

# LEADING MENTALLY HEALTHY WORKPLACES THROUGH CHANGE AND DISRUPTION

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WELL 

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## CHANGE

Process in which something becomes different.



## DISRUPTION

A type of change, but a **significant disturbance** to the way work or life operates.

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## A 'DISRUPTION-RESILIENT' ORGANISATION



**Forward looking** and proactive.



**Invests in enhancing mental health** and relationships, especially vulnerable groups.



**Embeds regular psychosocial hazard** and risk management.



**Promotes collaboration** between Change Management and WHS teams.



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## BEFORE: PREPARE TO RECOVER



Practices you can start putting in place **now ...**

### ACTIONS AT THE ORGANISATION LEVEL

- Use 'futures thinking'.
- Create mental health and disruption-specific policies.
- Build the capability of your leaders and workers.

### ACTIONS AT THE TEAM LEVEL

- Get to know your people.
- Nurture open communication.
- Implement supports and clarify access.



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## DURING: RESPOND TO MENTAL HEALTH IMPACTS



Heightened **stress and vulnerability** are common here.

### ACTIONS AT THE ORGANISATION LEVEL

- Implement plans created in the 'Before' phase.
- Boost communication.
- Support leaders with the tools and resources.
- Encourage self-care and good modelling from leaders.

### ACTIONS AT THE TEAM LEVEL

- Prioritise basic safety needs.
- Take notice at the team level.
- Remove barriers to supports and allow time to access as needed.
- Cascade organisation-wide messages.



## AFTER: SUPPORT RECOVERY



Focus on adjustments and recovery and the **impacts of disruption.**

### ACTIONS AT THE ORGANISATION LEVEL

- Take stock.
- Check workers' understanding.
- Consider flexible work practices.
- Consult to build on 'lessons learned'.

### ACTIONS AT THE TEAM LEVEL

- 2-way communication channels.
- Reinforce supports.
- Acknowledge feelings of loss.
- Actively encourage and model self-care.



# WHAT LEADING ORGANISATIONS ARE DOING

- 1 Take a trauma-informed approach.
- 2 Are proactive, plan ahead, and prepare for the future.
- 3 Know their existing risks and controls so they can plan for the potential.
- 4 Take an employee-first approach.

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# RESOURCES

Managing Change & Disruption

Change & Disruption: Stories from the Field

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## TAKE-HOME TIPS



- 1** Know what types of changes and disruptions your workforce is facing – internally and externally.
- 2** Take stock of the associated psychosocial hazard and mental health impacts.
- 3** Regularly assess.
- 4** Look for different phases of change.
- 5** Embed mental health and wellbeing into your existing change management approach.

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## RESOURCES



**Healthy Workplaces:**

- [WorkSafe Victoria WorkWell Toolkit](#)
- [FWO – Interactive Tools](#)

**Further Trusted Sources and Useful Links:**

- [Beyond Blue Find a Professional](#)
- [How HR Leaders Can Adapt to Uncertain Times \(hbr.org\)](#)
- [SuperFriend Wellbeing Check and Action Plan](#)
- [Movember Conversations](#) (e.g., juggling work and family)

**Psychological Safety**

- [Amy Edmondson's work – Fearless Organisation & The Right Kind of Wrong](#)
- <https://amycedmondson.com/category/psychological-safety/>
- <https://hbr.org/2023/02/what-is-psychological-safety>

**Trauma-Informed Workplaces**

- [https://humanrights.gov.au/sites/default/files/factsheet - person-centred and trauma-informed approaches to safe and respectful workplaces o.pdf](https://humanrights.gov.au/sites/default/files/factsheet_-_person-centred_and_trauma-informed_approaches_to_safe_and_respectful_workplaces_o.pdf)
- <https://blueknot.org.au/resources/building-a-trauma-informed-world>
- <https://hbr.org/2022/03/we-need-trauma-informed-workplaces>
- TW webinars and training sessions: <https://www.transitioningwell.com.au/what-we-do/workshops-and-webinars/>

- 1** SafeWork NSW - Managing change and work-related stress - [https://www.safework.nsw.gov.au/\\_data/assets/pdf\\_file/0010/99253/SW08364-1117-395310.pdf](https://www.safework.nsw.gov.au/_data/assets/pdf_file/0010/99253/SW08364-1117-395310.pdf)
- 2** NSW or QLD: New Access Program for mental health coaching - <https://www.beyondblue.org.au/get-support/newaccess-mental-health-coaching>
- 3** MindSpot Clinic - free service for Australian adults experiencing anxiety, stress, depression, or low mood - <https://mindspot.org.au/>
- 4** TIAS - free phone and text counselling service offering mental health support Australia's blue collar community <https://www.tiacs.org/>
- 5** **Perinatal Wellbeing:** [https://www.theparentwell.com.au/?utm\\_source=TW-perinatal&utm\\_medium=website&utm\\_campaign=APWWP](https://www.theparentwell.com.au/?utm_source=TW-perinatal&utm_medium=website&utm_campaign=APWWP)  
**Ageing Workforce:** [Ageing Workforce Ready \(AWR\) Project](#)

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