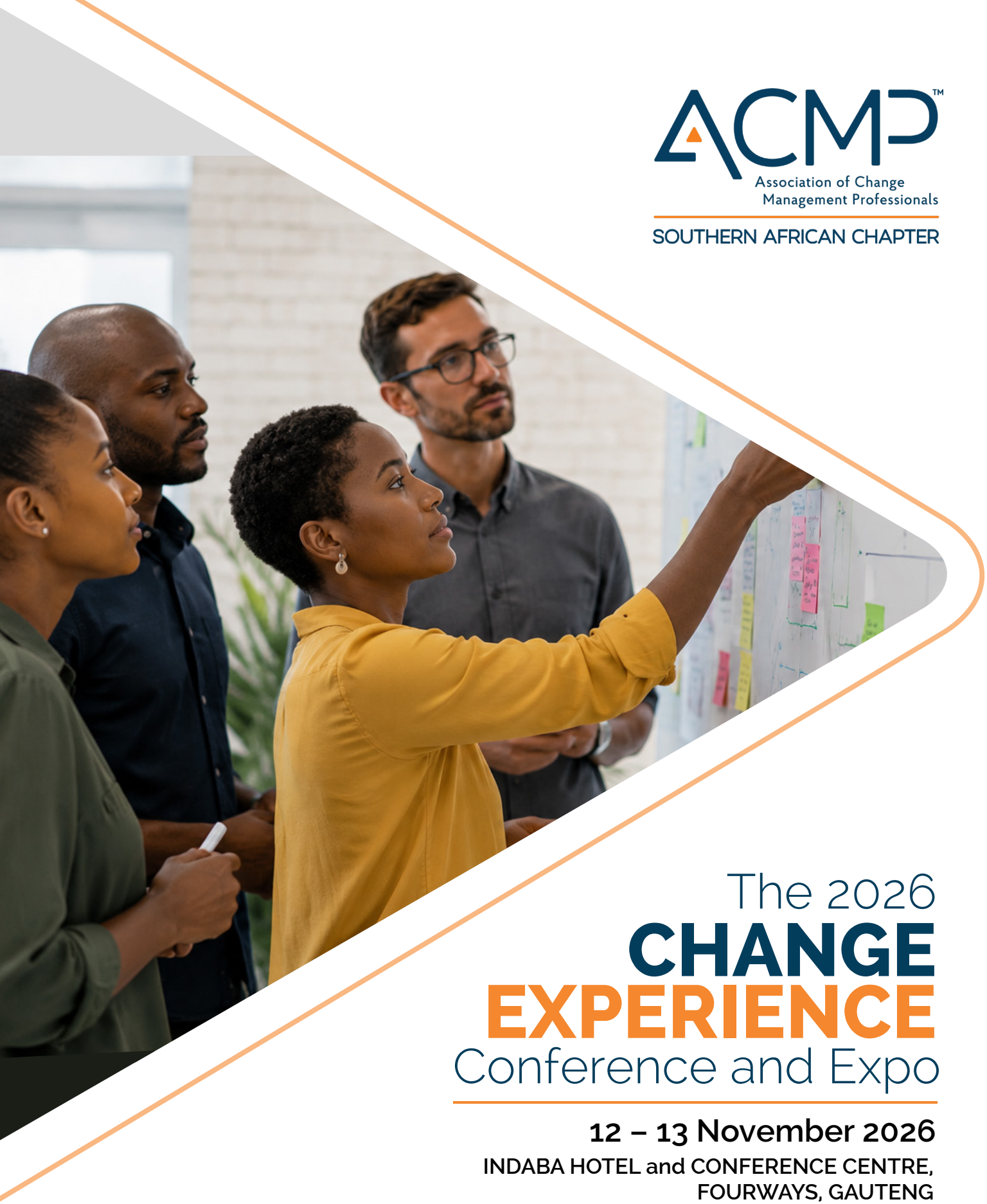
ACMP™
Association of Change Management Professionals
SOUTHERN AFRICAN CHAPTER



The 2026 CHANGE EXPERIENCE Conference and Expo

12 – 13 November 2026

INDABA HOTEL and CONFERENCE CENTRE,
FOURWAYS, GAUTENG

PRESENT ▶ PLAY ▶ APPLY

Gamifying Change:

Tools, Frameworks & Experiences that Make Change Stick.

ACMP™
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SOUTHERN AFRICAN CHAPTER



The 2026 CHANGE EXPERIENCE Conference and Expo

Change is everywhere — but making change stick remains one of the most persistent challenges facing organisations and change practitioners.

The 2026 Change Experience Conference and Expo by the Southern African ACMP Chapter, themed "Gamifying Change: Tools, Frameworks and Experiences that Make Change Stick," moves beyond the traditional conference format of presentations and passive learning. Built around the principle of Present → Play → Apply, the conference creates an environment where delegates can experience change management tools, frameworks, games, and simulations first-hand.

Across two highly interactive days (plus a pre-conference workshop), leading practitioners and thought leaders will explore the human, behavioural, and organisational dynamics of change — from leadership, resistance, belonging and burnout to communication, behavioural science, gamification, data, and sustainable adoption. Every session combines focused insight with an experiential component, giving delegates the opportunity to participate, experiment, reflect and consider how the learning can be applied in their own organisations.

Alongside the conference programme, the Change Experience Expo provides further opportunities to discover practical tools, approaches, and innovations and to connect with fellow change professionals and solution providers.

This is not a conference about simply talking about change. It is an opportunity to experience change differently — and leave equipped to lead it differently.

PRESENT ▶ PLAY ▶ APPLY

Programme

ACMP Southern African Chapter
November Conference Agenda

Pre-Conference Workshop:
Navigating the Pressures of Change

Facilitated by Brad Rilatt

11 November 2026

08:30 – 09:00 ▶ Registration

09:00 – 12:00

Round 1: Simulation

An immersive, experiential session putting your team inside a high-pressure decision scenario. Experience how timing choices play out and debrief what it reveals about your collective pattern.

12h00 – 12h45 ▶ Lunch

Networking lunch break with fellow senior leaders and workshop facilitators.

12h45 – 15h00

Round 2: Sense-making

Bridging simulation to real decisions. Structured reflection on live challenges with facilitated peer input.

Day 1

12 November 2026

08:00 – 08:30 ▶ **Registration**

08:30 – 08:45

Welcome and Opening

- **Administrative arrangements by** MC (Florence Chikowore supported by Blessing Mzawazi)
- **Formal welcome by Chairperson** (Unathi Conjwa)

08:45 – 09:15 Opening

Change Is an Experience, Not an Event: Designing Change People Want to Be Part Of

Dr Rabison Shumba

09:15 – 10:15 Experience 1

Forging Leaders - Forging Change

Janet du Preez and Kirsten Reid

10:15 – 10:45 ▶ **Break and Expo**

10:45 – 11:45 Concurrent Sessions

▶ Experience 2

Before People Break: Experiencing the 12 Stages of Burnout in Real Time

Sandra de Wet-du Toit

▶ Experience 2

Decode the Resistance: "A Live Game for the Moments Beyond the ADKAR Framework."

San-Daleen Viljoen

11:45 – 12:45 Concurrent Sessions

▶ Experience 3

J.U.M.P. SHIFT™

Andrew Wolhuter

▶ Experience 3

From Blank Page to Adoption Blueprint: Understanding AI and CM Maturity in the Agentic Age.

Dr Vincent Marsicano

12:45 – 13:45 ▶ **Lunch and Expo**

13:45 – 14:45 Experience 4

The Neuro-Awareness Experience™

Dr Bill Price

14:45 – 15:45 Experience 5

The Invisible Resistance: Why Workplace Systems Fail Even When They're Legally Required

Palesa Shai

15:45 – 17:00 ▶ **Expo, Networking and Cocktails**

Day 2

13 November 2026

08:00 – 08:30 ▶ **Registration**

08:30 – 08:45

Welcome and administrative arrangements Day 2

MC (Florence Chikowore supported by Blessing Mzawazi)

08:45 – 09:45 Experience 6

How Kotter's Big Opportunity Turns Change Resistance into Movement

Willie Jooste

09:45 – 10:45 Experience 7

Think BIG, Win BIG: How Belonging, Innovation and Growth Make Change Stick

Nick Smit

10:45 – 11:00 ▶ **Break and Expo**

11:00 – 12:00 Concurrent Sessions

▶ Experience 8

The Change Communication Playroom

Christine Breet

▶ Experience 8

Naming the Stinky Fish: A Game for Surfacing What Really Blocks Change

Munya Takawira

12:00 – 13:00 Experience 9

The IMF Change Cycle: Gamifying Behavioural Change

Faith Wesson

13:00 – 14:00 ▶ **Lunch**

14:00 – 15:00 Concurrent Sessions

▶ Experience 10

When GAMIFICATION Doesn't Deliver

Carine Miller, Carla Botha and Elmé Selesho

▶ Experience 10

When the Data Tells the Story: Change, Autonomy and Culture at Company Z

Dr Mariheca Otto

15:15 – 15:30 ▶ **Closing**

Navigating the Pressures of Change.

Senior Leadership Simulation.

Brad Rilatt
Pre-Conference Workshop Facilitator

Meet the facilitator

Brad Rilatt is an influential executive leader with extensive international experience in strategic change and organisational transformation, having worked with over 1,000 organisations across 25 countries. A Certified Professional Facilitator and Master Trainer, he has coached and trained over 25,000 professionals, helping leaders, teams, and organisations unlock their potential. His expertise spans organisational design, leadership development, coaching, professional facilitation, systems thinking, culture transformation, team performance, and change management. Known for his practical, people-centred approach, Brad partners with organisations to deliver sustainable change and build adaptable cultures. Educated in mathematics, applied chemistry, and computer science, he blends analytical rigour with human-centred leadership.



> … decision quality is not the problem … it is **the timing.**

Present

Insight / Framework

For senior leadership teams, the challenge is rarely decision quality… It's timing. Pressure once spiked and faded; now it is constant, and the old playbook no longer applies. This session explores how leaders can navigate sustained pressure by sharpening one critical edge: recognising when to pause and when hesitation has already decided for them. Designed for senior executives, intact leadership teams, and C-suite leaders, it provides a shared language for timing dynamics. Participants will leave with practical insight into how timing shapes outcomes – and why being right at the wrong moment carries real organisational cost.



Play

Activity / Experience

In this interactive session, participants will step into a high-pressure simulation designed to mirror the dynamics of executive decision-making under sustained stress. Working in small groups, they will engage in timed scenarios that force them to distinguish when delay is a strategic pause and when hesitation has already become the decision. Teams will practise pattern recognition to spot early signals of environmental shifts outpacing existing processes, debate the cost of waiting alongside decision quality, and calibrate collective timing awareness. The experience builds shared language and sharper instincts for making consequential decisions together when timing truly matters.



Apply

Take-Away, Tool or Transfer

- How to make strategic decisions with timely precision.
- How to preserve more options through earlier, confident commitment.
- How to retain high performers through uncertainty, ensuring implementation lands effectively.
- The 'cost of waiting' becomes a live, shared element of decision culture.



Meet the Master of Cermonies

Florence Web

Florence is the Founder and Director of FLOCONSULT, a niche Change Leadership Coaching and Consulting company. She is a Change Management Expert with over 25 years of experience in implementing change and coaching leaders, across various industries and NGOs. She also serves as Vice Chair of the ACMP SA Chapter and as the Change Management Faculty Lead for the NGO Whisperer Centre for Social Impact.

Her focus is on equipping leaders with empathy and kindness, which positively impacts all staff under their care. In African culture, this is referred to as “Ubuntu.”

She is a mom to two teenage sons and two Yorkie sons. Her hobbies include walking, gardening, and reading.



Equipping leaders with **empathy and kindness**

Change Is an Experience, Not an Event:

Designing Change People Want to Be Part Of

Rabison Shumba
Opening Speaker

Meet the speaker

Dr Rabison Shumba is an accomplished African thought leader, author, international speaker, consultant and entrepreneur with over 24 years’ experience empowering organisations and individuals. He has partnered with governments, private firms, non-profits and municipalities across Africa, specialising in leadership, strategy, organisational development, business transformation and skills development. A sought-after TEDx and international speaker, he has addressed audiences in Africa, the USA, UK and Middle East on leadership, business, technology, human resources and personal development. Author of The Greatness Manual, Winning in Business and Leadership and The FOCUS Leader, he leads Vumilia Africa Group. Formerly Director of Communications at ACMP South Africa, he is pursuing a Doctor of Business Leadership.



The organisation may have a change plan, but the employee **has a change experience.**

Before People Break:

Experiencing the 12 Stages of Burnout in Real Time

Sandra de Wet-du Toit

Meet the facilitator

Sandra is a burnout specialist and corporate speaker who helps organisations prevent burnout before it undermines performance, retention, leadership, and workplace culture. She frames burnout as a gradual process rather than an isolated well-being event, equipping leaders and teams through workshops, coaching, and interventions with tools to recognise early signals, rebuild sustainable performance, and create healthier workplaces. Combining behavioural insight, experiential learning, and practical application, her approach creates measurable shifts in awareness, resilience, and workplace culture.



> Burnout is a gradual change process that often **goes unnoticed** until performance, relationships, and well-being begin to deteriorate.

Present

Insight / Framework

Burnout is often treated as an individual well-being issue, although it develops progressively through identifiable stages that influence behaviour, identity, engagement, decision-making, and organisational performance. This session introduces participants to the 12 Stages of Burnout framework and explores burnout as a gradual change process that often goes unnoticed until performance, relationships, and well-being begin to deteriorate. Participants will engage in guided activities designed to help them recognise how workplace pressures, organisational expectations, and behavioural adaptations accumulate over time. Rather than focusing on diagnosis or recovery, the session shifts attention towards recognition, prevention, and practical intervention.



Play

Activity / Experience

In this session, participants will engage in the Burnout Progression Simulation, a fast-paced, experiential activity that mirrors the pressures of modern work. Each participant receives a fictional ‘Work Identity Card’ and moves through 12 rapid rounds of workplace events: urgent deadlines, increased workload, boundary erosion, constant change, and more. After each round, participants must choose whether to push harder, adapt boundaries, seek support, or ignore signals, tracking their trajectory on a visual Burnout Progression Map. Small groups then reflect on the stage they reached, the decisions that accelerated burnout, and the interventions that changed the outcomes. A final debriefing session recaps the signals that were overlooked.



Apply

Take-Away, Tool or Transfer

- Understand the 12 progressive stages of burnout.
- Identify behavioural and organisational indicators at each stage.
- Experience how small workplace changes accumulate into burnout risk.
- Develop practical strategies to interrupt burnout progression early.
- Apply burnout prevention principles within teams and change initiatives.



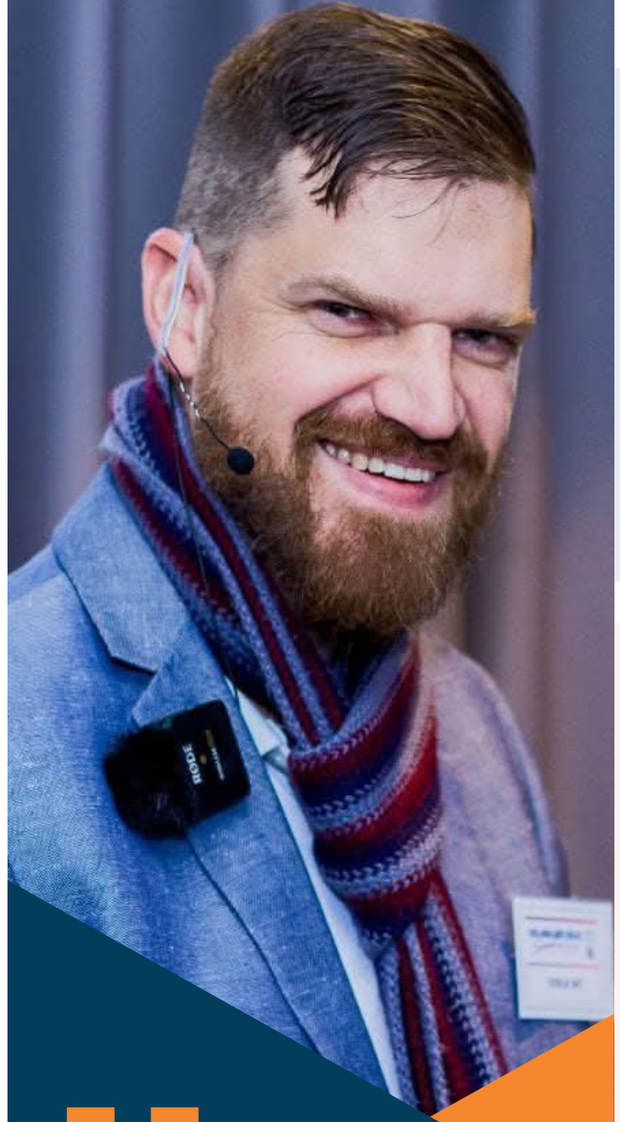
Think BIG, Win BIG:

How Belonging, Innovation and Growth Make Change Stick

Nick Smit, The Rebel Ninja

Meet the facilitator

Nick Smit, known as The Rebel Ninja, is a Johannesburg-based award-winning speaker and facilitator with over 20 years' experience spanning education, speaking, and people development. He delivers high-energy, human-centred sessions that are practical and memorable, drawing on his lived experience of cerebral palsy since infancy. This perspective, shaped by resilience and combined with years of working with individuals, teams, and organisations, gives him a distinctive lens on belonging, innovation, and growth. With international speaking and coaching engagements across organisations, leadership programmes, schools and universities, Nick inspires audiences to move beyond surface-level ideas into meaningful reflection, stronger collaboration and practical change that sticks.



When belonging is weak, innovation suffers, and when innovation suffers, **growth becomes harder to sustain.**

Present

Insight / Framework

Many organisations expect innovation before creating the conditions for contribution, leaving people hesitant when they don't feel safe to contribute. Weak belonging undermines innovation, and without innovation, growth becomes harder to sustain. This session introduces the B.I.G. (Belonging, Innovation, Growth) framework for making change stick. Belonging is the foundation: when people feel seen, respected, and able to contribute, collaboration deepens. Innovation is the payoff: idea-sharing, problem-solving, and adaptability emerge when more voices are included. Growth is the result: stronger team capability ensures sustainable performance and better change adoption. Participants explore belonging as a strategic condition for team performance and effective change.



Play

Activity / Experience

In this energising simulation, participants engage in the B.I.G. Challenge, a group innovation challenge designed to illustrate how collaboration among team members can unlock innovation. Each team receives two random everyday objects – either physical items or images – and must combine them conceptually to create a new workplace product that solves a workplace problem. Using simple materials, teams sketch, brainstorm, and build ideas together while observing how communication, contribution, and problem-solving affect inclusion. After ideation, groups reflect through the B.I.G. lens: Belonging, Innovation, and Growth. They share both their product concepts and insights into team dynamics, closing with a 'Think, Feel, Do' reflection to consolidate learning.



