



Turnaround™

TEAM DEVELOPMENT

Improve change management and team decision making



Unlock the secret of synergy while turning around a failing organization.

WHAT IS TURNAROUND?

Turnaround is a comprehensive team exercise that can be used to build knowledge and skills in planning, organizational change, synergistic problem solving, and effective decision making. The exercise challenges participants to formulate a plan for turning around a struggling manufacturing plant.

After reviewing the plant's history and pertinent documents (including financial statements, production data, e-mails, and a consultant's report), participants delineate their assumptions and values, identify the major factors contributing to the problem, establish objectives, determine action steps, and outline their approach to management, feedback, and communication.

HOW DOES TURNAROUND WORK?

Originally developed by Dr. J. Clayton Lafferty and his colleagues, and updated by Dr. Janet L. Szumal, this exercise is designed to stretch the analysis and problem-solving capabilities of participants. *Turnaround* consists of four parts: assumptions and values, problem identification and establishing

objectives, action steps, and approach to management. Each part is completed by participants first working alone and then with a group. Individual and group

answers are then compared to a solution based on experts' opinions, established theories, and empirical research.

Turnaround takes approximately 5½ to 7½ hours to complete, including scoring and debriefing. (Actual program time can be reduced to 3½ to 5½ hours if the individual portion of the exercise is completed prior to the session.) The four parts of the exercise can be completed in a single session or over a series of sessions.

APPLICATIONS

Turnaround can be used as a central activity for programs focusing on:

- Strategic and business planning
- Developing a vision and mission
- Management theories and practices
- Problem solving and decision making
- Team development and crisis management

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It can also be used as a tool for:

- Developing managers
- Evaluating current approaches to management, planning, and organizational change
- Initiating organizational change and development

WHO SHOULD USE TURNAROUND?

Turnaround is particularly appropriate for managers and executives, as well as students in business, management, or organization development programs.