

Common problems and solutions

Issue	Early warning signs	What to do now
You do not know what is happening	No recent updates, silence from the team, unclear progress, benefits, spend or risks.	Establish or re-establish regular reporting to ensure you have visibility of major activities, milestones, benefits and risks. Use a simple dashboard and action log with clear owners.
Team performance is slipping	Low trust, avoidance of difficult conversations, unclear accountability, missed commitments, stalled work.	Work with team members to identify root causes (clarity, capacity, conflict or capability). Reset ways of working with clear roles, norms and a visible action list. Escalate persistent conduct issues in line with agency expectations and the South Australian Public Sector Code of Ethics.
Loss of momentum	Progress slows, stakeholders become distracted, deadlines drift, fewer decisions are made.	Reinforce interim milestones and decision points. Remove blockers. Share a short “what’s next” update and recognise quick wins and achievements.
Budget pressure	Forecast overspend, scope creep, increasing contractor or time costs.	Review original estimates and assumptions. Identify what has changed (scope, complexity or timing). If the budget needs to be revised, confirm the investment is still justified and explore more cost-effective options.
Not ready to implement	Readiness gaps, high unresolved issues, training or support not ready, managers unsure.	Define clear go / no go criteria with the team, measure progress and understand the risks involved. Use Change Readiness Assessment results to prioritise fixes. If risks remain high, delay go-live or implement in phases with stabilisation support.
Stakeholder resistance is growing	Defensive feedback, rumours escalating, avoidance, workarounds, low participation.	Revisit the case for change (what is changing, why and what is not changing). Increase two-way engagement and address practical barriers such as time, tools and training. Map resistance drivers and tailor interventions. Demonstrate “you said, we did”.

Making it stick

Change Management Toolkit



Issue	Early warning signs	What to do now
Rolled out but nothing has really changed	People continue old ways of working, parallel systems remain, benefits are not being realised.	Run a stabilisation period. Strengthen manager reinforcement, retire old processes or tools where safe, refresh job aids and track adoption. Revisit the impact assessment and complete a short post-implementation review (PIR).
Weak sponsorship of the change	Sponsor is hands-off, messages are inconsistent, decisions are slow, low visibility.	Assess the program against health or success criteria, including executive sponsorship. Share findings with the steering group or leadership team and agree on mitigating actions.
Not getting input from busy stakeholders	Delayed responses, missed workshops, incomplete feedback.	Adjust the approach by using smaller sessions, targeted one-to-ones, asynchronous reviews or representative groups. Ask leaders to unblock time. Be clear about what decisions depend on input and by when.
External environment impacts the change	There has been a change to relevant State or Federal legislation or regulations. Community views, priorities and/or expectations have changed.	Revalidate the case for change, scope and benefits. Update risks, issues, the Change Plan and engagement approach. Communicate what has changed and what it means for timeframes and outcomes.
Conflicting or overlapping projects	Duplicate requests, inconsistent messages, competing timelines, change saturation.	Map overlaps and dependencies with other initiatives. Align sequencing and messaging. Agree shared principles and decision points. Escalate where priorities conflict.
Change feels “small” but hits people hard	Strong reactions to desk moves/manager changes; rumours; morale dips, increased conflict or leave.	Treat it as a real change. Clarify what is changing and why, consult on impacts, provide practical support and check in frequently. Monitor wellbeing signals and adjust early.
Psychosocial risk increasing	Fatigue, sustained overtime, confusion, conflict, errors, unplanned leave, withdrawal.	Treat this as a risk signal. Review role clarity, workload, time-to-learn, manager support, consultation quality and transition supports. Strengthen controls and monitor regularly.