

It soon became clear that the HR managers did not have clear ideas as to what their HR needs were. Further, they were not too sure of the benefits offered by an HRIS and were somewhat perplexed by the importance and relevance placed on it by Elizabeth. After all, they had managed quite well in the past and were unsure as to the benefits of changing the current system.

Elizabeth stopped the session in its tracks. She set them a 'brainstorming' task. They were all to consider the implications of a Union-backed pay claim that required an increase of 5% to the store and processing workers, as well as 3.5% to sales representatives, and 4% to management personnel on salaries below \$60,000. They were all given 15 minutes to calculate the cost to the bottom line profits on the company.

As time ran out, she set them another task. This time they were to assess their personnel with a view to recommending to the General Manager which staff would be appropriate to act in higher capacities over the next six months, who would represent the company at a hypothetical trade show next month, and how many staff were consistently working overtime.

Again, there was much consternation between managers as they discussed the pros and cons of various alternatives. Elizabeth's point was made.

The last two days involved substantial analysis of the business, and planning to incorporate many of the ideas and methods being proposed by Elizabeth.