

# Change in Action



## Why It's Important

Change is constant — how we respond to it defines us as individuals, teams, and as an organisation. At UnitingCare, we lead through change with purpose, empathy and clarity, ensuring people feel supported, not swept up.

Putting change into action means more than delivering a plan — it's about helping people understand the 'why', navigate the unknown, and stay engaged through the transition. When leaders show up with consistency, openness and support, change becomes something we grow through — not just get through.

Done well, change strengthens trust, builds resilience, and creates the conditions for long-term success.

## Best Practices

Start with purpose: Share the 'why' behind the change in plain language. Make it relevant and meaningful for your team.

- Acknowledge the human side:** People react emotionally to change — and that's normal. Recognise the feelings that come with uncertainty, not just the tasks.
- Listen before you lead:** Create space for input. Ask what's working, what's not, and what people need — then follow through.
- Be visible and steady:** In times of change, your presence matters. Show up consistently and model calm, constructive leadership.
- Create quick wins:** Celebrate early progress to build momentum and confidence. Small steps forward are powerful.
- Adapt and check in often:** Change isn't one-directional. Keep listening, adjusting and supporting as things evolve.



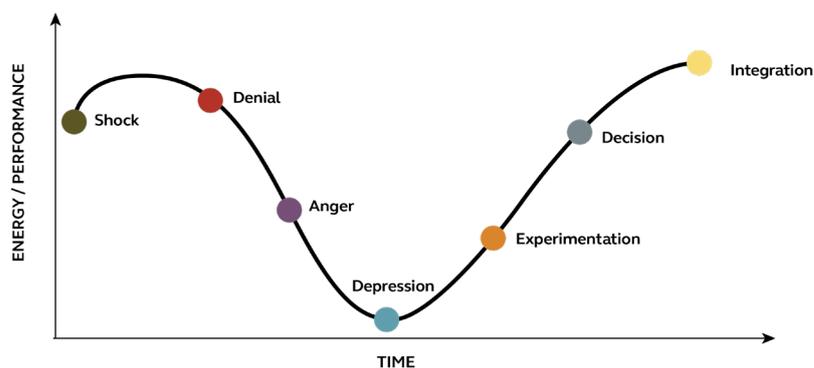
## Change: It's Constant, Not Occasional

- 1 New systems
- 2 New roles
- 3 New leadership
- 4 New ways of working
- 5 Organisational priorities shifting
- 6 Services adapting to meet community needs

## The Emotions of Change

-  Fear of the Unknown
-  Loss of Control
-  Threat to Identity
-  Attachment to the Past
-  Anticipated Effort and Disruption
-  Social and Cultural Impact

## Understanding the emotions of Change



## Tools You Can Use



### Communication Plan

Structure what, when and how you'll communicate throughout the change process.



### Stakeholder Analysis

Map key players by influence and attitude to target your engagement efforts.



### Feedback Loops

Create regular channels to gather insights and adapt your approach.

## The Role of Frontline Leaders



The Connector



The Translator



The Influencer



The Supporter



The Role Model



The Enabler

## How Leaders Guide Others Through Change



### Vision and Communication

Clear Vision

Transparent Communication



### Empathy and Support

Active Listening

Emotional Intelligence



### Empowerment and Engagement

Involving Others in the Process

Delegating Ownership



### Resilience and Adaptability

Demonstrating Adaptability

Celebrating Small Wins

Learn more: [Resources](#) [Leader Accountability Framework](#)

## Next Steps

- Identify one cultural barrier to change in your team**  
**Action:**  
Name it, then start a conversation about how to shift it.
- Practice one of the change leader roles this week**  
**Action:**  
Will you be The Connector, The Role Model, or The Supporter in your next team interaction?
- Ask your team what's working — and what isn't — in the current change**  
**Action:**  
Create psychological safety by listening without jumping to fix.
- Share the vision or "why" behind the change in your own words**  
**Action:**  
Make it meaningful and relatable for your team — not just corporate speak.
- Celebrate one small win related to the change**  
**Action:**  
Highlight progress, not just outcomes — this builds belief and momentum.

# Wellbeing in Practice



## Why It's Important

Supporting wellbeing isn't just about avoiding burnout — it's about enabling people to show up with energy, empathy, and focus. When we take wellbeing seriously, we create safer, more connected teams and stronger outcomes for those we care for.

At UnitingCare, wellbeing is part of how we live our values — compassion, justice and respect — creating a culture where people feel seen, supported, and able to thrive.

## Best Practice

1. **Model It** – Show that breaks, boundaries and balance are supported.
2. **Create Safety** – Make it okay to speak up and ask for help.
3. **Check In** – Ask how people are really going — and listen.
4. **Talk About It** – Make wellbeing part of everyday conversations.
5. **Follow Through** – Act on what you hear. Even small steps build trust.



### Physical Safety:

The Foundation

- Slips, trips and falls
- Manual handling
- PPE and safe equipment use
- Infection control



### Psychosocial Hazards:

The Next Layer of Safety

- High/low work demands
- Lack of support or recognition
- Bullying or exclusion
- Role confusion or poor communication
- No voice or control in decisions



## What psychosocial hazards sound like at work

Workers might talk about their exposure to psychosocial hazards in different ways.

### Recognise the signs.



### A mentally healthy UnitingCare is one that:

- Promotes workplace practices that support positive mental health
- Eliminates and minimises psychological health and safety risks through identification and assessment of psychosocial hazards
- Builds the knowledge, skills, and capabilities of workers to be resilient and thrive at work
- Is free of stigma and discrimination
- Supports the recovery of workers returning after a physical or psychological injury.