

Session 5 — Execute Change Plan + Resistance Management (ACMP Domain 4)

ACMP Africa Change Management Mentorship Programme · Tue May 12 · 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 and differentiate** the three core adoption metrics — Activity, Adoption, and Proficiency — and explain what each reveals about change progress
- **Apply** a 4-step Resistance Diagnosis Framework to turn resistance signals into actionable interventions
- **Build** a personal monitoring dashboard that tells you whether your change plan is actually working
- **Identify** the escalation signals that tell you when to slow down, pause, or course-correct

Key Frameworks

Adoption Metrics Dashboard

Three metrics to track whether the change is taking hold. Each answers a different question.

Metric	Definition	What It Tells You
Activity	Are people interacting with the new system, process, or behaviour? (logins, clicks, attendance, submissions)	Whether the change is being used at all — a leading indicator of engagement
Adoption	Are people consistently using it as designed, replacing the old way? (daily/weekly active users, completion rates, process adherence)	Whether the change has become the new normal — the core measure of uptake
Proficiency	Are people achieving the expected outcomes? (error rates, time-to-complete, quality scores, customer satisfaction)	Whether users are competent and effective — the measure of lasting value

Key insight: High Activity + Low Adoption = people are logging in but not changing behaviour.
 High Adoption + Low Proficiency = people are doing the new thing but doing it badly. All three must trend upward.

Resistance Diagnosis Framework

A 4-step process for treating resistance as data, not opposition.

Step 1: Diagnose → Step 2: Engage → Step 3: Escalate → Step 4: Adjust

Step	Action	Key Question
1. Diagnose	Observe and name the symptom. Identify the root cause.	<i>What is the behaviour, and what is driving it?</i>
2. Engage	Have a direct conversation. Listen before explaining. Acknowledge the concern.	<i>Have I truly heard their perspective?</i>
3. Escalate	If the concern is structural or beyond your scope, escalate to the right level (manager, sponsor, governance body) with a clear recommendation.	<i>Who needs to act on this, and what do they need?</i>
4. Adjust	Modify the plan, timeline, messaging, or support based on what the data and conversations reveal.	<i>What needs to change to remove the barrier?</i>

Remember: Resistance that is diagnosed and addressed early rarely needs escalation. The goal is to catch signals **before** they become blockers.

Fillable Resistance Diagnosis Exercise

Use the table below to diagnose a resistance scenario from your own change initiative or from the case study discussed in session.

Symptom (What you see/hear)	Root Cause (fear / confusion / distrust / overwhelm / disagreement)	Response (What you do)	Timeline (By when)
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Root Cause Quick Reference:

Root Cause	Typical Signs
Fear	"I'll lose my job / status / relevance." Avoidance, defensiveness
Confusion	"I don't get what's changing or why." Repeated questions, low engagement
Distrust	"They've failed before." Cynicism, pushback on leadership messages
Overwhelm	"I can't take on one more thing." Burnout, dropped balls, absenteeism
Disagreement	"This is the wrong solution." Articulated counter-arguments, active pushback

"My Change Plan" Workbook

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.

1. Adoption Metrics

What 3 metrics will tell you if adoption is happening?

Metric Type	Your Metric	How You'll Measure It	Target / Threshold
Activity	_____	_____	___
Adoption	_____	_____	___
Proficiency	_____	_____	___

2. First Response to Resistance

What is your first response when you detect resistance?

Circle the approach that best describes your natural tendency:

Diagnose first
Engage immediately
Escalate right away
Adjust on the spot

Reflection: Based on the Resistance Diagnosis Framework, what would a more effective first response look like in your context?

3. Slow Down / Stop Signal

What signal would tell you to slow down or stop?

Type of Signal	Your Specific Signal	What You'll Do
Adoption stall (metric flat for ___ weeks)	_____	_____
Resistance spike (formal complaints, survey drop, attrition)	_____	_____
Safety or compliance risk	_____	_____
Sponsor withdrawal (loss of visible support, resource cuts)	_____	_____

*Hard truth: Slowing or stopping is not failure — it is **fidelity to the outcome**. Pushing through red signals damages trust and makes future change harder.*

Key Terms Glossary

Term	What It Means
Activity Metric	A measure of whether people are interacting with the new system/process (logins, attendance, submissions) — a leading indicator, not proof of adoption
Adoption Metric	A measure of whether people are consistently using the change as designed, replacing the old behaviour — the core success indicator for Domain 4
Proficiency Metric	A measure of whether users can perform the new behaviour accurately and effectively — tracks competence and value realisation
Resistance Diagnosis	The structured process of identifying the root cause of resistance (fear, confusion, distrust, overwhelm, or disagreement) before choosing a response
Escalation Trigger	A pre-defined threshold (metric drop, complaint volume, safety risk) that signals it is time to raise a concern to leadership or pause execution

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 effort you have been part of. Was there a moment when early resistance signals were ignored? What would the Resistance Diagnosis Framework have helped you do differently?

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