

CO- DESIGNING CHANGE

to improve wellbeing and performance

Hi, I'm Amanda

I believe the information and learnings needed to prevent harm in workplaces is dramatically under-utilised

Founder of The
Collective Lab

the
Collective Lab.

Group HSE Manager,
Strategy & Wellbeing





What we will cover

01 The link between change and psychosocial risk

02 Myth-busting long-held beliefs about change

03 Why 'change management' often fails

04 Co-design explained with real-world examples

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Warm-up question

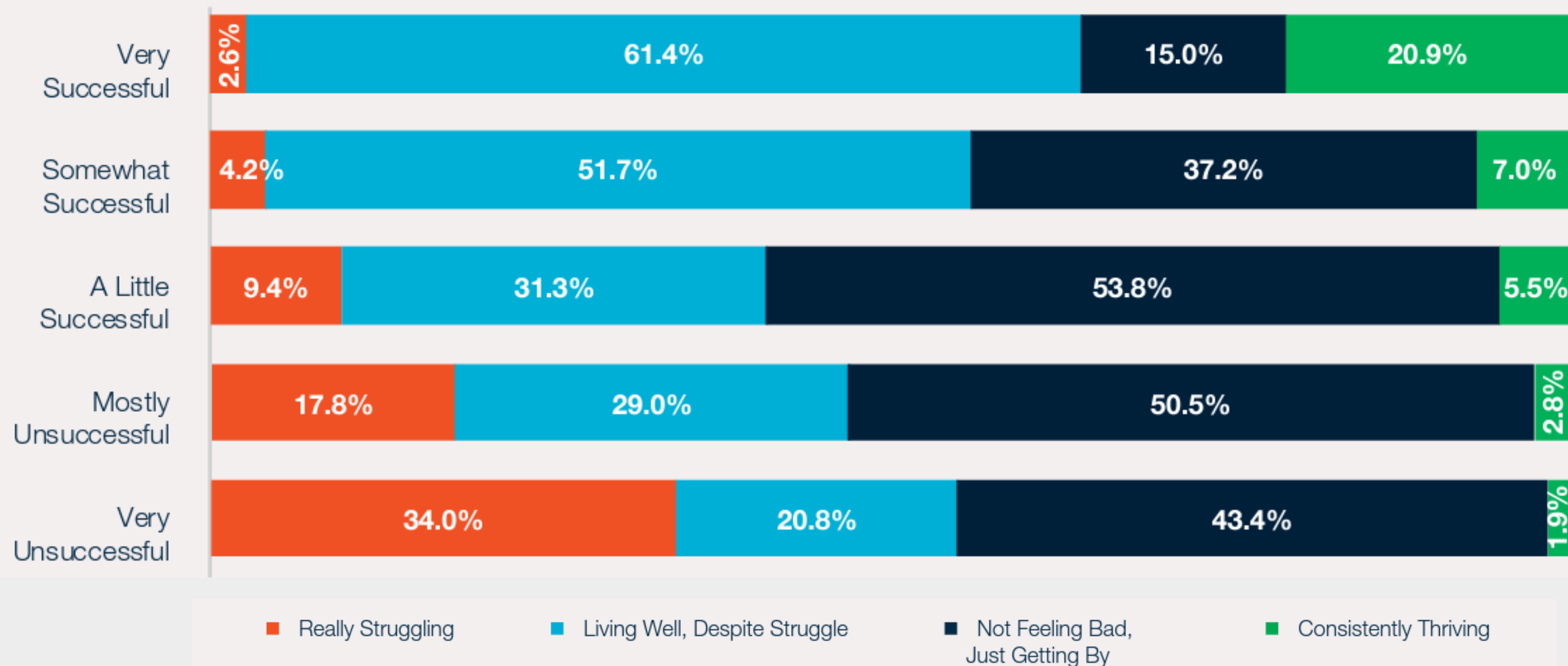


“ Flourishing is not a static state
but an **emergent property of
change** that enables vitality to
be sustained ”

Dr Michelle McQuaid



Change success & connection to wellbeing



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When you think of
change what
words come to
mind?

“ It’s not the **pace** of change that
wears us out, but the way
change is **led** ”

The Change Lab 2020 Workplace Report

“

(Many) strategies rely on institutional levers such as external incentives and **command and control** systems that management can activate to drive desired behaviour.

