlon?