

Session 4 — Develop Change Plan (ACMP Domain 3)

ACMP Africa Change Management Mentorship Programme · Mon May 11 · 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:

- **Identify** the seven required components of a Change Management Plan as defined by the ACMP Standard
- **Build** the skeleton of a Communication Planning Matrix with differentiated messages, channels, and feedback loops
- **Design** a Coaching and Training Plan that equips managers to lead their teams through change
- **Develop** a proactive Resistance Management Plan that treats resistance as data, not opposition

Key Frameworks & Tools

Communication Planning Matrix

A structured tool to ensure every stakeholder group receives the right message, through the right channel, at the right frequency, from the right person. Two-way communication is the standard — every row should include a feedback mechanism.

Audience	Key Messages	Channel	Frequency	Owner	Feedback Loop
<i>Who needs to hear?</i>	<i>What do they need to know?</i>	<i>How will they hear it?</i>	<i>How often?</i>	<i>Who delivers?</i>	<i>How do they respond?</i>
Example: Nurses	"This system reduces your paperwork. Training is coming. Your concerns matter."	WhatsApp broadcast + ward huddles	Weekly during rollout	Head Nurse + Change Champion	Pulse survey link in WhatsApp
Example: Donors	"We are improving data quality and patient outcomes with digital records."	Quarterly email report + donor call	Monthly > Quarterly	Country Director	Email reply + quarterly call

Audience	Key Messages	Channel	Frequency	Owner	Feedback Loop
Example: Field Agents	"Mobile money is faster and safer. We will train you step by step."	SMS + in-person field meetings	Daily during Phase 1	Regional Manager	SMS hotline + weekly check-in

Coaching & Training Plan — Key Components

A strong Coaching/Training Plan answers four questions for every affected group:

Component	What to Define
Who needs training?	All affected stakeholder groups (users, managers, sponsors, support staff)
What do they need to know, say, and do?	Skills, knowledge, behaviours required for the change
How will they learn?	Modality — classroom, e-learning, on-the-job, peer coaching, job aids
What ongoing support exists?	Help desk, super-users, coaching calls, refresher sessions, manager toolkits

Key insight from research: *Employees who hear about change from their direct manager are 3x more likely to support it than those who hear it from any other source. The coaching plan must invest in manager capability first.*

Resistance Management Plan Framework

Resistance is **information**, not an obstacle. The plan should address root causes, not suppress symptoms.

Common Sources of Resistance:

Source	Root Cause	Proactive Strategy
Fear of loss	Status, competence, relationships, control	Visible success stories, early upskilling, involve influencers
Misunderstanding	People don't understand the change	Simplified messaging, FAQ sessions, peer ambassadors
Lack of trust	In leadership, process, or outcomes	Third-party validators, transparent decision-making, consistent follow-through
Low change capacity	Overwhelm, change saturation, burnout	Scope reduction, timeline adjustment, pause non-critical changes

Source	Root Cause	Proactive Strategy
Legitimate disagreement	The change may genuinely be the wrong direction	Genuine listening, data-driven adjustments, willingness to course-correct

Red flags: Track signals that resistance is escalating — declining survey scores, increased absenteeism, informal complaints rising, drop in training attendance. Define escalation triggers and response actions in advance.

Fillable Communication Planning Matrix

Use this for your own change initiative. Fill in at least 5 stakeholder groups.

Audience	Key Messages	Channel	Frequency	Owner	Feedback Loop
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____

Workbook — My Change Plan

Take 10–15 minutes during the session to work through these questions for your own real-world change initiative. This builds your cumulative workbook across all 6 sessions.

3 Key Messages Per Group

Stakeholder Group	Key Message 1	Key Message 2	Key Message 3
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Training Needs Per Group

Group	What They Need to Know	What They Need to Do	Training Method
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Anticipated Resistance Sources

Source of Resistance	Root Cause (fear, misunderstanding, distrust, overwhelm, disagreement)	Proactive Strategy	Red Flag / Escalation Signal
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Key Terms Glossary

Term	What It Means
Change Management Plan	The central deliverable of Domain 3 — a tactical blueprint covering communication, training, coaching, resistance management, metrics, governance, and timeline
Communication Planning Matrix	A structured table mapping stakeholder groups to tailored messages, channels, frequency, senders, and feedback loops
Resistance Management	The proactive identification of likely resistance sources and planned strategies to address root causes — as distinct from reactive problem-solving
Coaching Plan	The component of the change plan that specifies how managers and leaders will be informed, equipped, and supported to lead their teams through change
Two-Way Communication	Communication that includes listening mechanisms (surveys, Q&A, pulse checks) alongside broadcast messages — a requirement of the ACMP Standard

Personal Notes

Use this space to capture anything that stands out, questions you want to ask, or ideas to follow up on.

Reflection Question

Think about a change plan you have been part of. Which of the seven ACMP components was weakest, and what was the impact of that gap?

ACMP Africa Change Management Mentorship · Session 4 of 6 · Next session: Session 5 — Execute Change Plan (Domain 4) · Tue May 12, 8PM EAT