



MANDELA MINING PRECINCT
MINDS FOR MINES

Guideline:

CHANGE MANAGEMENT BLUEPRINT

2024 Updated Version

About the Mandela Mining Precinct

The Mandela Mining Precinct is a Public-Private Partnership between the Department of Science and Innovation and the Minerals Council South Africa. The Precinct is jointly hosted by the Council for Scientific and Industrial Research and the Minerals Council. The Mandela Mining Precinct is an initiative aimed at revitalising mining research, development and Innovation in South Africa to ensure the sustainability of the industry. This is achieved through the South African Mining Extraction, Research, Development and Innovation (SAMERDI) strategy.

The strategy comprises six research programmes:

1. Longevity of Current Mining;
2. Mechanised Mining Systems;
3. Advanced Orebody Knowledge;
4. Real-Time Information Management Systems;
5. **Successful Application of Technologies Centred Around People**; and
6. Test Mine.

This guideline was developed under the Successful Application of Technologies Centred Around People (SATCAP) research programme. The programme is aimed at understanding the effects, impacts and challenges of mining modernisation on people in the minerals sector.

ISBN number: SATCAP 2022 WP 2.3 CM Blueprint (Updated 2024)

Contact details: enquiries@mandelaminingprecinct.org.za
www.mandelaminingprecinct.org.za

Authors: Nico de Kock (Louis Allen Southern Africa), Rina Muller (SML4Change), Wessel Botha (EUP)

Approved: Sherin Ramparsad (Mandela Mining Precinct)

Table of Contents



1	INTRODUCTION & PROJECT OVERVIEW	4
2	THE CHANGE MANAGEMENT BLUEPRINT	7
3.	CM BLUEPRINT 'HOW-TO?' GUIDE	10



SECTION 1

Introduction & Project Overview

1. INTRODUCTION

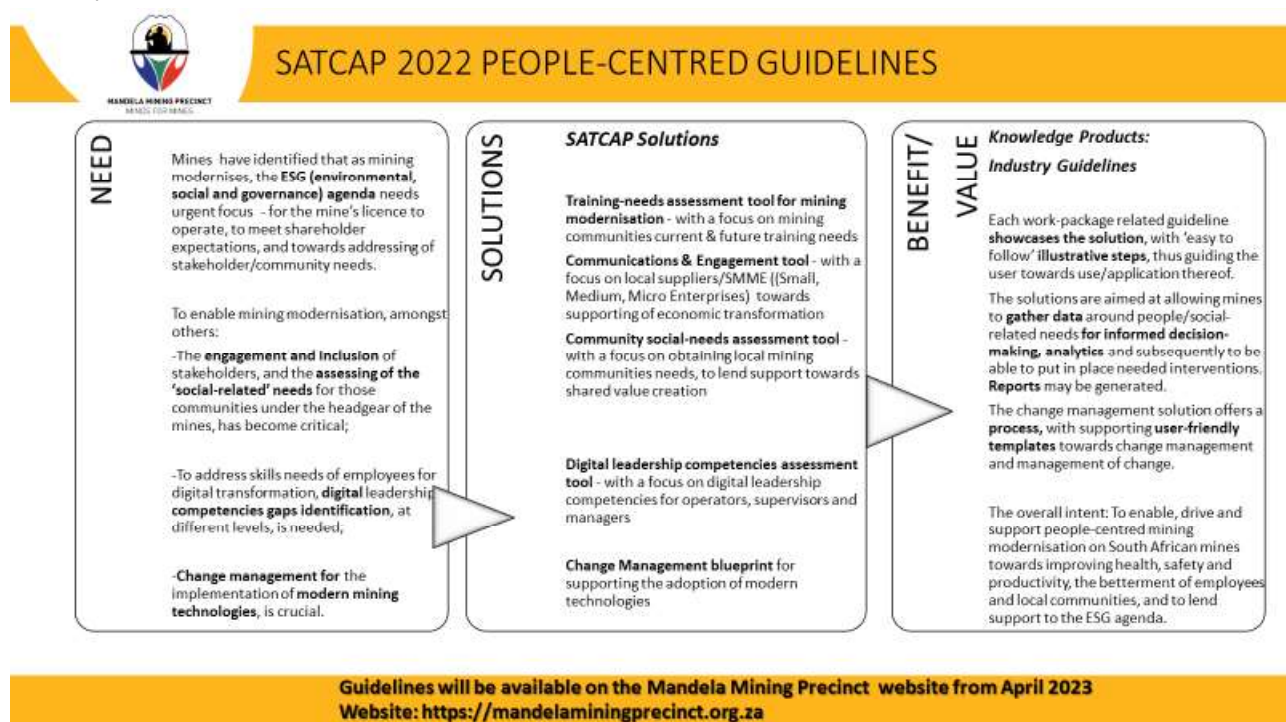
This project was commissioned by the SAMERDI Successful Application of Technologies Centred Around People (SATCAP) programme of the Mandela Mining Precinct. SATCAP aims to understand effects, impact and challenges relating to people in the mining modernisation process from all stakeholder perspectives, and further lends support to the environmental, social and governance (ESG) agenda. The focus of this project, **WP 2.3**, was a **Change Management (CM) Blueprint** for the adoption of modern mining technologies.

Previous related work packages focused on:

- i. Researching change processes in application on mines; and
- ii. Delivering change management guidance for the industry.

Building on the previous work, this project's focus was on engaging with various industry stakeholders to develop a practical, user-friendly Change Management Blueprint that may be used for leading and managing change effectively.

To note, for FY2022, SATCAP has focused on the Environmental, **Social** and Governance (ESG) agenda, with guidelines availed to support industry identified, specific needs. The figure below highlights the needs identified, the solutions recommended, with the synergized overall outputs for FY2022, including the benefits for the industry.



This **Work Package 3.2** considered a Change Management (CM) Blueprint for Au/PGM mines' potential use, with key outputs including (1) literature review, and CM blueprint design, (2) tool refinement, pilot, and validation, and (3) final development of the CM Blueprint and user-guideline, with transfer to the mine partner.