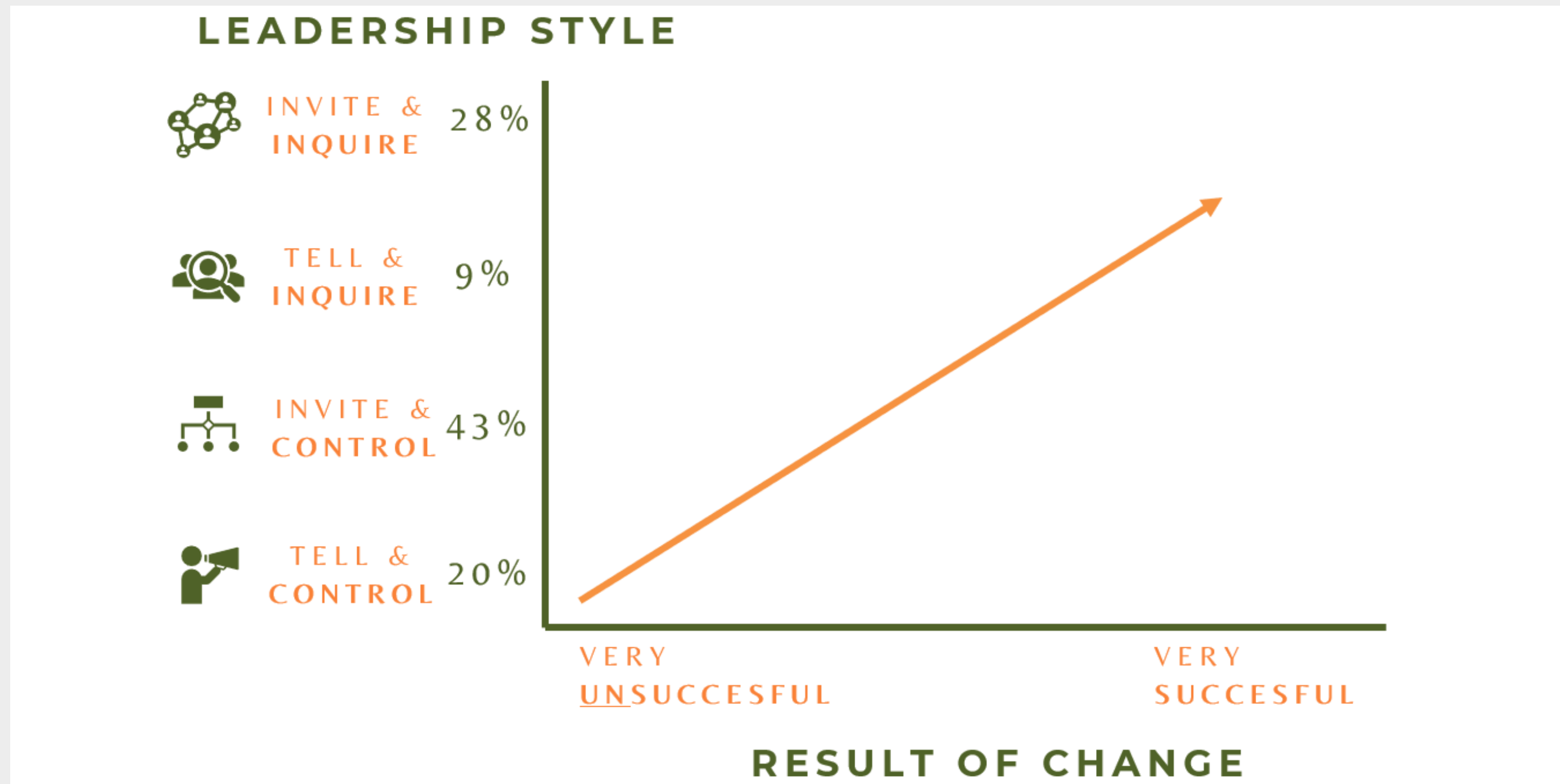
Yet motivational strategies that rely on such models are **not responsive** to the greater individual empowerment within modern organizations

”

Rigby, C.S & Ryan, R.M. (2018)

<https://doi.org/10.1177/1523422318756954>

Tell & control led change negatively impacts the level of change success



Two different approaches & two very different outcomes

Invite & Inquire

10 metres

Co-design

Innovation

Experiential Learning

Command & Control

3 metres

Cardinal Rule

Procedure

Violation







"People support
what they create
and resist what
they are excluded
from."