Apply

Take-Away, Tool or Transfer

- Understand the B.I.G. framework as a practical lens for making change stick.
- Identify signs that weak belonging is limiting contribution, communication and innovation.
- Create team conditions that support openness, collaboration and idea sharing.
- Leave with practical insights one can use to improve team dynamics and support stronger change adoption.



Forging Leaders:

Forging Change

Meet the facilitators



Janet du Preez

Janet du Preez, founder of Engagement Dynamics, has nineteen years' experience working at the intersection of leadership, organisational systems, and engagement. Originally employed in psychiatric nursing, she later earned an MSc in technology and innovation management cum laude and was awarded the Da Vinci Mandala Senate Award for systemic thinking and transdisciplinary integration. Janet's practice reframes visible leadership shortfalls as systemic effects. In her work, she helps leaders uncover the hidden systems underneath organisational dysfunction – and to stop wasting time, resources and energy on problems they cannot yet see.



Kirsten Reid

Kirsten Reid is Head of Play and co-founder of Two Name Games, a company that creates playful solutions for corporate, educational, and social-impact contexts. She specialises in game thinking to design engaging learning experiences, behaviour-change interventions, and interactive digital products. Approaching projects from both design and systems perspectives, she focuses on player experience and motivation, translating complex content into meaningful interaction. Passionate about the intersection of play, learning, and innovation, Kirsten uses gameful approaches to deepen engagement, creativity, and participation.

> How you lead change is shaped by something more personal: **your own relationship with change, complexity and conflict.**

Present

Insight / Framework

Your ability to effect change rests on your ability to lead – to create shift and momentum by enrolling others. But how you lead change is shaped by something more personal: your own relationship with change, complexity and conflict. Designed by Janet du Preez and the creative team at Two Name Games, Leader Forge is an interactive, gameful experience that immerses participants in Kuzuka, a futuristic African city where leadership identity is tested under pressure. To set the scene, the session begins by briefly framing the presenters' Theory of Engagement.



Play

Activity / Experience

In the experiential session, participants will work in small groups to complete a mini player board they keep as a take-home artefact. Each participant chooses a game role and name and defines a change affiliation, then forges a play identity by selecting traits, frailties, and ideals from a curated set of stickers. Groups then explore how these qualities shape responses to a live change scenario, before joining a facilitated reflection that links gameplay insights back to the realities of change practice.



Apply

Take-Away, Tool or Transfer

- Recognise one's own default patterns in the face of change.
- Name the leadership traits and frailties one accesses under pressure – and how these shape the change one creates.
- Identify where surfacing these dynamics early can reduce resistance and build trust in a change process.
- The full Leader Forge experience runs over a minimum of three hours; this session offers a deliberately scoped, hands-on taste of that process.



The Invisible Resistance:

Why Workplace Systems Fail Even When They're Legally Required

Palesa Shai

Meet the facilitator

Palesa Shai is a Workforce Risk Intelligence specialist and founder of COID Specialists (Pty) Ltd. With over a decade of experience in workers' compensation and workplace systems, she helps organisations move from compliance-driven processes to behaviour-driven performance. Having seen how legally compliant structures often fail in practice due to human behaviour, misaligned incentives, and system friction, Palesa applies a human-centred resilience model that integrates people, systems, results, and continuous learning. She speaks to leaders, HR professionals, and organisations looking to improve adoption, reduce operational risk, and build systems that actually work in real-world environments.



> ... **invisible resistance** refers to the behavioural and systemic factors that undermine adoption.

Present

Insight / Framework

Organisations invest heavily in policies, systems, and compliance frameworks, yet many fail to deliver results. Injuries go unreported, processes are bypassed, and employees disengage despite clear requirements. This session explores invisible resistance – the behavioural and systemic factors that undermine adoption. Drawing on real-world workforce risk and compliance experience, it introduces a human-centred resilience model across four dimensions: people, systems, results, and learning. Through practical insights and an interactive simulation, participants will experience how breakdowns occur in real time, gaining tools to understand why compliance does not equal behaviour change and how hidden friction points within organisations undermine even the most well-designed frameworks.



Play

Activity / Experience

In the experiential component, participants step into a live simulation of a workplace incident and claims process. Working in small groups, participants assume roles such as employee, manager, HR, or compliance/claims officer, each with specific objectives and constraints that reflect real organisational challenges. As the simulation unfolds, participants encounter intentional friction points – delays, miscommunication, incomplete information, and conflicting priorities – that reveal how systems break down in practice. A facilitated debrief then guides reflection on where breakdowns occurred, which behaviours influenced outcomes, and how systems either enabled or blocked progress.



Apply

Take-Away, Tool or Transfer

- Understand the gap between compliance and actual behaviour.
- Identify hidden resistance within organisational systems.
- Recognise how human behaviour impacts system performance.
- Apply a practical lens to improve adoption and sustainability of change initiatives.