Context

As mining modernises, modern technologies, systems and processes will have impact on people. Change management and the management of change will be required for the implementation of 4IR innovations on

mines. The Minerals Council MOSH Leading Practice Adoption System has been used as the foundation for this study, but **the CM Blueprint does not replace the MOSH Leading Practice Adoption System**. The CM Blueprint is to be used by Au and PGM mining companies for the adoption of other modern technologies or as supplementary to support the MOSH Leading Practice Adoption System.

The project is a collaborative project. The lead research partner for this project is EUP. Other key collaboration partners included CSIR, SML4Change, and Louis Allen Southern Africa. Mine-partners included a large gold mining company.

2. PROJECT OBJECTIVE & DELIVERABLES

The objective of this study was to develop an implementable **Change Management Blueprint** for the adoption of modern technologies for the mining industry.

The CM Blueprint was designed taking the following criteria into consideration, and therefore is:

- Aligned to the MOSH Leading Practice Adoption System
- Aligned to leading, best practice change management methodologies such as the ADKAR-Model
- A process that incorporates both Management of Change and Change Management
- Agile and applicable for use with preferred change methodologies used by mining companies currently
- Aligned to the latest safety, risk and/or legislative requirements
- Simplified, practical and user-friendly
- Applicable for the adoption of modern technologies
- People-centric
- Scalable
- Created for us, by us (Co-created with industry specialists and end-users)

The deliverables of the study are:

- An implementable Change Management Blueprint for adoption of modern technologies within the mining industry.
- Transfer of the CM blueprint to the mine partner for their adoption of modern technologies through –
 - i. the provision of this guideline, and a MS-Excel Tool; and
 - ii. training workshops to capacitate (on-mine) key stakeholders to effectively use the CM blueprint.

3. VALUE FOR THE INDUSTRY

The CM Blueprint provides the following value for the industry:

- i. A more simplified, user-friendly and practical guideline - process with templates - to facilitate change leaders through the technology adoption process;
- ii. It includes critical steps that ensures a people-centric approach to change management; and
- iii. It is flexible and can be used either in full, or in support of other change management processes within the organisation.



SECTION 2

The Change Management Blueprint

1. CONTEXT FOR USING THE BLUEPRINT

Point #1

People sometimes get confused between **Management of Change** and **Change Management**.

Management of Change (MOC) deals with the **technical side of change** and how to avoid or minimise risks arising from changes in equipment, process, and handling of chemicals.



Change Management (CM) deals with the **people side of change** and the main goal is to effectively guide people to transition from a past/present state to a future desired state. The challenge for any organisation is to smoothly perform change management during MOC. It's the role of management to influence people's behaviour in reaction to technical changes.

Depending on the new technology that is implemented there might be a need for MOC to form part of the process, but the focus of the Blueprint is on Change Management – facilitating people through the process of adopting the new technology.

Point #2

The CM Blueprint is a guide for the implementation of any change initiative after the Business Case was done and the decision was made to implement the specific technology. Therefore, the business case, due diligence and organisational approval have been completed. The Blueprint starts when the change management process needs to start for the adoption process for the new technology within the organisation.

Point #3

The CM Blueprint can be used either as a full change management process/toolkit or to supplement an existing change management process/toolkit that the company already uses. Therefore, any of the phases, sub-sections within the phases, and/or templates within the toolkit can be replaced/skipped depending on the needs from the specific change initiative. For example, if a pilot was already completed as part of the Business Case, then the Blueprint's 'Pilot-Phase' could be skipped.

Although, the Blueprint can also be used with the MOSH Leading Practices Adoption Process, the main aim is to provide a general Change Management process that can be used for other technology related changes that are implemented within the mining industry.

Point #4

The CM Blueprint can also be used as a remedial tool to evaluate past change management interventions to improve preparations for future change management interventions.

Point 5#

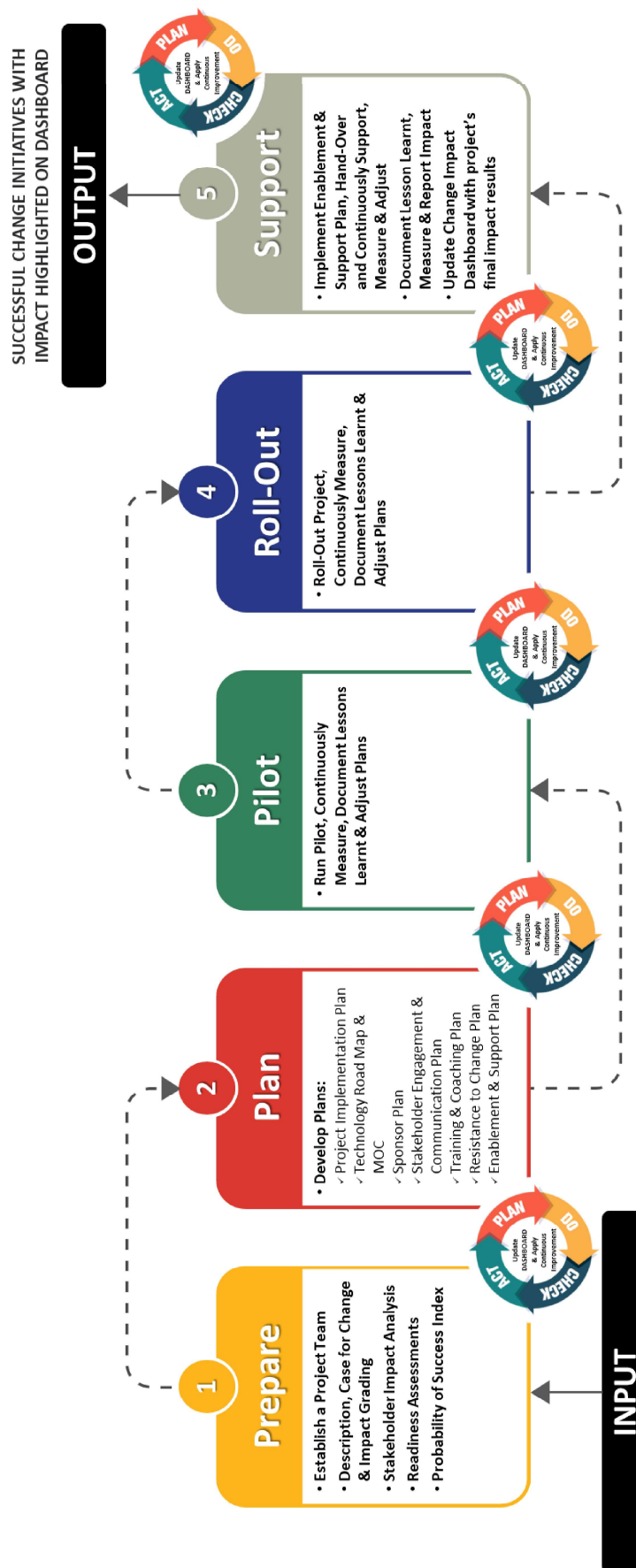
For the successful application of the CM Blueprint, it is suggested that there is the need for mine operations to have the necessary training, environmental considerations, technology support infrastructures and organisational support structures in place prior to roll out of the technology for adoption. It is around the conduciveness of the environment for the technology being implemented. Some of the considerations that need to be included prior to the implementation of the CM Blueprint is outlined below.

