



MANDELA MINING PRECINCT
MINDS FOR MINES

GUIDELINE: CHANGE PROCESS TOOLKIT

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Executive Summary

This **Change Process-Toolkit** supports the strategic transformation of the Mandela Mining Precinct (MMP) by allowing for embedding a fit-for-purpose change process to enable its revised strategy, including with the potential transition towards a portfolio-based delivery approach.

The **SATCAP 3PRS Change Management Blueprint** (Prepare, Plan, Pilot, Review/ Reinforce, Sustain) which has deep foundations in ADKAR (Prosci, n.d.) and the MOSH Adoption System, was tailored into the MMP **‘OUR Change Process’** for relevance and applicability to the MMP context.

The **OUR Change Process** includes:

- Prepare, Plan, Awareness = **Ownership**
- Knowledge & Resources, Pilot = **Understanding**
- Review, and Support = **Reinforcement**

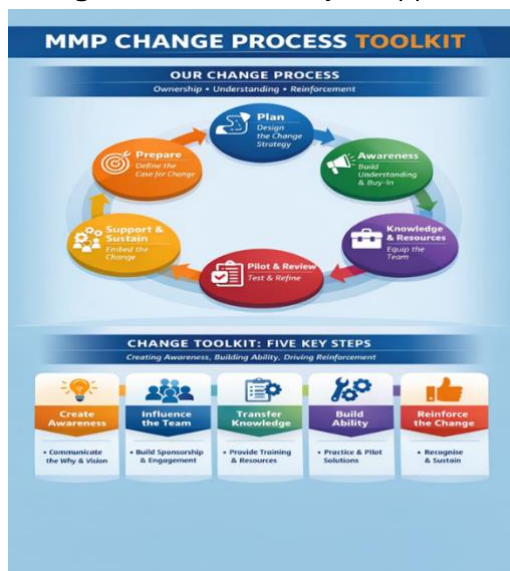
The OUR Change process was unpacked into **practical steps** for change application: Creating Awareness, Influencing the Team, Transferring Knowledge, Building Ability, and Reinforcing the Change - This is what makes up the **Change Process Toolkit**.

Key insights emerged from the pilot projects application of Change Process Toolkit in the MMP:

- **Information Flow** tackled knowledge management challenges across the organisation, with strong emphasis on employee buy-in and awareness-building efforts.
- **Administration** focused on digitising and standardising internal processes and, while smaller in scale, still demonstrated realignment with change principles through engagement and reflection.

The pilot projects, together with external validation, confirmed the **relevance and applicability** of the OUR Change Process across both complex and focused change initiatives. Further, notably, the Change Process Toolkit provided tangible support for change application and encouraged reflection and ownership among teams. Recommendations through the pilot included application of the toolkit for any further change in the MMP, embedding change principles in project governance, and strengthening internal change capabilities.

This **guideline provides a Change Process Toolkit** for the application of future changes and **sustaining change** in the MMP. It may be applicable to entities with similar contexts.



1. Introduction

1.1. Background

As the MMP has revised its strategy, the SATCAP Change Process project was aimed at the application of the SATCAP change process internally, within the MMP, to prepare the MMP for new ways of working to match the business model towards the 2030 Strategy.

This **guideline with the Change Process Toolkit** has been developed to support the MMP in embedding a structured, practical, and human-centred change process and steps to support internal transformation. Rooted in the SATCAP 3PRS Change Management Blueprint, and the MOSH Adoption System, **OUR Change Process** was confirmed by pilot project insights.

This guideline provides change teams, within the MMP and entities with similar contexts, with a **flexible process and toolkit** to successfully plan, implement, and sustain change across diverse workstreams.

1.2. Conceptual foundation

The MMP's **OUR Change Process** has been developed with direct reference to the **SATCAP 3PRS Change Management Blueprint**, originally conceptualised through earlier SATCAP studies (Botha, W.P., de Kock, Muller & Ramparsad, 2023). The 3PRS Change Management Blueprint is illustrated in Figure 1.