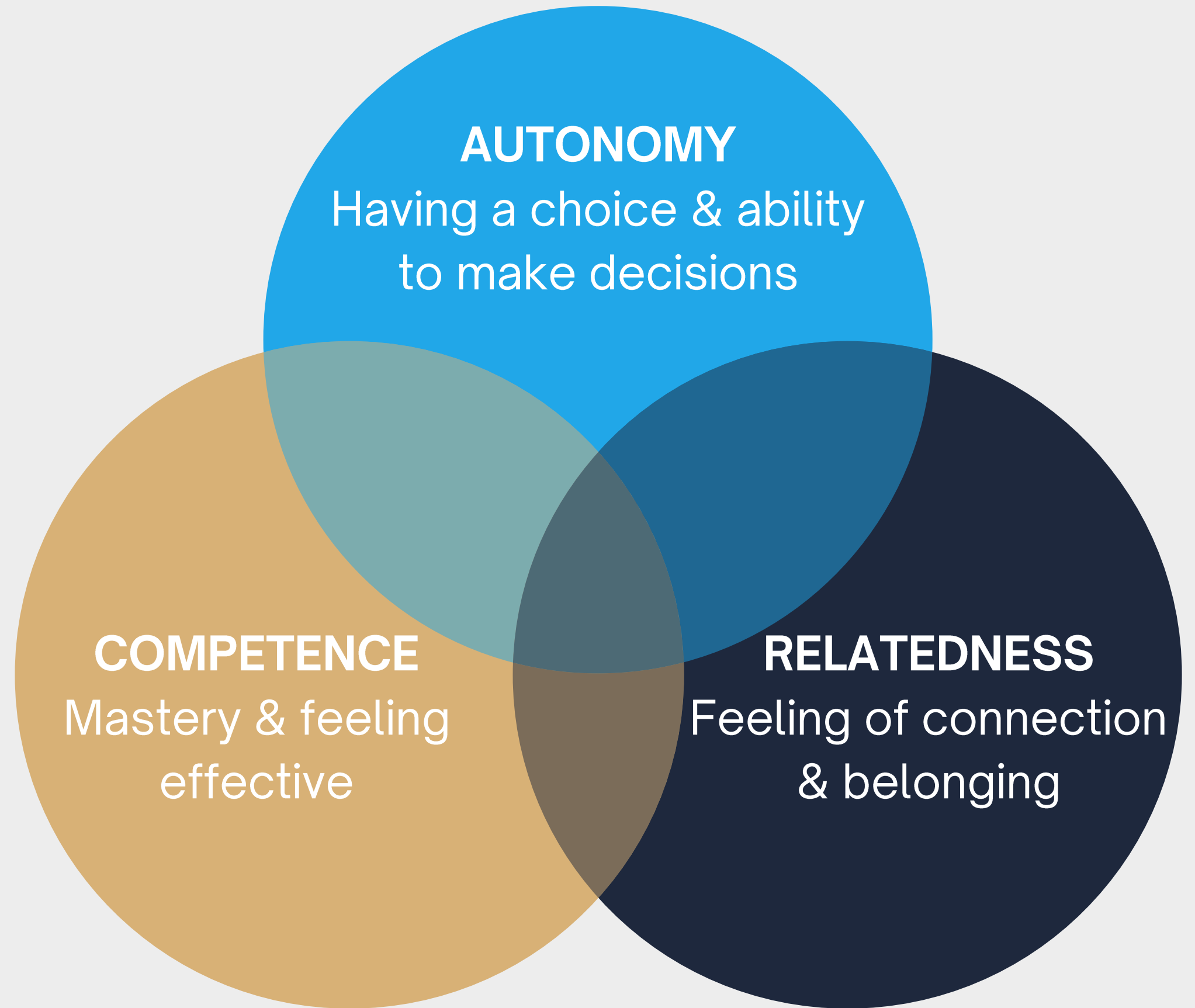
MARGARET WHEATLY

Self-determination

a person's ability to
make choices and
manage their own life

directly linked to
psychological health
and wellbeing

impacts **motivation**
people feel more
motivated to take action
when they think that what
they do will have an
impact on the outcome

