

What can you expect from the organisation?

Partnership working with trade union representatives or professional organisations;

Regular Communication;

To be listened to, to have a voice;

To have face-to-face meetings with your managers;

To be kept up-to-date with developments;

To be able to ask questions as they arise for you personally;

Consultation goes beyond communication and involves managers actively taking account of the views of staff before making a decision.

Engagement- engaged staff are likely to adapt better to change – and have easier emotional journeys – because they know they will be consulted regularly and given some say in the decision-making process and because they identify with the future success of the organisation.;

Strong Leadership;

Fairness & transparency;

Use of the **All Wales Organisational Change Policy** (OCP) where applicable;

Support with your health & wellbeing, through managers & Employee Health & Wellbeing;

To understand the **impact of change** on individuals.

What can you expect from your line manager?

Address **personal concerns** and give you as individuals the chance to question;

Recognise how staff are **feeling**;

Support staff who cannot accept the changes;

Active involvement in the change process from the offset and throughout;

Provide **training** where necessary for new duties or procedures;

Keep **communicating**;

Keep **listening**;

Offer strong **leadership** and **motivation**;

Offer counselling and other forms of support where appropriate via **referral** to the Employee Wellbeing Service;

Offer **coaching** opportunities via the health board coaching service.

In addition to your manager you can also seek confidential support and reassurance from any of the following:

[Employee Wellbeing Service](#)
[Workforce & OD Function](#)
[Trade Union Representatives or professional organisations](#)
[Colleagues/Friends/Family](#)



Change Management and Service Redesign – A Guide for Staff



What is Change?

Change can mean anything from the introduction of new shift patterns or new ways of working to new canteen facilities or travel arrangements. Change often alters our routine, challenges our perceptions and makes us reflect on how things are done.

We, as staff, often find it difficult to focus on processes like staff communication and engagement, when faced with constant change.

How we react to change often depends on whether we see it coming and how many people it affects.

Change is either:

Planned or unplanned – planned change might include an office move or the introduction of a new shift pattern, while unplanned change might include emergency measures as services can no longer be delivered, e.g., temporary closure of a ward, function due to staffing deficits.

Individual or organisational – some change largely affects individuals, such as a new job description or individual change in working pattern, while other change, such as a ward/office move, reconfiguration of services which affects the whole organisation.

What causes change?

Changes can be caused by:

External pressures:

such as funding changes, new initiatives or technology, government legislation and customer feedback.

Internal pressures:

such as the need to review policies and procedures, accommodation issues, service delivery and staff feedback.

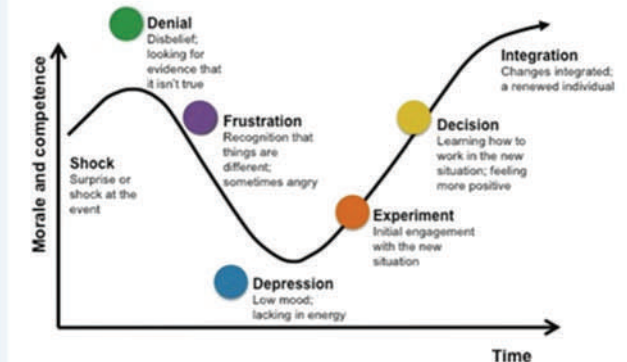
How does change feel?

Everyone copes with change differently.

When faced with something new or unexpected our initial reaction maybe often one of anxiety or fear and sometimes fear. To understand how work related change feels we need to acknowledge:

- *The link between health, work and wellbeing;*
- *How change is managed;*
- *The transitional emotions we can experience during periods of change;*
- *The health and resilience factors which influence our individual reactions to change.*

Below is the journey that individuals typically go through during the process of change. These emotions are represented in a curve which shows the emotional highs and lows in the following way:



Theory around mental toughness identifies characteristics of 'peak performance' during change as:

- Seeing challenge as an **opportunity** for personal/professional growth;
- Feeling **in control** of environment and self;
- Being assertive & having **confidence** in abilities;
- Working hard & **committing** to goals;
- **Awareness** of self and your impact on others.

REMEMBER: not everyone reacts in the same way