



What to Expect During Organisational Change

Evolving Transport Leaders Guide

July 2019

‘During times of change, your team need your leadership the most’

What the research tells us...

5X



Transformations are **5x more likely to succeed** when leaders model the right behaviour

67%



67% of all transformations fail because of the organisation not putting people at the heart

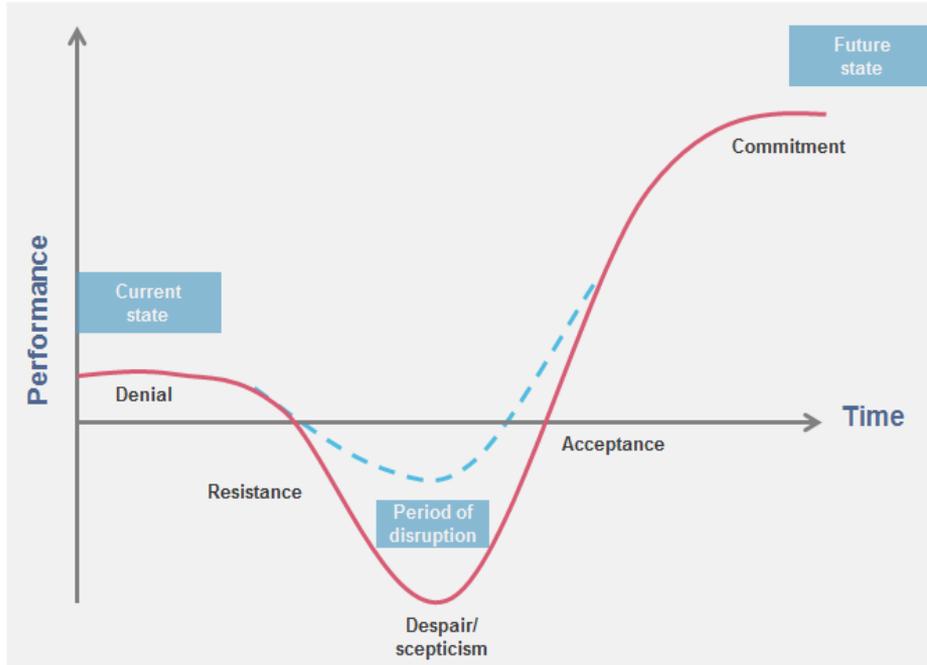
↓ 50%



During large scale change, organisation's are likely to experience up to a **50% decrease in engaged employees**

The impacts of organisational change

Research tells us that during times of change organisations may experience a performance dip



Legend

- Effective change management practices applied
- Effective change management practices are not implemented

Reducing the risk of a performance dip

1

Decrease the period of disruption

Explain the 'what' and 'why' for change, offer support, manage and understand peoples feelings and address concerns

2

Reduce the time to transition from current to desired state

Communicate frequently, encourage action and involve your people in the process

3

Sustain engagement, productivity and commitment levels

Provide support and training, celebrate successes, embed through reward and recognition

What to expect from your team



Your team may...

Assume they know less about the future than you do

Have many unanswered questions and feel like they have lost control

Experience heightened sense of emotions and may use inappropriate language in conversations

Perceive they will get more work with fewer opportunities

Feel a lack of job security and experience different social interactions with peers

- ❑ Build your teams trust by sharing what you know to minimise their worries and encourage their participation. This enables employees to ask for information they need, voice their concerns and feel heard

- ❑ Have an open door policy, leave time aside to ask questions and always ask if there is anything you can do to help
- ❑ Focus on the overall objective and the purpose of each individual, as well as your teams work

- ❑ Acknowledge the range of emotions that may be experienced during change and that this is normal
- ❑ Identify inappropriate behaviours, take time to understand the driving factors and address these

- ❑ Communicate a clear vision of the change and provide timely education
- ❑ Provide recognition for efforts
- ❑ Encourage feedback via the Evolving Transport intranet page

- ❑ Keep your team focused on the positive reason for change, how they may contribute and benefit
- ❑ Reinforce positive actions employees can take
- ❑ Ask committed employees to be a mentor or coach for others

What you can do...

Leading through change

Be...

positive and constructive in how you communicate

available for informal and formal discussion

enthusiastic about opportunities for working with new people and in new ways

consistent in your support for the strategic drivers of the change and transition into the new world

alert to negative behaviours and intervene early

empathetic to your team and colleagues



Do...

stay well informed about the change process and share what you know with your team

reinforce a positive perspective, where possible

create dialogue, inviting others to ask questions and share emotions, experiences, and insights

use language that evokes unity and one cluster, like 'we' and 'our', not 'us' and 'them'.

champion cross-cluster collaboration and encourage networking with teams across heritage RMS and heritage TfNSW

Reflection time...

How are my team feeling about the current changes?

What can I do differently to ensure my team feel supported and motivated during this time?

How am I creating a safe environment for my team to communicate openly with me?

How can I support my team during this time of change?

Am I looking after myself so I can support the team in way that is needed?

Support available to you



Evolving Transport Intranet site

- ❑ Subscribe to the Evolving Transport intranet page via www.stayinformed.com.au for regular updates on changes as we transition to our new operating model as one organisation
- ❑ Send in your questions, ideas and feedback via EvolvingTransport@transport.nsw.gov.au



Change Support

- ❑ Read about the change support available for you and your team via <https://www.stayinformed.com.au/evolving-transport-support>
- ❑ Support available includes:
 - Access to the staying well hub
 - Individual and people leader coaching and materials including face-to-face training sessions and team meeting guides



EAP

- ❑ The Benestar Employee and Manager Assistance Program can support you manage your health and wellbeing. Examples of coaching may include: financial, health, relationship and people management advice.
- ❑ Access the service by:
 - Participating in face-to-face sessions
 - Calling the hotline via **1300 360 364**
 - Communicating via live chat