

# Session 1 — Foundations & Evaluate Change Impact

ACMP Africa Change Management Mentorship Programme · Mon May 4 · 8PM EAT · 60 min

*How to use this sheet: Fill in the workbook sections as we go. Keep it beside you as a reference — this is your applied toolkit, not exam notes.*

## Learning Objectives

By the end of this session, you will be able to:

- **Define** change management and explain why it matters in African organisational contexts
- **Describe** the ACMP Standard's 5 process groups and how they connect
- **Conduct** a preliminary change impact assessment using a structured framework
- **Distinguish** change management from project management — and know when each leads

## Key Frameworks & Tools

### The 5 ACMP Process Groups (ACMP Standard)

Change happens in phases. The ACMP Standard organises change management into 5 interconnected process groups. Think of them as the **lifecycle of any change initiative**:

#	Process Group	Core Question	What You Do Here
1	<b>Evaluate Change Impact</b>	<i>What's changing and who's affected?</i>	Assess scope, stakeholders, readiness, and risk
2	<b>Formulate Change Strategy</b>	<i>How will we approach this?</i>	Design strategy, build sponsorship, assess culture
3	<b>Develop Change Plan</b>	<i>What exactly will we do?</i>	Plan communications, training, coaching, resistance mgmt
4	<b>Execute Change Plan</b>	<i>Are we doing it? How's it going?</i>	Implement, measure adoption, manage resistance in real time
5	<b>Complete &amp; Sustain</b>	<i>Did it stick? What's next?</i>	Embed into BAU, hand off, capture lessons learned

*Applied tip: These aren't strictly sequential — you may loop back.*

## Change Impact Assessment Framework

Dimension	What to Assess	Guiding Question
Scope	Breadth and depth of change	What exactly is changing?
Scale	Size and reach	How many people, departments, regions are affected?
Stakeholder Impact	Who is affected and how	Whose daily work changes? Who gains? Who loses?
Organisational Readiness	Capacity and willingness	Does the org have the skills, bandwidth, and appetite?
Risk and Complexity	Known unknowns	What could derail this?

## Change Management vs Project Management

	Project Management	Change Management
Focus	Task completion	People adoption
Primary question	Are we building the deliverable?	Are people using the deliverable?
Success metric	Milestones met, budget spent	Adoption rate, proficiency
Who leads	Project Manager	Change Manager
Risk of ignoring	Project ships late	Project ships — nobody uses it

## My Change Plan — Workbook

Take 5-10 minutes during the session to fill this in for your own real-world change initiative.

**What change initiative am I currently working on or planning?**

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**Who are my key stakeholders?**

Stakeholder	Interest (H/M/L)	Influence (H/M/L)	Key Concern
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**What is the scope of impact?**

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**What is my biggest concern about this change?**

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## Key Terms Glossary

Term	What It Means
<b>Change Management</b>	Structured application of tools and processes to help people transition
<b>Stakeholder</b>	Anyone who can affect or be affected by a change
<b>Change Impact Assessment</b>	Systematic evaluation of what will change and who's affected
<b>Sponsorship</b>	Active, visible leadership commitment
<b>Adoption</b>	When people begin using new processes as intended

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*ACMP Africa Change Management Mentorship · Session 1 of 6 · Next session: Stakeholder Analysis and Engagement*