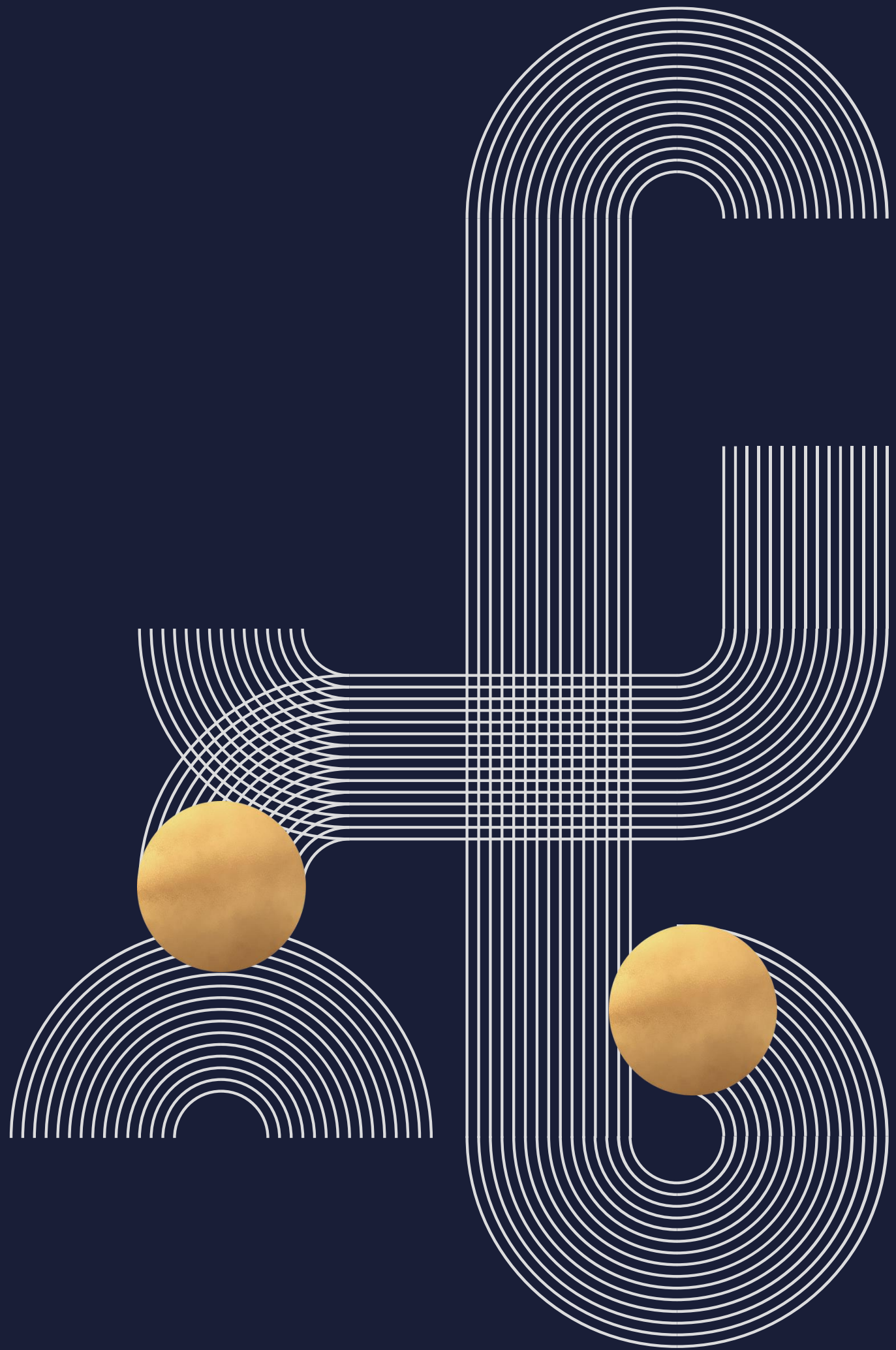


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Think back on a **change**
you were **involved** in.

What would you do
differently with **self-**
determination in mind?



THE CONNECTION BETWEEN CHANGE AND MENTAL HEALTH

A **psychosocial hazard** is anything in the design or management of work that increases the risk of **work-related stress** or psychological injury



JOB DESIGN

Job demands & tasks involved



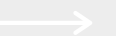
SYSTEMS OF WORK

How work is managed, organised & supported



INTERACTIONS

Behaviours & relationships



Impact on people's mental health

LOW JOB CONTROL IS A COMMON PSYCHOSOCIAL RISK FACTOR



1. Level of **autonomy** doesn't match their role and skills
2. Workers don't have **control** over their workflow
3. Needing **permission** over routine or low risk tasks
4. **Micro**-management
5. Strict **processes** that can't be adapted to the situation