The Neuro-Awareness Experience™

Bill Price

Meet the facilitator

Dr Bill Price was honoured with an Honorary PhD for his pioneering work in coaching leaders of leaders, including African royalty, across 36 Anglo-African countries over more than 25 years. A former international HR Executive and Learning & Development Director, he has developed neuro-based leadership scans and profile systems focused on leadership effectiveness, organisational alignment, executive resilience, and strategic execution. Recognised as a brain-mind-based speaker-influencer, facilitator, strategist and Master Neuroplastician, he has logged over 38,678 audited one-on-one executive coaching mentoring hours. Through his NPO, Future Focused™ Minds Africa, he empowers African and global educators in the art of Coach Teaching the brain-mind to teach beyond traditional pedagogical models.



> Most organisations operate within a limited **37%** training and empowerment reality.

Present

Insight / Framework

This interactive session introduces participants to the neuro-awareness realities operating within organisational life and strategic execution. Through an interactive flip-chart co-discovery experience, participants explore how most organisations operate within a limited 37% training and empowerment reality, leaving untapped the 63% 'above-the-mind-brain' potential linked to awareness, meaning, emotional energy, and whole-being engagement. The session highlights why culture and values often fail to translate into daily behaviours, how hidden organisational 'noise' disrupts execution and collaboration, and the KPI-I™ Reality – the often overlooked human 'I-factor' dimensions behind measurable outcomes.



Play

Activity / Experience

In this interactive encounter, participants engage with three original neuro-awareness tools designed to strengthen measurable ownership, conscious collaboration, and sustainable behavioural alignment. The Radical Self-Ownership™ Measurement Tool offers a reflective self-assessment that improves accountability, emotional maturity, and contribution awareness. The Self-Directed Awareness™ Meeting Agenda Tool transforms traditional meetings into collaborative engagement spaces, reducing silos and enhancing psychological safety. The Mindful Daily Orchestration™ Tool embeds healthy daily rituals and intentional practices to align values, behaviours, and outcomes.



Apply

Take-Away, Tool or Transfer

- Greater neuro-awareness.
- Increased conscious ownership.
- Improved collaborative understanding.
- Practical behavioural insight.
- Enhanced team alignment.



J.U.M.P. SHIFT™

Andrew Wolhuter

Meet the facilitator

Andrew is a keynote speaker, leadership consultant, behavioural specialist, and certified psychometrist. His career began in international aviation, becoming Etihad Airways' youngest Cabin Manager, before moving into Learning and Development. He later led major business units at Jumeirah Hotels and Resorts and served as Senior Director of Learning and Development at Ratana Hotel Management Corporation, embedding a culture of development for 10,000+ employees. As a consultant, Andrew has coached executives and developed leaders for Visa, Amazon, Porsche, and KPMG. Awarded the 2025 Mark of Excellence in Leadership and Innovation, he created the J.U.M.P. Shift™ framework and hosts the AndrewON podcast with his TEDx-bound talk, The Secret Life of Rejection, currently in development.



> Trained isn't the same as changed, because **change lives in neurology**, not strategy.

Present

Insight / Framework

Most change programmes fail with strategy still on the wall: trained teams roll out on time, yet, six months later, old patterns return. The reality is that trained isn't the same as changed, because change lives in neurology, not strategy. The J.U.M.P. Shift™ framework addresses this deeper layer, treating change as a four-stage neurological event rather than a strategic announcement. In this session, Andrew introduces the framework through real-world stories, including the L&D culture shift programme he led across 70 business units at Ratana, embedding development for 10,000+ employees. GenAI is showcased as a behavioural-change amplifier, showing how behavioural science, not motivation, drives transformation.



Play

Activity / Experience

In this interactive simulation, participants work in small groups to apply the J.U.M.P. Shift™ framework to real change challenges they face daily. Each participant identifies a current challenge they own or contribute to daily, then moves through the framework's four neurological stages using peer coaching, group discussion and stress-testing each other's work between stages. Andrew facilitates by surfacing behavioural patterns and naming the behavioural science underneath. GenAI is incorporated throughout as a partner in each stage. The session closes with a room-wide debrief, leaving participants with the framework internalised and a working draft for applying it – and GenAI – immediately at work.



Apply

Take-Away, Tool or Transfer

- A behavioural-science model for why change initiatives fail at the behaviour layer.
- Practical fluency in the J.U.M.P. Shift™ Framework as a repeatable change tool.
- A real, partially built change plan applied to a challenge brought into the room.



When GAMIFICATION doesn't deliver

Meet the facilitators



Carla Botha

Carla Botha, Head of Learning and Development at Signify Software, has 19+ years turning corporate learning into meaningful behavioural change. In her career spanning banking, mining, retail, ICT, manufacturing, financial services, and the public sector, she designs immersive, value-based learning experiences for organisations including Standard Bank, Vodacom, BMW, and SARS. With a background in Industrial Psychology and performance consulting, Carla applies behavioural science, systems thinking, and game-based design to strengthen judgement and workplace performance.