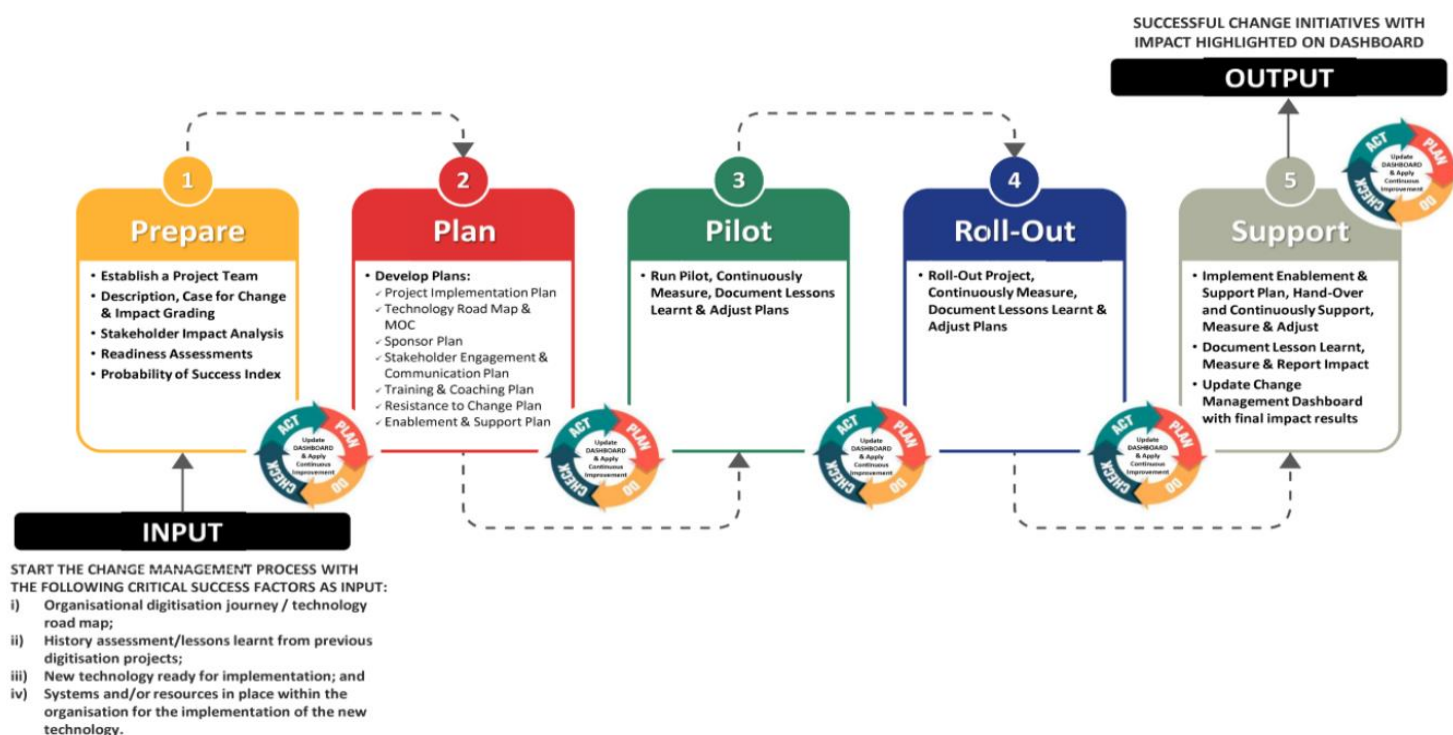


Figure 1: 3PRS Change Management Blueprint

Source: Botha, de Kock, Muller and Ramparsad (2023)



The 3PRS Change Management Blueprint is grounded in international best-practice change management methodologies/models, such as:

- Alignment to the MOSH Leading Practices Adoption System
- Kurt Lewin's 3-step change model (Endrejat & Burnes, 2024)
- Dr John Kotter's 8-step process for leading change (Trawick & Carraher, 2023)
- Prosci's ADKAR change management model (Prosci, n.d.)
- The LaMarsh change management model (Etareri, 2022)
- The Kaizen change management model (Dang-Pham, Hoang, Vo & Kautz, 2022)
- Edward Deming's Plan-Do-Study-Act (PDSA) cycle (Trippner-Hrabi, Chądryński & Kam, 2024)
- McKinsey's 7-S model (Jain & Kansal, 2023)
- Kübler-Ross change curve (Chavan & Bhattacharya, 2022)

OUR Change Process thus reflects best-practice principles and also provides for a robust, evidence-based approach to managing organisational change.

OUR Change Process was developed to support the organisation's transition objectives to enable change. The process was adapted from the **3PRS Change Management Blueprint** and was customised to support the MMP context. It is referred to as the **OUR Change Process**, with the acronym **OUR** representing **Ownership, Understanding, and Reinforcement**. The OUR Change Process is discussed in the section that follows.

2. CHANGE PROCESS TOOLKIT

2.1. OUR Change Process

OUR Change Process was developed to support the organisation's transition objectives to enable change towards its revised strategy.

The process is adapted from the **3PRS Change Management Blueprint** (refer to Figure 1) and customised to support the MMP context. The **OUR Change Process**, with the acronym **OUR**, represents **Ownership, Understanding, and Reinforcement**.

OUR Change Process is illustrated in Figure 2. OUR Change Process includes:

- Prepare, Plan, Awareness = Ownership
- Knowledge & Resources, Pilot = Understanding
- Review, and Support = Reinforcement



Figure 2: 'OUR' Change Process

The process considers: **Prepare, Plan, Awareness Creation, Enablement, Pilot and Review, and Support and Sustain**, clustered as OUR Change Process.

The OUR Change process was unpacked into **practical steps** for change application: Creating Awareness, Influencing the Team, Transferring Knowledge, Building Ability, and Reinforcing the Change – this is what makes up the **Change Process Toolkit**.

2.2. Change Process Toolkit

This change process was unpacked into **implementable steps**, which provides practical guidance and structured prompts to support the MMP change leads in consistently and contextually applying change principles across their initiatives.

The **Change Process-Toolkit** is **underpinned** by a structured **roadmap** to guide the application of change. The Change Process-Toolkit is illustrated in Figure 3.



Figure 2: Change Process-Toolkit

2.3 Change Process Toolkit Application

The following provides as **guidance** for each step in application of the Change Process-Toolkit.

Step 1: Build Awareness for the Change

This step involves establishing a shared understanding of *why* the change is necessary. It requires clear articulation of the drivers for change, such as strategic shifts, inefficiencies, or emerging external demands. Awareness efforts should help all team members connect the change to a bigger purpose, understand what is changing, and begin to visualise their role in the change journey.

Practical Tip: Use team engagements, visual aids, and messaging aligned to strategic objectives to create urgency and relevance. It is important that all stakeholders are clearly identified prior to the awareness campaigns.

Human-centred Tip: People want to understand why there is a need for change.

Step 2: Positively Influence Desire to Embrace the Change

After understanding, comes motivation. This step focuses on building commitment and buy-in across the team. It's about framing the change as a constructive evolution, not a disruption. Influence can be built through storytelling, role modelling, visible leadership support, and highlighting the tangible benefits that the change will bring to individuals and teams.

Practical Tip: Acknowledge concerns, share success stories, and celebrate early adopters to generate positive momentum.

Human-centred Tip: People want to understand how the change will affect them; people want to be acknowledged. Remember people are different, so there are different motivators that drive desire.

Step 3: Build Knowledge about the Change

For people to act, they need to know *how*. This step involves sharing tools, resources, and information that enable people to understand new processes, systems, or ways of working. It includes both formal and informal learning channels - like training sessions, templates, knowledge-sharing platforms, and peer learning.