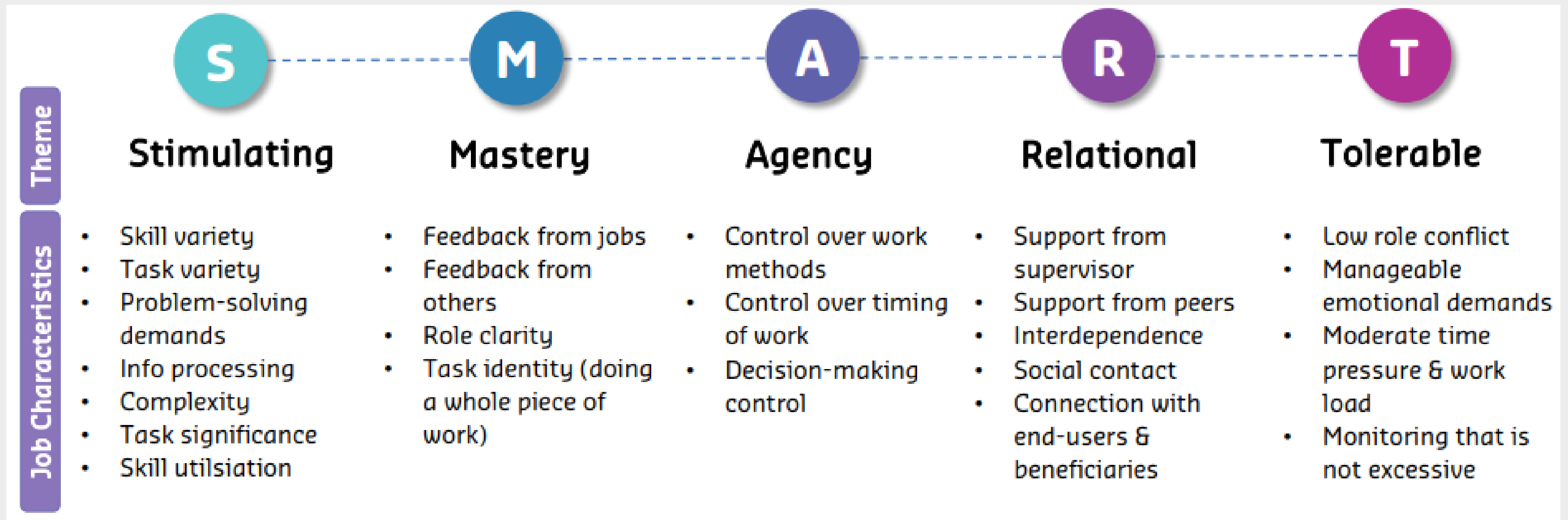
Impact on people's mental health

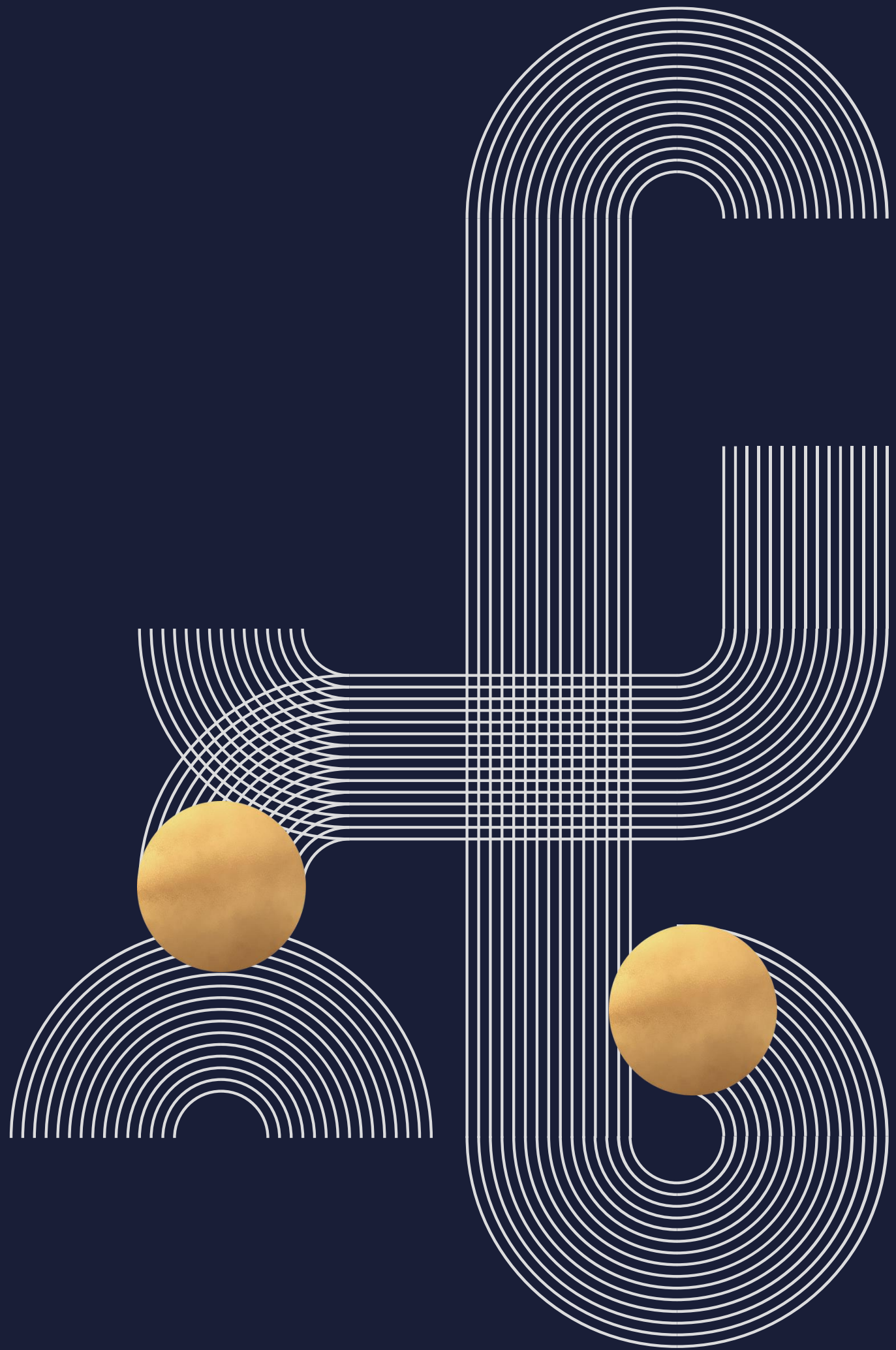
POOR ORGANISATIONAL
CHANGE IS A COMMON
PSYCHOSOCIAL RISK FACTOR



1. Tell & control **leadership approach**
2. Not enough **consultation***
3. Inadequate **communication**
4. Not thinking through the change **impacts**
5. Poorly **planned** e.g. no clear goal
6. Not enough **practical support** e.g. training, resources