Considerations to enable CM Blueprint implementation

Considerations	Description
Skills & Training on technology	The mine operation needs to consider the levels of skills needed, training /knowledge that the relevant role-players have with regards to the specific technology, and if these are lacking or limited, put in place development plans to address these.
Literacy levels	Consideration must be provided to the literacy levels of the users in the specific technology. More broadly there is also the need to understand the digital literacy of the project team and users of the technology.
IT infrastructure and systems	From the pilot undertaken, it was noted that sites may be willing to undertake the adoption of new technologies but that there may not be sufficient IT infrastructure in both hardware and software. Mine operations thus need to consider and investigate the technology support structures that is required for adoption of the new technology.
Environmental considerations / working conditions	This is concerned with understanding the environment in which the technology will operate. Considerations such as the physical environment needs to be assessed (i.e. Narrow, low stopes, tight, dusty, hot and wet working conditions. etc.). Inputting of data may be cumbersome and clumsy and if PPE is to be removed, such may create unsafe working conditions etc.
Unions and DMRE/Stakeholder inclusion	Agreement, buy-in, inclusion and support is needed from all stakeholders, including Unions, regulators and employees. Health and safety risks and concerns should be addressed. Lack of stakeholder engagement leads to resistance to the acceptance of the change. Demands in increase in job level and pay for new skills/ higher skilled job (current job profiles does not include use of digital devices and digital literacy skills). Individual employees are also concerned that technology will track and monitor their actions with negative consequences. Compliance and regulatory issues need agreement prior to further engagement.
One-size fits all approach	Mine conditions, environments and contexts vary so mine operations cannot use the same product/system on every mine – even shafts have different needs.

The considerations in the table are not an exhaustive list and it is recommended that each operation develops their own list of considerations prior to the technology adoption project. The CM Blueprint is people-centric whilst considers the technical aspects to enable technology adoption.

2. THE CHANGE MANAGEMENT BLUEPRINT^{v2}



START THE CHANGE MANAGEMENT PROCESS WITH THE FOLLOWING CRITICAL SUCCESS FACTORS AS INPUT:

- Organisational digitisation journey / technology road map;
- History assessment/lessons learnt from previous digitisation projects;
- New technology ready for implementation; and
- Systems and/or resources in place within the organisation for the implementation of the new technology.



SECTION 3

CM Blueprint
'How-To?' Guide

1. DESCRIPTION AND USER APPLICATION

The Change Management Blueprint consists of various templates (MS-Excel) with fields to be populated by the user. It predominantly uses a question-based approach to facilitate the user in gathering the necessary information for the respective templates. In addition, there are 'pop-up' notes to assist the user in answering the questions.

Figure 1: Example of a Blueprint Template on MS-Excel with the question-based fields and 'pop-up' notes

1.2 Description, Case for Change & Impact Grading

Purpose: To create a shared understanding and alignment between all stakeholders. It is a hymn sheet that assists in creating organisational alignment.

Description, Case for Change & Impact Grading

What will change?

Where will the change be implemented?

When will the change be implemented or need to be implemented?

What is the current state, or what problem will this change try to solve within the organisation?

Add Co-created or Affirmed Current Process: ('Day-in-the-Life-Off Flow Chart')

Pop-up Note: Map or affirm the current co-created process indicating the process flow before implementing the new technology.

Some of the templates are to be used as assessment/survey tools and should be printed and used for each individual respondent. The summary results are then indicated in total or as sub-totals for each stakeholder group.

Figure 2: Example of a Blueprint Template on MS-Excel with the assessment tool to test the readiness of each leader

1.4 Readiness Assessments

Purpose: To measure the leaders' readiness to implement and adopt this technology to influence the preparations and planning process.

Readiness Assessments

How ready is the organisation for this change?

Leaders' Perception of the Readiness Assessment: (Complete this Readiness Assessment with each of the Leaders)

Individual Leader's Readiness:	Not Ready	Ready	Comments:
Can you describe the change initiative and the benefit for the Top & Bottom-line?	1	2 3 4 5	
Can you demonstrate your own utilisation and proficiency regarding this change?	1	2 3 4 5	
Can you demonstrate how you will reinforce and support this change?	1	2 3 4 5	
Technology & Systems' Readiness Assessment:	Not Ready	Ready	Comments:
Can you describe the requirements of the technology?	1	2 3 4 5	
Can you demonstrate the functionality?	1	2 3 4 5	
Can you demonstrate the sustainability and structure of support for this change?	1	2 3 4 5	
Process, Policy & Procedure's Readiness Assessment:	Not Ready	Ready	Comments:
Can you describe the PPP related to this change?	1	2 3 4 5	
Can you demonstrate the updated PPP for this change?	1	2 3 4 5	
Can you demonstrate how the PPP will be reinforced and supported?	1	2 3 4 5	
Risk & SHE Readiness Assessment:	Not Ready	Ready	Comments:

Pop-up Note: Identify all the leaders within the organisation or the area where the change will be implemented. Then, assess their perception of the readiness for this change by asking each person to complete this Readiness Assessment.

