



Psychosocial Hazard Quick Guide

POOR ORGANISATIONAL CHANGE MANAGEMENT

When inadequate planning, communication or support is undertaken in relation to important workplace changes, this is referred to as poor organisational change management. This can lead to team members feeling anxious or uncertain about their job circumstances, which can lead to psychological injury if these experiences are **severe, prolonged or frequent**.

A quick guide to managing the risk of poor organisational change management is summarised below, to help you understand how to spot and address this in your teams.

WHAT TO LOOK OUT FOR

Look out for signs of poor organisational change management across a few key factors:

COMMUNICATION

- Lack of consultation with team members about changes that affect them
- Poor communication about workplace changes (*e.g. team members are unclear of what changes are*)
- The reasons for workplace changes are unclear (*e.g. no rationale given*)

TRANSITION

- Team members do not receive the support or time they need to adapt to new changes (*e.g. training on new systems*)
- Changes are rolled out in a disorganised or excessively disruptive way
- Plans are not made for the impact or implications of changes (*e.g. allowing additional time for learning tasks*)



POTENTIAL EFFECTS OF POOR CHANGE MANAGEMENT

If instances of poor organisational change management are severe and/or occur frequently over time, they can increase the risk of:



Stress and anxiety due to uncertainty about one's work or status



Reduced productivity (*e.g. if workflows are disrupted*)

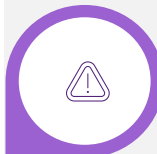


Burnout if poorly managed change results in other psychosocial hazards such as greater job demands



Damage to organisational reputation or team member trust

When considering the level of risk for this hazard in your team or workplace, remember to ask yourself:

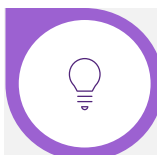
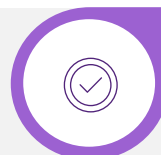


1. How **LONG** have issues been occurring?
2. How **OFTEN** are they occurring?
3. How much do these issues **IMPACT** your team members?

WHAT YOU CAN DO

Some actions you could take as a leader to help improve change management:

- ▶ **Consult team members** before making changes that will affect them
- ▶ **Work with your stakeholders** to understand the impacts and considerations associated with proposed changes
- ▶ **Keep all stakeholders informed** and updated about any changes coming into effect
- ▶ **Take the time to explain** what changes are and why they are occurring
- ▶ **Provide appropriate concessions** for the impacts of change (*e.g. time to learn new processes or systems*)
- ▶ **Make sure your team members have support** and access to resources to transition through the change (*e.g. additional information or training*)
- ▶ **Be understanding** about the potential difficulties of organisational change, and encourage your team members to come to you with any questions or concerns



GOOD PRACTICE

Managing change effectively is an ongoing process and you should review your knowledge and the effectiveness of your actions regularly.

Keep these tips in mind:



Ensure you carefully consider any work health and safety risks associated with proposed organisational changes



Know your stakeholders: All team members, leaders, external partners and clients are informed and supported about changes that affect them



Agree a consultation approach that will suit the needs of your team members, organisation and other relevant stakeholders



Review your change management measures regularly. Different stages of workplace change require different priorities for planning and support