Work Design





MYTH BUSTING & CHANGE MANAGEMENT

Myth Busting

COMMON BELIEFS ABOUT
CHANGE



People resist change

People resist being changed



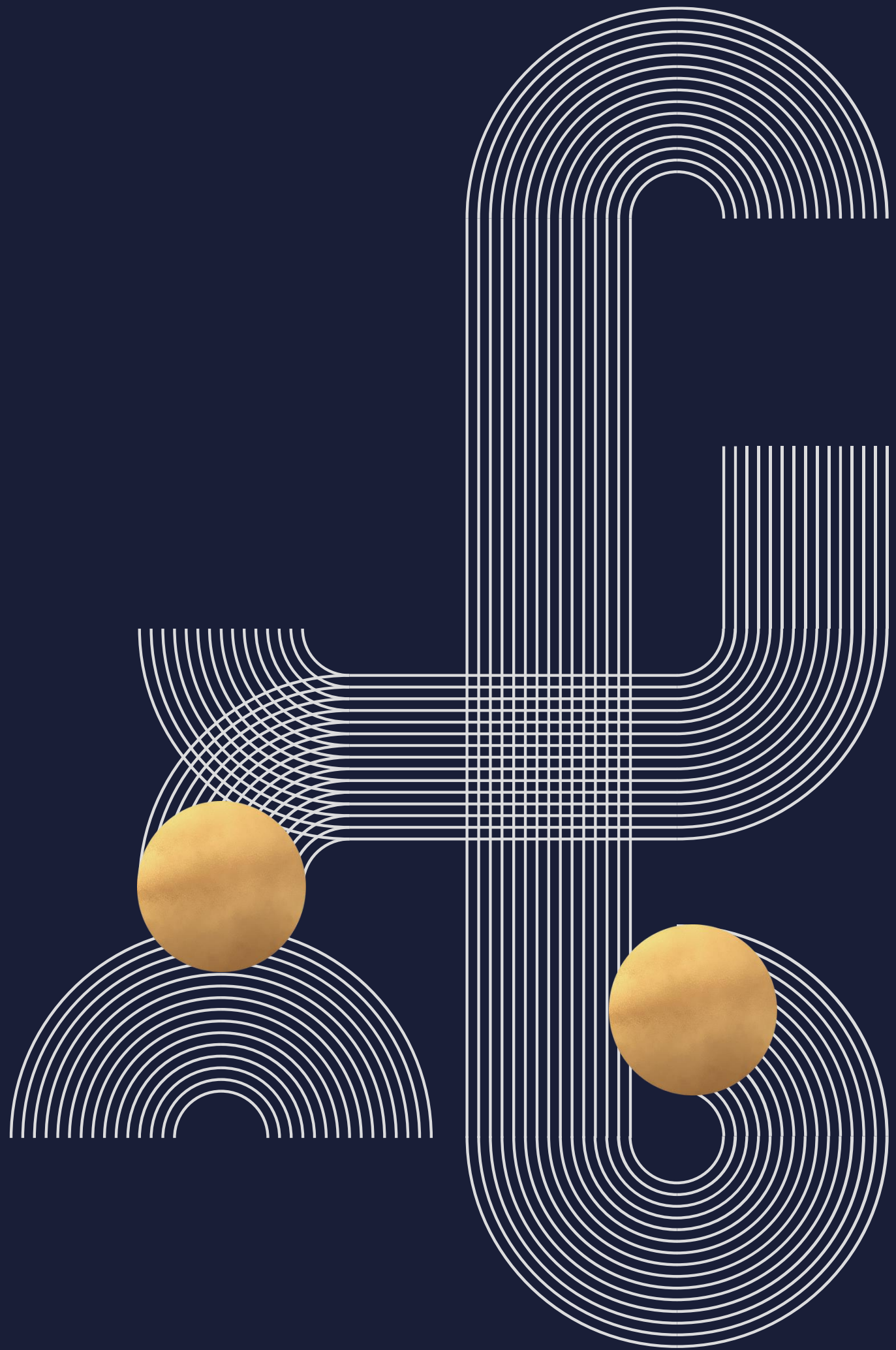
The pace of change wears people out

It's the way change it led that wears people out



You can control & manage change

You can enable & set them up for success



CO-DESIGNING CHANGE



Co-design is a form of design practice that **engages users** and other concerned stakeholders in the creative process of design.

The presumption in co-design is that **people can and should contribute** to topics that are of relevance to them and that their experiences are crucial in a design process.