OUTCOME from ASSESSMENT:
 1. To assess the readiness level of the leaders to reinforce and support the change; and
 2. To assess the organisation's readiness level for implementing this change regarding its current technologies/systems, policies/processes/procedures, and potential risks/SHE impact.

2. THE CM BLUEPRINT 'HOW-TO?' USER GUIDE

WHAT TO KNOW BEFORE YOU START USING THE CHANGE MANAGEMENT BLUEPRINT:

- Change Management deals with the people side of change, and the main goal is to effectively guide people to transition from a past/present state to a future desired state. It's the role of management to influence people's behaviour in reaction to technical/technological changes.
- The success of your change initiative will be influenced by the availability of critical success factors as input into the preparation and planning phases such as having the organisation's digitisation strategy/journey available, and an understanding of the resources currently available for the new project. For example, it does not help the project wants to roll-out tablets to underground supervisors, but there is no wi-fi capability or no facility to charge the devices.
- As the change leader, you should evaluate not just which steps/templates of the Blueprint to use for your specific change management process, but also how to use the templates to gather the necessary information to facilitate people through the change process.
- Ultimately, the quality of the information added to the templates will determine the success of the change management process. If any step or specific sub-section of a step is not completed, it should be after due consideration on the impact this might have on the overall success of the project.

HOW TO USE THIS TOOL:

The CM Blueprint is a Microsoft Excel Tool with different worksheets that guide you through completing each step within the 5-Phase Change Management Process. You should start on top of each worksheet and complete all the required templates before progressing to the next worksheet, starting with '1. Prepare', then '2. Plan', and so forth.

The template includes the following icons that represent:



The **purpose** of the specific section of the template providing the context or reason for the template.



An **explanation** of the required **information** to be added in the specific field.

PHASE 1 – PREPARE

STEP 1.1 Establish Project Team (Triangle²)

Before anything can start the first step is to establish the team that should drive the change initiative. Establishing the team goes further than just identifying the key drivers. It includes understanding the reason why they should be involved, what their needs and wants are from the project, what key deliverables are expected from them, and testing that their readiness level regarding the specific new technology is high.



Purpose: To provide structure for the digitisation strategy. It accounts for variables within a typical modernisation project. What makes this approach different is combining the strategic, project and operational levels within the Project Team with the Reinforcement Manager 'walking the talk' by leading from the front.

Establish Project Team (Triangle²)

Who will be the Change Leaders driving the implementation process of this project?

Click on each block for more information

#	Change Leader	Position Title	Reason for Involvement	Key Blueprint Tools	Key Deliverables Expected	Readiness Level of Project Team
i	Project Sponsor		To gain commitment from senior leaders, dealing with any resistance/adoption on senior levels, and contextualise the modernisation journey for all other role-players.	1.1 Establishing Project Team; 2.2 Technology Road Map & MOC; 2.3 Sponsor Plan		
ii	Project Manager		To deal with the overall project plan, timelines, and budget (resourcing) to deliver on the project's objectives on time and within budget.	1.5 Probability of Success Index; 2.1 Project Implementation Plan; 2.7 Enablement & Support Plan; 3.1 Run Pilot, Continuously Measure, Document Lessons Learnt & Adjust Plans; 4.1 Roll-Out Project, Continuously Measure, Document Lessons Learnt & Adjust Plans; 5.1 Hand-Over Enablement & Support Plan & 5.2 Measure & Report Impact of Change		
iii	Change Manager(s)		To deal with the people side of change. To identify stakeholders, proactively mitigate resistance to the change, and facilitate the increase in adoption rates.	1.3 Stakeholder Impact Analysis; 1.4 Readiness Assessments; 2.4 Stakeholder Engagement & Communication Plan; 2.5 Training & Coaching Plan; 2.6 Resistance to Change Plan		
iv	Reinforcement Manager (s)		As an employee-facing role, this manager must reinforce the plan through what is said, what is done and what the consequences are (positive or negative).	2.4 Stakeholder Engagement & Communication Plan; 2.5 Resistance to Change Plan; 2.7 Enablement & Support Plan		
v	IT Support / Technology Enablement Partner or Provider		Remove obstacles and reduce risks to make it possible for the adopters through servicing the digitisation journey.	1.2 Description, Case for Change & Impact Grading; 2.1 Project Implementation Plan		
vi	Subject Matter Experts		To provide clarity of the intent of the process and how this will be integrated into the organisational management systems.	1.2 Description, Case for Change & Impact Grading		

Triangle #1 represents the principal Project Team participants: the Project Sponsor, the Project Manager, and the Change Manager(s).

Triangle #2 represents the secondary support level within the Project Team: the representatives from the IT/Technology Support, the different Subject Matter experts, and the different Reinforcement Managers that are responsible for operational reinforcement and support in the areas where the change is piloted and/or implemented.

The Project Sponsor completes this template by identifying each Project Team Member by name and their position title. Then, indicating the Key Deliverables that he/she as sponsor expects from each member. Finally, the sponsor completes the Readiness Assessment on each Project Team Member (Template 1.4) to determine their readiness level. It is crucial that all Project Team Members are themselves 'Ready' for the planned change.

STEP 1.2 Description, Case for Change & Impact Grading

This template gathers the necessary information to provide a detailed description of the change, the case for change, and ensure understanding of how the change will impact both the people as well as the organisation. This information is vital not just for the planning phase but provides the context and important messages for the development of communication to stakeholders.



Purpose: To create a shared understanding and alignment between all stakeholders. It is a hymn sheet that assists in creating organisational alignment.

