Change Leadership Guidance

When change is not embedded effectively, it can lead to change fatigue. Too many changes at the same time can leave employees feeling mentally and physically exhausted. They can lack motivation or feel overwhelmed. The NDIS has a commitment to continuous improvement and is creating many changes and employees are having to adapt to new initiatives and situations on an ongoing basis. People only have so much time, energy and knowledge and continuous change can affect these resources resulting in stress and emotional exhaustion.

Effective management is needed to limit the negative impact of change and the related risks to staff, the organisation and the people they support.

Aim:

To provide organisations with a range of practical strategies to effectively embed the change initiatives and minimise the impact of potential change fatigue.

Instructions:

- Familiarise yourself with the strategies as provided in this document

- For each strategy identify how you would implement it and when will you implement it. These strategies can be included in Our Change Vision tool.

- Allocate the responsibilities to the teams and the individuals.

Strategies

Develop Leadership Capacity and Capability to become Champions of Quality and Safeguarding

Organisations need to manage and resolve technical as well as adaptive challenges in order to manage change well. Technical challenges can be resolved through clear, policies, procedures, know-how and guidance, and adaptive challenges require the shift of values, belief systems, mindset and behaviours. Organisations need to upskill leaders to manage and implement change initiatives. This includes training them on leading improvement and innovation, building high performance teams, promoting a Speaking Up culture and Human Rights.

What will we do to build our leadership capacity and support staff through change?

How will we do it?

When will we do it?

Enable Resilience through Skills Development

Resilience is the process of adapting and recharging well in the face of change and stressful circumstances. Empower staff to be resilient by providing them with learning on how to manage and capitalise on the stress energy, increase self-awareness and emotional regulation. Staff with high resilience will be able to engage with the change activity, move through the change more quickly and positively and maintain productivity. A resilient workforce is not necessarily immune to change but is less disrupted by it.

What will we do to build resilience?

How will we do it?

When will we do it?

Storytelling

People need to understand the real costs and benefits of making change. Storytelling is an effective way to provide information and set realistic expectations about change. Stories can be used to inspire people, create helpful emotions and can be a valuable tool in introducing change and transformation.

Organisations can use storytelling techniques to illustrate the importance of changes, explain the overall value of changes to all stakeholders and share the reasoning behind the decision to change. Storytelling can help staff to view the change as helpful and empowering.

What will we do to create a compelling story of change?

How will we do it?

When will we do it?

Provide Psychological Safety

Psychological safety is defined as an environment in which people are comfortable being and expressing themselves, without a fear of rejection or retribution. Research has shown this kind of workplace supports quality improvements, learning behaviour and productivity.

To foster a psychologically safe workplace, leaders can acknowledge and commend staff behaviour when they share ideas, demonstrate effort, and challenge the status quo. Leadership can acknowledge their own vulnerabilities and share stories of the mistakes they have made and the lessons they learnt from them. Leaders can provide support and guidance when mistakes and errors happen to reinforce learning instead of allocating blame. When allocating tasks, leaders can highlight the purpose behind the task, discuss where things could go wrong and reinforce behaviours that could reduce the risk of errors.

What will we do to create a psychologically safe workplace?

How will we do it?

When will we do it?

Recognition and Reinforcement

Consciously and continuously look out for staff behaviours and interactions that demonstrate an effort towards the change and recognise those efforts to reinforce those behaviours. At the same time recognise, acknowledge and appreciate what they did in the past, provide respectful recognition of how things were done previously. Then challenge them to apply the same passion and commitment to successfully embedding

the change. Consult with people with disability and families to identify behaviours worthy of recognition and reinforcement.

What will we do to recognise and reinforce staff behaviours?

How will we do it?

When will we do it?

Demonstrate Deep and Continuous Listening

Provide opportunities for staff to discuss their concerns, questions, suggestions or experiences throughout the change process. Use the PEAR approach to demonstrate deep and impactful listening:

P – Paraphrase your understanding of their concerns

E – Encourage them to share more by asking questions

A – Acknowledge their concerns

R – Reflect feelings or empathise with their view points and feelings

What will we do to improve our listening behaviours?

How will we do it?

When will we do it?

Manage the Pace of Change

It is important for leaders to determine the speed, timing amount and frequency of change they introduce in their organisation. The pace of change needs to be established and managed in order to give employees the time to consider, re-evaluate, understand, and accept the new realities. They need appropriate time to obtain new skills and knowledge, learn from their continuous efforts, work through their fears and insecurities, and accept the challenges of transition. It is essential to consult with people with disability, families, staff and other stakeholders to consider the impact of the pace of change from their point of view.

What will we do to manage the pace of change?

How will we do it?

When will we do it?

Celebrate Short-Term Wins

Change should be planned with initiatives broken down into a series of smaller and more manageable steps. This supports people working on the change initiatives to focus on some meaningful short term wins and maintain their investment and the momentum of the change, even if the success is seemingly minor.

Short term wins are like a rest area on the highway, it's a time for individuals and teams to refuel, relax and re-energise on a long road trip. Examples of short term wins could be the implementation of a new procedure, improvements made in response to feedback received, accomplishment of tasks and initiatives etc.

What will we do to celebrate short term wins?

How will we do it?

When will we do it?

References

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