Carine Miller

Carine Miller is a QA and learning experience designer with an Honours degree in Applied Linguistics and a background in editorial quality assurance. She specialises in creating accessible, learner-centred eLearning that prioritises clarity and usability. Her experience – spanning online schooling, higher education, and corporate learning environments with roles at Uni4Online, MasterStart, and Signify Software – ensures learning works for real learners. Passionate about behaviour change and inclusive design, she advocates for training that respects learners' context and cognitive load.



Elmé Selesho

Elmé Selesho has spent over 16 years in Learning and Development, specialising in digital learning transformations across healthcare, tech, and financial services. A former clinical Audiologist, she combines her clinical background in human behaviour with instructional design to build engaging, practical learning cultures for companies across Africa, driving measurable mindset shifts.

> Game elements are often used as engagement tools rather than as **structured learning systems that support decision-making and real-world application.**

Present

Insight / Framework



Many change initiatives use gamification to lift engagement, yet engagement alone seldom drives lasting change. In established change models, this shows up between knowledge, ability and reinforcement. Dashboards, scorecards and leaderboards give visibility, but they assume the required behaviour already exists. This positions the gap not in the change framework but in the learning layer – where game elements are used as engagement tools rather than structured systems that support decision-making and real-world application. The Signify Decision Learning Model reframes learning as a decision-based process, moving people from attention and prediction, through guided experimentation and structured reflection, to application in the workplace. In this session, you play, design and critique a game, then rebuild it against the model's principles. You will leave able to judge when gamification builds capability – and when it creates engagement without meaningful transfer.

Play

Activity / Experience

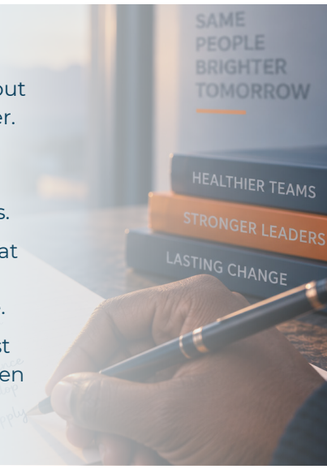
In a 40-minute experiential session, participants engage in two gamified experiences. The first game highlights how engagement and competition alone are insufficient for supporting behavioural change. In the second game, participants divide into teams where they design a learning experience using game mechanics of their choice and evaluate each other's designs against a checklist. This is followed by a hands-on analysis of the strengths, gaps, and opportunities for improvement in their game design. Using the checklist feedback as the baseline and a scaffolded approach to the principles of the Signify Decision Learning Model, teams are guided through reflection to redesign their games. A 10-minute peer discussion closes the session, enabling participants to share insights.



Apply

Take-Away, Tool or Transfer

- Evaluate the limitations of gamification approaches that prioritise engagement without supporting behavioural capability and transfer.
- Analyse how decision-making, reflection, and contextual application influence behaviour change within learning and change initiatives.
- Design a game-based learning experience that applies the principles of the Signify Decision Learning Model to support behaviour change.
- Critique game-based learning designs against value-based learning principles that strengthen real-world application and decision-making capability.



How Kotter's Big Opportunity

Turns Change Resistance into Movement

Willie Jooste

Meet the facilitator

Willie is an innovative consultant with more than 30 years of experience in change management, organisational diagnosis, training, facilitation, organisational development, coaching, and psychological interventions. With a solid background in project leadership and management, he has developed strong interpersonal skills and a reputation for proactively identifying and solving problems, turning ideas into action, driving achievement of goals and objectives, and engaging staff from the shop floor to the boardroom. An authorised Kotter Trainer, Willie has worked across several countries globally.



> True urgency is created when people see a compelling opportunity and choose to **move towards it.**

Present

Insight / Framework

Urgency is often misunderstood as pressure or fear, but in Kotter's methodology true urgency is created when people see a compelling opportunity and choose to move towards it. This interactive session introduces Kotter's Big Opportunity, focusing on Step 1: Create a Sense of Urgency. Participants will explore how leaders can awaken energy, commitment and voluntary action by framing change as a meaningful opportunity rather than selling it as obligation. Through a high-energy simulation, groups take positions for, against, or neutral towards a proposed change, experiencing how resistance and uncertainty can be transformed into insight, urgency, and momentum that drive ownership and movement.