Description, Case for Change & Impact Grading	
What will change?	
Where will the change be implemented?	
When will the change be implemented or need to be implemented?	
What is the current state, or what problem will this change try to solve within the organisation?	
Add Co-created or Affirmed Current Process: (Day-in-the-Life-Off Flow Chart)	
What must the future state be or what opportunities will this change aim to develop?	
Add Future Process: (Day-in-the-Life-Off Flow Chart)	
What will the implications be if this change is NOT implemented?	
What is required to make the change a success? (Critical Success Factors)	
What are existing limitations or could prevent the success of the change?	
What are the intended benefits expected from implementing this change?	
How will this technology benefit people?	

The IT/Technology Support Partner/Provider together with the Subject Matter Experts complete this template showing a high-level summary of the change initiative details, the case for change and how people and the organisation will be impacted by this change.

Through answering all the questions in the template Project Team Members contextualise the change initiative and gather valuable information that will assist them in planning for the implementation and adoption phases.

Creating the current 'Day-in-the-life-off' process shows an understanding of the current processes, challenges and mindsets of the people that will be affected by the proposed change.

The future process should clearly highlight the benefits the new technology or process improvements will have not just for the organisation but specifically for the people. The expected outcomes should be stated in line with measurable results in terms of Time, Cost, Utilisation of the new technology, and the Quality achieved through making use of the new technology.

How will the people be impacted? (TOP-Line)						
How will this change impact...		No Impact	Low	Medium	High	Very High
Technologically	Tools	0	1	2	3	4
	Maintenance/User Responsibility	0	1	2	3	4
	Modemisation Mindset	0	1	2	3	4
	Processes	0	1	2	3	4
Organisationally	Reporting Methods	0	1	2	3	4
	Support	0	1	2	3	4
	Reporting Lines	0	1	2	3	4
Personally	Skills	0	1	2	3	4
	Position/Grading	0	1	2	3	4
	Workload	0	1	2	3	4
	Hours/Working Schedule	0	1	2	3	4
New Behaviours		0	1	2	3	4
How will the organisation be impacted? (BOTTOM-Line)						
How will this change impact... (State the organisational aspects to be impacted)		No Impact	Low	Medium	High	Very High
People (Learning & Growth)		0	1	2	3	4
Internal Business Processes		0	1	2	3	4
Stakeholder (Customer)		0	1	2	3	4
Financial		0	1	2	3	4

An impact assessment is made through discussions with different stakeholders to determine the impact the proposed change will have on people in terms of the technology they use, organisational factors affecting them as well as factors related to their positions.

Lastly, an impact assessment is made from an organisational results perspective using the Balanced Scorecard as a basic structure for evaluation.

STEP 1.3 Stakeholder Impact Analysis

Start by identifying all the stakeholders that will be involved and directly affected by this change. Then, rate what influence each stakeholder would have on the success of the project as well as the impact that the change would have on them.

The results from this rating will identify which stakeholders would be critical to manage (medium to very high ratings) throughout the change management process and therefore influence the stakeholder engagement and communication plans.



Purpose: To proactively identify the people impacted by this change, their respective influence on the project's success, and the degree of impact on their work life.

Stakeholder Impact Analysis

Who are the stakeholders that will be directly involved and/or affected by this change? (Rate the impact this change will have on each stakeholder and the importance of each stakeholder in terms of their influence over the success of the project?)

[illegible]

The Change Managers identify all the stakeholders that will be involved and/or affected by the change and then list them in the Stakeholder Impact Analysis Template. With the involvement from other Project Team Members, they rate each stakeholder in terms of:

- i) The influence that specific stakeholder will have on the success of this project; and
- ii) The potential impact this change will have on that specific stakeholder.

The outcome of this assessment not only provide input in the Stakeholder Engagement & Communication Plan but sensitises the Project Team to involve influential and/or highly impacted stakeholders throughout the planning, piloting, and implementation phases.

STEP 1.4 Readiness Assessment

This section consists of two assessments:

- (1) Leader's Readiness Assessment – Assessing the organisation's readiness for this change by asking each leader; and
- (2) Stakeholder Readiness Assessment – Assessing each stakeholder's readiness for this change.

Each leader is assessed firstly on their own readiness for the change and secondly the perception of how ready the organisation is for the change in terms of the technology & systems, processes, policies & procedures, and risk & SHE management. All the responses are collated and influence the planning phase.

The Stakeholder Assessment uses the ADKAR phases to determine each stakeholder's readiness to adopt the change. The results are collated and informs the stakeholder engagement and communication plans.

1.4.1 Leader's Readiness Assessment



Purpose: To measure the leaders' readiness to implement and adopt this technology to influence the preparations and planning process.

Leaders' Perception of the Readiness Assessment: (Complete this Readiness Assessment with each of the Leaders)						
Individual Leader's Readiness:	Not Ready		Ready			Comments:
Can you describe the change initiative and the benefit for the Top & Bottom-line?	1	2	3	4	5	
Can you demonstrate your own utilisation and proficiency regarding this change?	1	2	3	4	5	
Can you demonstrate how you will reinforce and support this change?	1	2	3	4	5	
Technology & Systems' Readiness Assessment:	Not Ready		Ready			Comments:
Can you describe the requirements of the technology?	1	2	3	4	5	
Can you demonstrate the functionality?	1	2	3	4	5	
Can you demonstrate the sustainability and structure of support for the change?	1	2	3	4	5	
Process, Policy & Procedure's Readiness Assessment:	Not Ready		Ready			Comments:
Can you describe the PPP related to this change?	1	2	3	4	5	
Can you demonstrate the updated PPP for this change?	1	2	3	4	5	
Can you demonstrate how the PPP will be reinforced and supported?	1	2	3	4	5	
Risk & SHE Readiness Assessment:	Not Ready		Ready			Comments:
Can you describe the risk & SHE impact from this change?	1	2	3	4	5	
Can you demonstrate the risk matrix for this change?	1	2	3	4	5	
Can you demonstrate your risk mitigation process?	1	2	3	4	5	

The Change Managers interview all the leaders (or a representative sample group of all the leaders) to assess their readiness as well as their perception of the organisation's readiness for this change.

