PWSS

Parliamentary Workplace
Support Service

Fact Sheet

Navigating Change in the Workplace

For leaders and people managers

> Lisa has worked in a Commonwealth Parliamentary workplace for the past 2 years and was recently promoted. Lisa considers herself a leader, but she is still finding her feet in relation to understanding her own management style and balancing her role as a manager, colleague and friend.
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> Lisa has many ideas about increasing team effectiveness and efficiency, but she has noticed growing tension amongst the team following a number of changes that she has implemented. Lisa is struggling to navigate the office dynamics and considers that she may need to have conversations with staff about their performance and behaviors in the workplace.
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> Concerned about workplace culture and staff retention, Lisa contacts the PWSS and discusses her concerns and how she can best manage performance related conversations. The PWSS Academy, responsible for delivering parliamentary workplace education and training, arrange to visit the office to run a workshop on Shared Values and Behaviours.

Managing change effectively

Whilst change can be positive, create opportunities and promote growth, it can cause uncertainty and anxiety. If workplace change is not managed well, it can result in employees feeling a lack of role clarity, low job satisfaction/security and feelings of uncertainty. These factors can increase the risks of psychosocial hazards and impact workplace culture.

Leaders and people managers have a responsibility to actively reduce these risks and support their staff through change. By managing change effectively, leaders can build high functioning teams while ensuring safe and respectful workplaces. Some key factors managers should consider during times of change include:

- **Fear of the unknown:** People naturally fear change because it can disrupt their routines and introduce uncertainty.

- **Loss of control:** When change is imposed on people, they can feel like they have lost control over their work and their lives.

- **Lack of trust:** If people don't trust their leaders or believe that the change is necessary, they are less likely to support it.

- **Lack of training and resources:** If people don't have the training and resources they need to effectively implement the change, the change is less likely to be successful.

Support

Everyone responds differently to change. Some people may take more time to adapt , experience increased distress or feel more unsettled by change. Your role as a leader is to be alert to the signs that may indicate someone needs additional support. Be willing to check-in with staff and proactively offer support options, such as:

- PWSS Counselling and Support team - 1800 747 977 who are available 24 hours a day, 7 days a week.

- Employee Assistance Program (EAP) provider by phoning 1300 360 364 or online.

Change Management Essentials

Develop a clear and compelling vision for change

- Clearly communicate the vision for change and explain why it is necessary. The vision should be specific, measurable, achievable, relevant, and time bound. It should also be communicated in a way that is inspiring and motivating for employees.

Build trust and engagement

- Building trust and engagement with employees throughout the change process is critical. Managers can start by being transparent about the change, listening to employee feedback, and providing support and resources

Provide training and support

- Employees need to be equipped to handle change. They may need additional training and support to implement changes successfully. This could include providing training on new processes, tools, and technologies. It may also include providing support from managers and mentors.

Monitor progress and make adjustments as needed

- It's important to monitor employee progress and make adjustments to the change plan as needed. This includes collecting feedback from employees and identifying challenges and their possible solutions.

Celebrate successes

- It is important to celebrate success to keep employees motivated and engaged. This can be done through team lunches, awards, or other recognition programs throughout the change process.

Be a role model for change

- Leaders are the strongest role models for change. This means demonstrating a positive attitude towards change and being willing to learn new things and give others the opportunity to expand their skills.

Build your skills

The PWSS Academy offers an Executive Coaching program to equip leaders and people managers to build their capability. Please log into The PWSS Academy | Parliamentary Workplace Support Service where you can review the profiles for our Executive Coaches, and submit a request.

Additional Resources

Comcare: Download resources to assist in talking with your team about <u>Managing change at work.</u> The <u>Better Practice Guide: Managing change at work</u> provides useful hints and tips for leaders and people managers.

TED talks:

- **What leaders need to know about change** | Taylor Harrell | TEDxSDSU
- **How to Deal with Resistance to Change** | Heather Stagl | TEDxGeorgiaStateU - YouTube

Reading:

- **Immunity to Change: How to Overcome It and Unlock the Potential in Yourself and Your Organization** (Leadership for the Common Good) - by Robert Kegan and Lisa Laskow Lahey
- **Who moved my Cheese** – by Spencer Johnson

Phone 1800 747 977   **Email** support@pwss.gov.au   **www.pwss.gov.au**