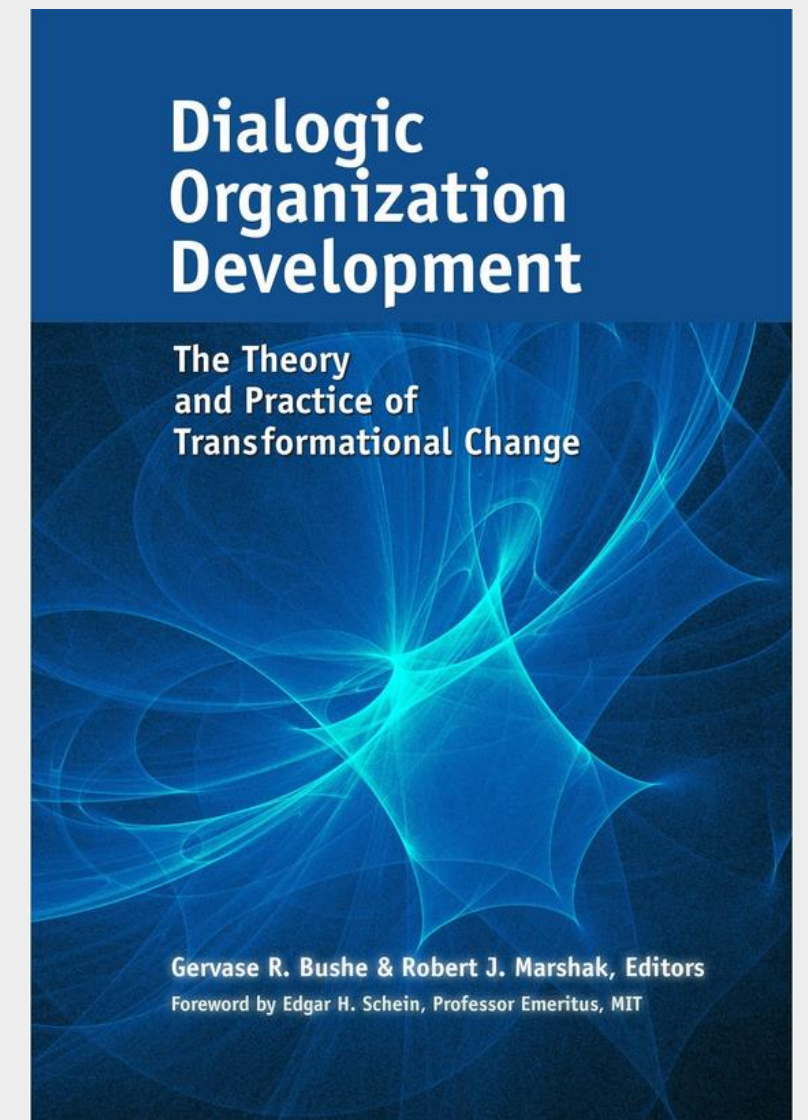
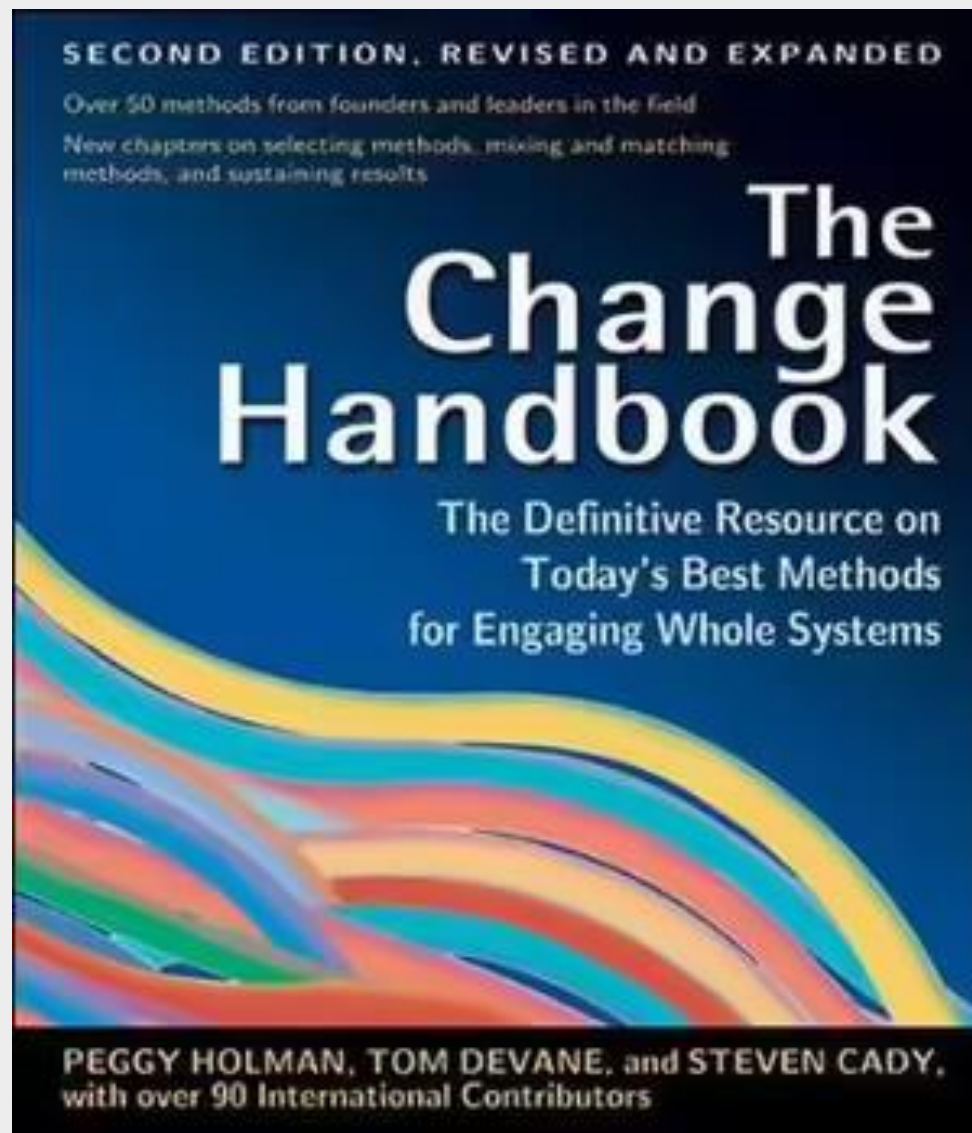
Co-designing starts with the belief that by engaging stakeholders in solving a challenge, it is more likely that the created solutions address **relevant problems** and the participants have **agency** to implement solutions.