The outcomes from the collective assessments provide valuable input for the planning phase. If the leaders or the organisation is not ready for this change, then the identified issues should be dealt with before continuing the change management process or corrective measures/initiatives should be included in the various plans of this change project.

1.4.2 Stakeholder's Readiness Assessment



Purpose: To measure the readiness of all other stakeholders regarding this technology and provide specific stakeholder-related resistance areas for focused change management interventions.

Stakeholders' Readiness Assessment: (Complete this Readiness Assessments with each Stakeholder)					
Questions to Assess Change Readiness	Not Ready			Ready	Comments:
AWARENESS					
Is there a problem with the current state/process?	1	2	3	4	5
Do you have any ideas on how to improve this?	1	2	3	4	5
Are you aware of any current developments/improvements underway?	1	2	3	4	5
DESIRE					
How important is it for you to change this?	1	2	3	4	5
Do you see any benefits in changing this?	1	2	3	4	5
KNOWLEDGE (Know how)					
What is your level of knowledge to apply new technologies?	1	2	3	4	5
ABILITY (Can do)					
What will enhance your abilities to adopt new technologies?	1	2	3	4	5
REINFORCEMENT					
How do you see the current support for the adoption of new technologies? (Do they express, model and/or reinforce the change?)	1	2	3	4	5

The Change Managers interview a representative sample of all stakeholder groups to gauge their readiness for the proposed change. The assessment not only gauges their readiness, but also lists specific comments or ideas from the people and/or highlight important obstacles and resistance factors that will provide input to the various plans in the next phase.

The ultimate outcome is to measure where the stakeholders are concerning the proposed change using the ADKAR-structure. For example, if the people already show a high readiness in terms of their 'Awareness' and their 'Desire' for the change, but low readiness in terms of their 'Knowledge', then the Project Team's approach will be different than if the stakeholders showed a low readiness from 'Awareness' onwards.

STEP 1.5 Probability of Success Index

The 'Probability of Success Index' is a checklist to assess that the preparation phase was effectively completed and that you are ready to progress to the planning phase.

Answer each question and then tick the appropriate box. Then, add up your 'Probability of Success' as follows:

- * For every 'Not Yet' answer add 0%
- * For every 'Partially' answer add 10%
- * For every 'YES' answer add 20%

The TOTAL from all 5 questions will indicate your project's current 'Probability of Success'.

Do not continue to the next phase until you have a high 'Probability of Success'.



Purpose: To provide an index that indicates the probability of success for the project. To show if an enabling environment exists for the implementation and adoption of the technology.

Probability of Success Index

Does this change project have a high probability of success? (Please complete the checklist to determine if you are ready to proceed to the Planning Phase)

	Not Yet	Partially	YES
1. Have you established a Project Team with identified roles and deliverables ready to drive this change?			
2. Have you fully described the change with a detailed Case for Change, clearly showing the benefits to the people and the organisation?			
3. Have you identified all relevant stakeholders that will be affected by this change?			
4. Have you completed the Leaders' Readiness Assessments and it clearly showed that the organisation and its leaders are ready to initiate this change?			
5. Have you completed the Stakeholder Readiness Assessments for all relevant stakeholders?			
This Change Project's Current Probability of Success is:			

This template guides the Project Manager through a quick evaluation on the probability of success for the project based on the work completed up to this stage for the project. If more of the templates are completed and the necessary information was gathered, then the probability of success is higher.



If the 'Probability of Success' is below 80%, then go back and rectify / add / assess / gather the necessary information to increase the probability of success for the intervention. The higher 'Probability of Success Index' the better prepared are you for managing this change project.

If the score is 80% of higher, then continue to Phase 2 for the Planning of the project.

STEP 2.1 Project Implementation Plan

The information gathered throughout the preparation phase will inform the approach that should be followed to implement the specific technology and ensure a successful change intervention. The focus is not only on the implementation of the actual technology but mainly on how to facilitate the stakeholders through the process of adopting the technology. Although the Project Implementation Plan only provide the overview to track the progress of the change intervention, the rest of the plans will provide the detail (see 2.2 to 2.7).

[illegible]

This plan is the main document used to track the progress of the project against identified milestones towards achievement of the expected benefits and measurable outcomes. At any point when new information comes to light or one of the other plans are changed, then the Project Implementation Plan should be reviewed and adapted accordingly.

STEP 2.2 Technology Road Map & Management of Change (MOC)

As the focus of the Change Management Blueprint is on the adoption of modern technologies, it is critical to provide the context for this technology's road map and where this technology fits in the broader technology road map for the organisation. Add the Technology Road Map.

Depending on the specific technology to be implemented, complexity, risks involved, and/or how the organisation will be impacted, there might be a need for a 'Management of Change' process. If required, add the MOC documents.



Purpose: To show how this project fits into the organisational digitisation journey. To bring all the processes together, highlight the people-centredness of the planned implementation and adoption process.

Technology Road Map & Management of Change (MOC)
To be supplied, illustrated or submitted...

The Project Sponsor should provide the necessary documents where required so that the Project Team can align, add or change their plans where necessary.

STEP 2.3 Sponsor Plan

The 'Sponsor' should champion and support the project team, operational managers, and employees throughout the change initiative. The Sponsor Plan states the activities the sponsor should perform to express, model, and reinforce the change linked to scheduled due dates.



Purpose: To emphasise the commitment from the Sponsor to the project and all the stakeholders. To create an enabling environment for the success of the project.

Sponsor Plan			
What are the activities of the Sponsor for each of the stakeholder groups?			
Stakeholder Group:	Activities by Sponsor to Express, Model & Reinforce:	Schedule: (Date)	Comments:
Project Team			
Operational Managers			
Employees			

The Project Sponsor lists all the activities he/she will do to drive and/or support this project for the different stakeholder group levels.

