

# Psychosocial Safety tip sheet

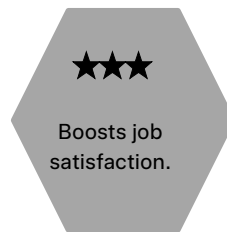
## Poor Organisational Change Management (Psychosocial Hazard #5)



This hazard relates to organisational change processes that are:

- **Poorly planned, supported or managed:** this includes not providing adequate support, training, information, resources, or time to employees to adopt new ways of working.
- **Poorly communicated:** this includes not providing adequate information about the change and/or not consulting with employees about changes that impact them (note that consultation means providing employees with a genuine opportunity to influence the change process).

Effective change consultation:



### Are we OK?

Watch out for:

- Gaps in decision-making, communications or information that may leave employees uncertain about what is happening or how the change will impact them.
- Changes that may leave employees feeling devalued (eg changes in role titles or office space, changes that discard employees' work or disregard their expertise)
- Change processes where there is little or no opportunity for employees to provide input into what is changing or how the change is implemented.
- Change processes that may impact detrimentally on team dynamics or culture (eg changes in team membership, co-located teams now working remotely, work allocations that change who employees need to interact with).
- Changes that may have a differential impact on different groups of employees.
- Changes that require employees to work differently, or learn new skills or habits without adequate time, support, or training.

It looks & sounds ...

- Employees may seem slow to adopt the change or may seem to actively resist the change.
- Employees struggling with uncertainty may ask the same question repeatedly.
- You may notice a drop in performance or speed as employees learn new skills or habits.
- Employees may be more irritable than usual.
- There may be a negative shift in team dynamics, including an increase in conflict.
- Employees may become hypersensitised to issues of fairness or status.

For more info:

- Visit the [Safe Work Australia Website](#).
- Contact the Health & Wellbeing Team via: [heathandwellbeing@griffith.edu.au](mailto:heathandwellbeing@griffith.edu.au)

### Tips for building psychosocial safety:

- Use well researched change management processes to plan and effectively implement change.
- Consult with employees about changes that will impact them.
- Communicate regularly and clearly throughout change processes, especially about how the change will impact employees.
- Where aspects of a change are uncertain, communicate this and when you expect these aspects to become known.
- Provide practical support to employees to adopt the change (e.g., clear processes for new tasks or activities; team building for new or changed teams; adequate training or desktop guides; adequate tools, resources, and time).
- Be aware of the impact of the change on different groups of employees and provide support where needed.
- Communicate the steps taken to ensure that decision-making around the change is fair and considers the needs of all employees.