Anna Salmi (2019)

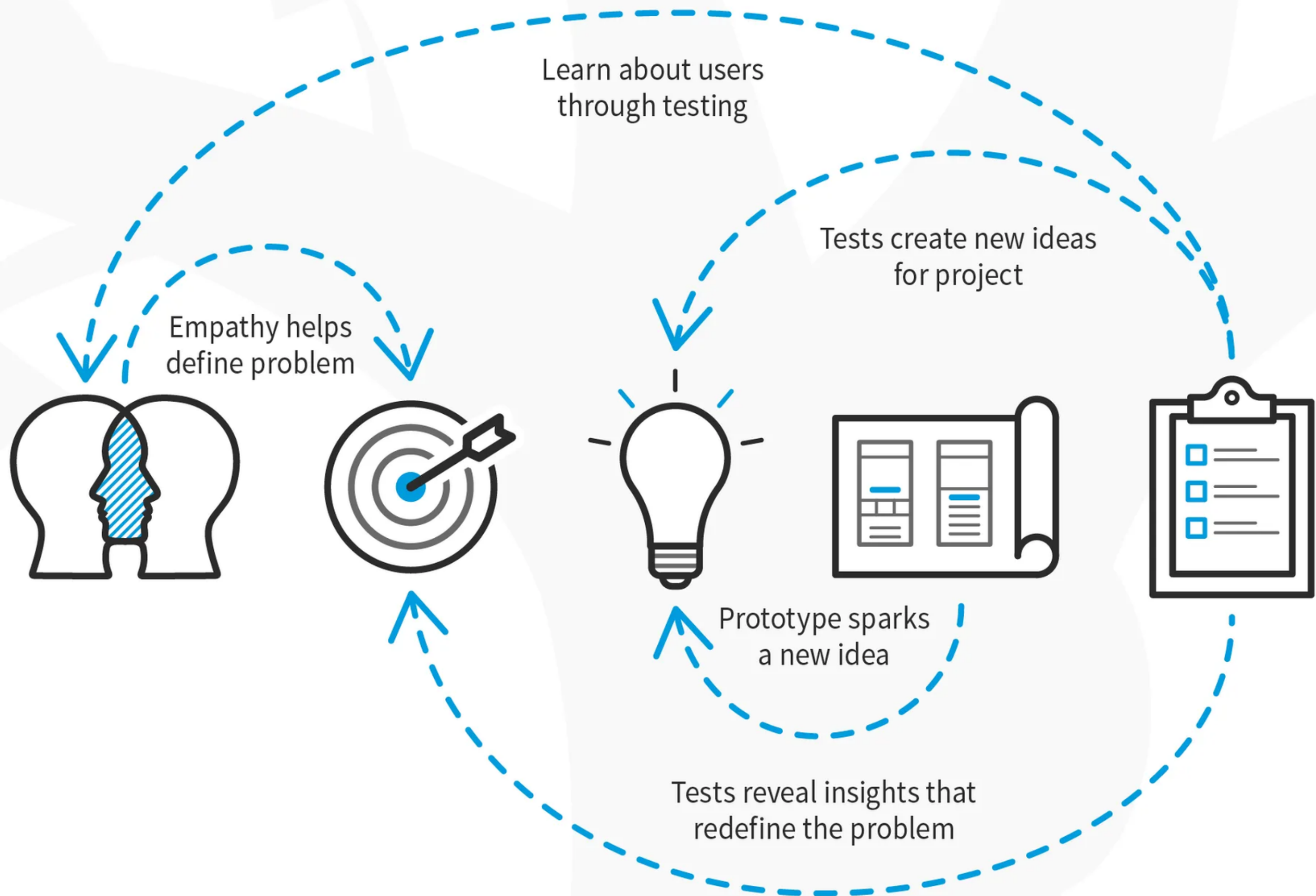


Resources + Tools

<https://www.michellemcquaid.com/the-change-lab/>



1. Incident management & investigation
2. Critical risk observation
3. Construction risk assessment workshop
4. Communication processes - “ground truthing”



Psychological Health Risk Prevention Pilot Program

Mitigating stressors (psychosocial risks) | August 22 – February 23



EXPERIMENTING

- Low cost, low risk, low distraction
- Makes the change small
- Easier to say 'yes' to than a 'decision'
- Makes more sense in 'complex' systems when all the impacts can't be known

EXPERIENCING

- Invite leaders to experience it for themselves
- Share meaningful and impactful stories (not just events)
- Maintain momentum & drum!

A woman with a braid, wearing a white hard hat and a dark blue hoodie with a bright green safety vest, is carrying a large stack of light-colored wooden planks over her shoulder. She is smiling slightly and looking towards the camera. The background is a blurred construction site with various materials and structures.

Building Respect Together Summit

An Industry where everyone
thrives

Survey Themes

Communication

- artefacts
- stories
- central hub

Influencing

- experiencing
- stories
- early adopters



I am in fact the last wheel on the carriage. An insignificant worker, who you managed to convince that I **am significant**, and my life matters.

You helped me to realize that even though I am the last wheel on the carriage, safety **starts with me**, the same way it starts with you.

You have convinced me that **you care** about me and have convinced me to care about myself and my fellow workmates.

Anonymous





Q&A

the
Collective Lab.

Harnessing the collective
intelligence

Head over to
amandaclements.co
to connect

Founder of The Collective Lab

Group HSE Manager, Strategy & Wellbeing, Mirvac



Amanda Clements