STEP 2.4 Stakeholder Engagement & Communication Plan

The Stakeholder Engagement & Communication Plan is completed based on the stakeholder analysis and readiness assessments completed during the preparation phase. For each stakeholder state their current understanding of the technology change and what their needs/concerns are. Where do you want this stakeholder to be according to the ADKAR phases after the engagement and communication actions? What will be your approach to get this stakeholder to that outcome and by when? The focus here is to think through how you are going to engage with each stakeholder group and facilitate them through the change process.



Purpose: To provide a structured approach for the engagement with all the various stakeholders to increase their acceptance rate.

Stakeholder Engagement & Communication Plan						
How are you planning to engage with and communicate to stakeholder groups?						
Stakeholder:	Current Understanding & Needs/Concerns:	Communication Objective:	Discussion Approach & Key Message:	Messenger (Change Leader):	Method of Communication:	Communication Date:

The Change Managers uses the information gathers during the preparation phase to state how they are planning on engaging with each stakeholder and the planned communication strategies to facilitate them through the adoption process.

STEP 2.5 Training & Coaching Plan

Implementing new technologies always go hand-in-hand with a requirement for new knowledge, skills, experience and/or new ways of doing the work. Therefore, training and coaching activities should be planned in conjunction with the change management process to support the creation of understanding and acceptance of the change.

The Training & Coaching Plan states the detail of the interventions planned for each audience with the desired outcomes.



Purpose: To provide structure for identifying knowledge and skill deficiencies and the actions to close the identified gaps.

Training & Coaching Plan							
How are you planning to provide the necessary training & coaching?							
Description of Training	Audience	Intended Outcome	Method of Delivery	Tools & Equipment	Training Leader	Duration of Training	Cost of Training

The Change Managers must plan the necessary interventions to provide stakeholders with the knowledge and ability to use the new technology and/or processes.

STEP 2.6 Resistance to Change Plan

The Resistance to Change Plan states how you are planning on dealing with resistance from specific stakeholders regarding the technology being implemented. Based on the information gathered during the preparation phase, specifically from the stakeholder readiness assessments, a plan of action is developed for addressing the resistance for each stakeholder group.



Purpose: To keep the correct people accountable by identifying possible reasons for resistance and the actions to address them.

Resistance to Change Plan					
How are you planning to deal with resistance to change?					
Stakeholder Resisting Change	Current ADKAR State:	Description of Resistance	Action to Address Resistance	Responsible Person	Scheduled Date

With the information gathered from the preparation phase, Change Managers have to develop their plans of dealing with any identified factors of resistance. How are they planning to facilitate the stakeholders through the adoption process?

STEP 2.7 Enablement & Support Plan

It is important to start planning on how you are going to enable and support the change after the implementation and roll-out phase. Although there will surely be more learnings from the phases still to follow, the thinking during the planning phase should not end with the implementation or roll-out, rather how to embed the technology further and sustain uptake after the implementation and roll-out.

Create an action plan stating the task steps in sequence, each linked to a responsible person, a scheduled due date, and an allocated budget (if required).



Purpose: To proactively plan how this technology and the users will be supported after implementation. An operational handover by the Project Team.

[illegible]

The Project Manager together with the Reinforcement Managers develops the original Action Plan on how the technology will be enabled and supported after the implementation phase. During the change management process, they will also review and update where necessary to ensure that the implemented technology will be used and supported going forward.

Continuous Improvement Note:



During the planning phase new information might become available at any point that could influence the plans and then all plans should be reviewed and updated accordingly. The plans are working documents and are continuously reviewed and updated throughout the change management process.

PHASE 3 – PILOT

STEP 3.1 Run Pilot, Continuously Measure, Document Lessons Learnt & Adjust Plans

Implement the pilot as per the Project Implementation Plan, Stakeholder Engagement & Communication Plan, Training & Coaching Plan, and the Resistance to Change Plan. Document what worked and what didn't, the lesson learnt and any changes that needs to be made to the various plans before the roll-out phase.



Purpose: To test the systemic alignment of the technology in the real world. People, Process & Technology. To assess the user experience of the adopters (co-creation and fine-tuning the roll-out plans).

Implement the pilot as per the Project Implementation Plan, Stakeholder Engagement & Communication Plan, Training & Coaching Plan, and the Resistance to Change Plan.

Document the lessons learnt:



What worked well?



What did not work?

Are there any changes that need to be made to any of the plans going forward?



The Project Manager together with the rest of the Project Team runs the Pilot using the documents and plans developed in previous phases. This template is for documenting the outcomes from the Pilot Process and will be used to adjust plans going forward.

Note, that sometimes a Pilot might not be necessary, in which case this step will be skipped.

PHASE 4 – ROLL-OUT

STEP 4.1 Roll-out Project, Continuously Measure, Document Lessons Learnt & Adjust Plans

Roll-out the project as per the Project Implementation Plan, Stakeholder Engagement & Communication Plan, Training & Coaching Plan, and the Resistance to Change Plan. Document what worked and what didn't, the lesson learnt and any changes that needs to be made to the various plans before the roll-out phase.



Purpose: To roll out the technology throughout the organisation, institutionalise the people processes and prepare for the operational handover.

Implement the Roll-Out as per the Project Implementation Plan, Stakeholder Engagement & Communication Plan, Training & Coaching Plan, and the Resistance to Change Plan.

Document the lessons learnt:



What worked well?



What did not work?

Are there any changes that need to be made to the Enablement & Support Plan?



The Project Manager together with the rest of the Project Team implement the plans for the roll-out using the documents and plans developed in previous phases. This template is for documenting the outcomes from the Roll-Out Process and will be used to adjust Enablement & Support Plan in the final phase.

PHASE 5 – SUPPORT

STEP 5.1 Implement Enablement & Support Plan, Hand-Over to Operations and Continuously Support, Measure & Adjust

Hand-Over the Project to the Operational Managers to implement the Enablement & Support Plan which might have been updated after the Roll-Out phase. They must continuously support, measure and adjust the Enablement & Support Plan going forward.



