

Manager fact sheet:

Helping teams navigate change and uncertainty



Workplace change can be necessary, but can also lead to feelings of uncertainty, increased pressure, and challenges adapting to new roles and ways of working. Change fatigue can affect morale, trust, focus, productivity and team wellbeing.

Managers play an important role in helping employees understand what is changing, what it means for them and how they can continue to contribute during periods of transition. A calm, consistent and supportive approach can help teams feel more informed, connected and able to manage uncertainty.

How your team, might feel

Change fatigue can build over time, especially when employees have experienced repeated restructures, new systems, shifting priorities, and increased workload. or unclear communication.

You may notice:

- employees appearing tired, frustrated, cynical or disengaged
- reduced motivation, concentration or productivity
- increased resistance to new initiatives or processes
- more questions, uncertainty or repeated requests for reassurance
- increased conflict, irritability or tension within the team
- employees withdrawing from meetings, decision-making or team discussions
- lower trust in leadership or reduced confidence in the direction of the organisation
- increased absenteeism, presenteeism or signs of stress.

These responses do not always mean employees are being difficult or resistant. They may be signs that people are overloaded, unclear about expectations or struggling to make sense of ongoing change.

How managers can respond

Managers are not expected to have every answer or remove all uncertainty. [The Manager Assistance Program](#) (MAP) through PeopleSense by Altius provides confidential guidance from a qualified psychologist. MAP can help managers prepare for conversations, support employees who are struggling with change, manage team reactions and identify practical ways to maintain wellbeing, performance and connection.



Reaching out early makes a real difference.
Contact **PeopleSense** to book a confidential appointment with a qualified psychologist.

How managers can respond

1. Acknowledge the change respectfully

Recognise that change can be unsettling, even when it is necessary or positive. Avoid dismissing concerns or expecting employees to adjust immediately. MAP can help you prepare a balanced message that acknowledges the impact of change while still supporting the direction and expectations of the organisation.

2. Communicate clearly and consistently

Provide clear information about what is changing, why it is happening, what is known and what is still uncertain. Where possible, explain timelines, expectations and how decisions will be communicated. MAP can help you think through how to communicate in a way that reduces confusion, supports psychological safety and avoids adding unnecessary anxiety.

3. Be honest

Managers may not always have all the details. It is better to be honest about what is not yet known than to provide false reassurance or make commitments that may change later. MAP can help you manage difficult questions and respond confidently when there are limits to what you can share.

4. Help employees to focus

During uncertainty, employees may feel a loss of control. Help the team identify practical actions, immediate priorities and areas where they still have input or influence. MAP can help you plan conversations that reduce overwhelm and help employees shift from uncertainty to manageable next steps.

5. Clarify priorities and expectations

When change is occurring, employees may feel unsure about what matters most. Be clear about current priorities, what can wait and where support is available. MAP can help you consider how to balance workload, wellbeing and performance expectations during periods of transition.

6. Watch for signs of stress or disengagement

Some employees may adapt quickly, while others may need more support. Look for changes in behaviour, performance, attendance or wellbeing. MAP can help you consider how to check in with employees who may be struggling and when to encourage additional support through EAP or other workplace pathways.

7. Maintain team connection

Change can create uncertainty, silos or mistrust. Regular communication, shared goals and respectful team discussions can help maintain connection and belonging. MAP can help you consider how to support team dynamics and rebuild trust if change has affected morale or collaboration.

8. Model calm and consistent behaviour

Employees often look to managers for cues during uncertain times. This does not mean pretending everything is easy. It means communicating respectfully, managing your own reactions and staying consistent in how you support the team. MAP can provide a confidential space to talk through your own response to change and prepare for the leadership conversations you need to have.

peoplesense.altius.au
reception@peoplesense.com.au

AU: 1300 307 912
NZ: 0800 425 526