Practical Tip: Simplify documentation, use consistent formats, and offer bite-sized knowledge assets where possible.

Human-centred Tip: adoption and acceptance is easier if people feel empowered and capable.

Step 4: Foster Ability to Implement the Change

Knowledge must be translated into action. This step supports teams in applying the change practically. It focuses on building confidence and competence through demonstrations, walkthroughs, practice sessions, and peer support. Key individuals can be positioned as change champions to assist others and model the desired behaviours.

Practical Tip: Embed new practices in real tasks, provide coaching or troubleshooting sessions, and make tools easily accessible.

Human-centred Tip: People are often uncertain when it comes to the practical roll-out. They do not like make mistakes. Fostering ability through practical support during implementation, provides mental safety for people.

Step 5: Reinforce the Change

Change sticks when it becomes routine. This step is about institutionalising new behaviours and systems through reinforcement mechanisms. It includes follow-ups, feedback loops, updated governance structures, recognition of

sustained effort, and ongoing learning opportunities. Reinforcement ensures the change is maintained, even as teams evolve.

Practical Tip: *Introduce review routines, maintain change artefacts (templates, SOPs, etc.), and ensure leadership keeps the change visible and prioritised.*

Human-centred Tip: *Don't assume everyone is fully on board just because the change has been introduced. Keep the momentum going by checking in with people, offering ongoing support, and creating opportunities to talk about what's working, and what's not. This helps individuals feel heard, supported, and committed to making the change stick.*

The **Change Process Toolkit** provides a structured yet flexible foundation for managing change across the changing MMP context, and for other entities with similar contexts.

By focusing on awareness, understanding, and reinforcement, the toolkit addresses both technical implementation and the human experience of change. However, for the toolkit to truly create impact, they must be applied intentionally within the realities of day-to-day project work.

The following section offers a roadmap that guides users through real-world application of the toolkit, namely, demonstrating how to navigate complexity, build momentum, and sustain meaningful change in the MMP environment.

3. Change in Action – Roadmap

This section offers a roadmap designed to assist team leaders, project leads, and champions to integrate change principles into the day-to-day roll-out of initiatives.

The roadmap draws from real experiences within the MMP's Administration and *Information Flow Working on Business (WoB)* workstreams, while being general enough to be applicable to future projects across different portfolios.

Each phase of the OUR Change Process is supported by specific steps of the Change Process Toolkit. Together, they provide the structure, people focus, and **practical action required to make change stick**.

The table below illustrates how this can be actioned in a real-world setting, for change projects.

Table 1: Roadmap

OUR Change Process	Key Focus	Toolkit Steps	Real-World Actions (Example Activities)
Prepare the Case for Change	Define why change is needed and link to (MMP) strategic priorities (as applicable)	Step 1: Build Awareness	- Conduct a change kick-off session - Use visual roadmaps linking the project to (MMP's) new strategy - Develop a clear problem - solution narrative
What is the Revised Plan?	Co-create the new path forward with clear direction and milestones	Step 2: Influence Desire	- Host planning workshops with team input - Ensure visible leadership support - Establish guiding principles and shared language
Awareness Creation	Create momentum through engagement, communication, and storytelling	Steps 1,2: Build Awareness and Influence Desire	- Share the "why" consistently in team meetings - Use early adopters as peer influencers - Leverage infographics and video explainers
Knowledge and Resources	Equip staff with the skills, tools, and understanding needed to succeed	Step 3: Build Knowledge	- Host how-to sessions or process walkthroughs - Provide SOPs, checklists, or resource guides - Use short feedback loops to identify confusion
Pilot the Change	Test the approach in a manageable context and adapt	Step 4: Foster Ability	- Implement the change in a small team or sub-unit - Monitor for friction or resistance - Capture feedback and reflect as a team
Support the Change	Reinforce behaviours and embed the new ways of working	Step 5: Reinforce the Change	- Celebrate early successes publicly - Integrate new practices into workflows and performance discussions - Plan for follow-ups and knowledge-sharing sessions

Importantly, as change initiatives unfold, it is essential to pause, reflect, and assess how well each phase of the OUR Change Process has been understood, implemented, and internalised by teams. Reflection is not only a learning mechanism, but also a reinforcement tool that supports sustained adoption.