Purpose: To hand-over the implemented technology after the roll-out phase to accountable persons for the on-going support.

5.1 Implement Enablement & Support Plan, Hand-Over to Operations and Continuously Support, Measure & Adjust

Hand-Over Plan:

Who are you handing over too?	When are you planning to hand over?	Why are you handing over to this person?	What will be expected from this person?

Are there changes that should be made to the Enablement & Support Plan after the Hand-Over?

STEP 5.2 Measure & Report Impact of the Change Project

Although the enablement and support will continue for the implemented technology, it is important to take stock of the change intervention as a project. This last template focusses on gathering information on the successes from the project and measuring if the original desired outcomes were achieved. Reporting on the impact of the change project is not only important for the evaluation of the project but could also provide valuable information to be used for the enablement and support process.



Purpose: To state the successes and measurable outcomes achieved through the implementation of this change project. In addition, to document any lessons learnt that could benefit future change projects.

5.2 Measure & Report Impact of the Change Project

What are the successes of the project to date?

Did the project achieve the desired outcomes/benefits/expected value?

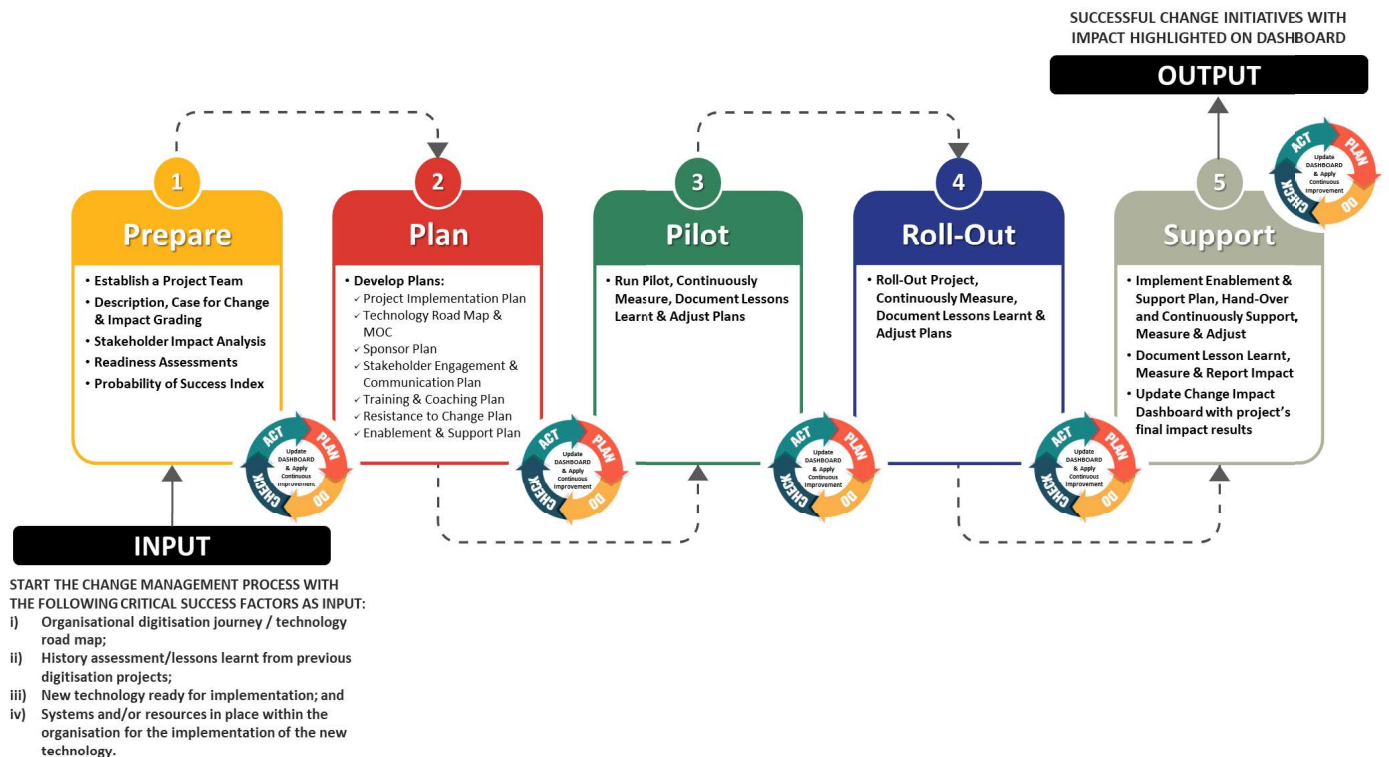
Indicator:	Expected Outcome:	Actual Outcome:	Achieved or Not?	Comment:
Time				
Cost				
Utilisation				
Quality				
Other				

Are there any lessons learnt for future projects?

Congratulations on completing the Change Management Blueprint Templates! Take the lessons learnt from this project as input into your next change initiative as part of the continuous improvement process.

IN CLOSING

The Change Management Blueprint serves as a guide to improve how change is managed within the mining industry. It is a guide and may be used either as a full process or the separate templates could be used as part of other change processes/methodology.



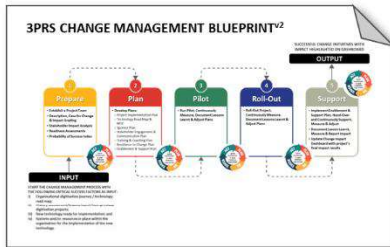
“Your success in life isn’t based on your ability to simply change. It is based on your ability to change faster than your competition, customers and business.”

- Mark Sanborn

OTHER CM BLUEPRINT TOOLS

The following are the CM Blueprint related tools available on the Mandela Mining Precinct website:

#1 3PRS Model Poster (A3)



#2 3PRS Guideline



#3 3PRS How-To-Video



#4 3PRS Microsoft Excel Tool



The CM Blueprint video tutorial is availed through the Mandela Mining Precinct website.