The following **checklist offers structured reflection prompts** aligned to OUR Change Process. It is designed to help teams ask the right questions at the right time, identify gaps, celebrate progress, and continuously strengthen both the technical and human aspects of change.

Checklist

Prepare the Case for Change

- Have we clearly articulated *why* the change is necessary?
- Is the change visibly linked to MMP's broader strategy?
- Have we engaged the right people early to validate urgency and readiness?
- Were potential risks, concerns, and misalignments discussed upfront?

What Is the Revised Plan?

- Is the revised direction clearly understood by all stakeholders?
- Did we co-develop the new way forward, or was it handed down?
- Are all teams aligned on what the future state looks like?
- Have we considered both technical and human dimensions in the plan?

Awareness Creation

- What methods were used to build awareness (e.g., meetings, visuals, peer sessions)?
- Did people feel informed or blindsided by the change?
- Have we addressed emotional responses or concerns around the change?
- Did leadership show visible support and involvement?

Knowledge and Resources

- Have we equipped teams with the necessary knowledge and tools to embrace the change?
- Are learning resources and support materials accessible?
- Were any barriers to understanding or resource gaps identified?
- Have team members expressed confidence in applying what they've learned?

Pilot the Change

- Did we implement a pilot or phased rollout to surface learning opportunities?
- What worked well during the pilot? What didn't?
- Were resistance or challenges captured and addressed?
- Did the pilot provide useful feedback to improve the full rollout?

Support the Change

- Have we embedded follow-up mechanisms (e.g., coaching, team check-ins)?
- Are there clear feedback loops to report challenges or misalignments?
- Have we recognised and celebrated early adopters or success stories?
- Are reinforcement strategies (like role modelling or storytelling) being used?

These reflection questions serve as guidance and **may be adapted** based on the intensity, scale, and context of the project - whether you're leading a foundational administrative shift or a complex cross-cutting transformation. **Flexibility** is encouraged to make the process meaningful and fit for purpose.

4. Conclusion

Change is not experienced in the same way by everyone, and is often an iterative process. Each individual processes change through a unique lens, influenced by their role, history, personality, and sense of certainty or disruption. Recognising this diversity in experience is vital for any organisation aiming to implement sustainable, human-centred change.

The **Change Process Toolkit** offer a structured path, but it is one that must be walked with empathy, active listening, and emotional intelligence.

Resistance to change is natural. It often emerges not out of rejection, but from fear, uncertainty, or lack of clarity. To reduce resistance, change leaders must prioritise:

- **Transparent communication** early and often
- **Visible leadership commitment** to the change
- **Opportunities for dialogue and reflection**
- **Early wins** that create belief in the benefits of change
- **Support systems** that equip people to navigate change confidently

While the MMP's OUR Change Process provides a disciplined, step-by-step method, it is not rigid. **Flexibility is essential.** The intensity, pacing, and tools used within each project must be tailored to context. Some projects, due to their size, impact, or urgency, will demand a high-touch, intensive approach. Others may require a lighter touch, but still benefit from the same underlying principles. **Change takes time!**

The value of the process lies in its **consistency of principle**, not necessarily in uniformity of application. The **toolkit enables this**: it anchors teams in sound change principles (awareness, desire, knowledge, ability, reinforcement) while allowing for different rhythms, methods, and team needs.

In closing, the success of the change journey across the MMP will not only depend on process or planning. It will depend on **people**: how they are engaged, supported, and empowered to lead and live the change.... But the toolkit enables the team to lead and guide future change.

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Partners:



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