Play

Activity / Experience

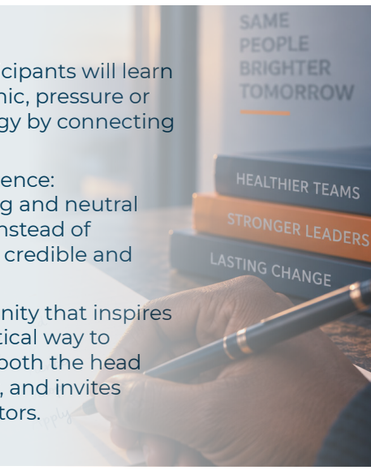
In this practical exercise, participants move from understanding urgency to actively creating it. Working with a real or familiar change situation, they practise shaping a message using Kotter's Big Opportunity framework. Guided by three core questions – What is the opportunity? Why does it matter now? What action do we want people to take? – participants learn how to frame change in ways that feel meaningful, timely, and worth engaging with. Instead of creating pressure or fear, the exercise will help participants develop urgency messages that they can adapt and use in their own leadership or organisational context.



Apply

Take-Away, Tool or Transfer

- How to create urgency without fear: Participants will learn how Kotter-style urgency differs from panic, pressure or crisis messaging, and how to create energy by connecting people to a meaningful opportunity.
- How to turn resistance into useful intelligence: Participants will experience how opposing and neutral voices can strengthen the change story instead of weakening it, helping leaders build more credible and inclusive change momentum.
- How to frame a change as a Big Opportunity that inspires action: Participants will leave with a practical way to shape a change message that speaks to both the head and the heart, makes the 'why now' clear, and invites people to step forward as active contributors.



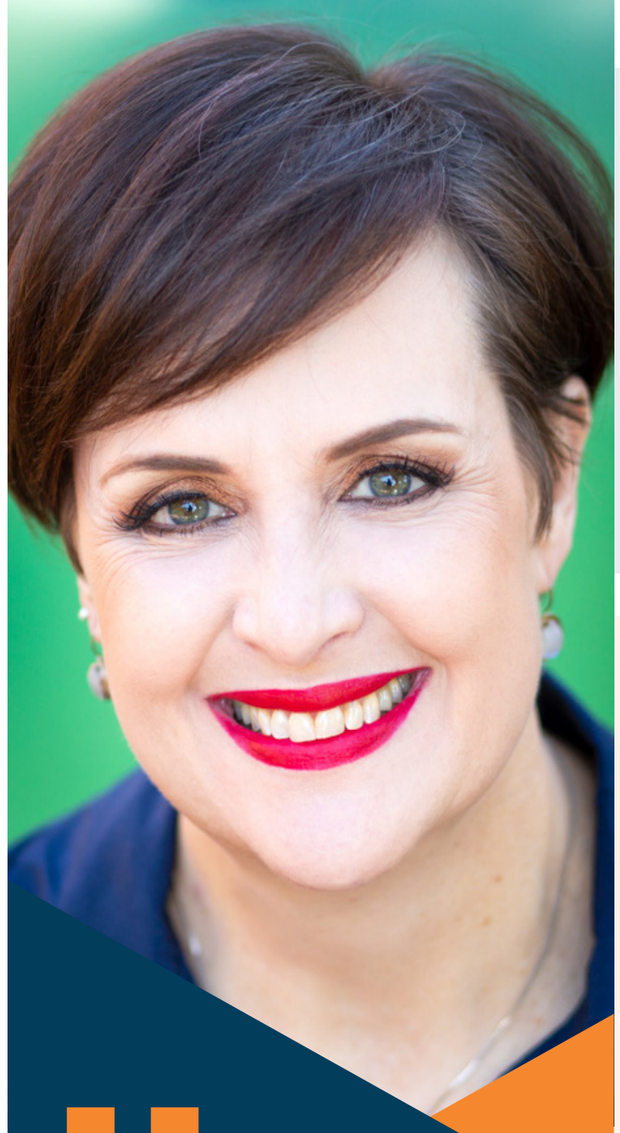
The Change

Communication Playroom

Christine Breet

Meet the facilitator

Christine Breet, SCMP®, is the founder and Executive Director of Christine Breet Communication and Chair of IABC Africa. With more than 30 years of experience in strategic and change communication, stakeholder engagement, research, facilitation, and professional development, she helps organisations move beyond communication activity to build trust, participation, and measurable action. Holding an MPhil focused on the role of communication in change management, Christine has earned global recognition, including the 2026 IABC Boutique Agency of the Year, the 2026 IABC Gold Quill Best of the Best award for internal communication, and the IABC Rae Hamelin Award. She combines communication theory, behavioural insight, and practical facilitation to create tools leaders can apply immediately.



Change communication often fails long before an email is sent.

Present

Insight / Framework



Change communication often fails long before an email is sent – when teams assume that sending means understanding, facts automatically create trust, or silence will prevent rumours. In this fast-paced communication game lab, participants will pressure-test a realistic change scenario through three common points of failure: messages that don't land, trust gaps that weaken credibility, and information gaps that invite speculation. Working in small groups, participants will explore what audiences need to understand, question and do; test how the same message lands with leaders, managers, and employees; identify communication choices that strengthen or damage trust; and practise responding honestly when answers are not yet available. The session demonstrates how purposeful play can expose assumptions, misunderstandings, and communication risks before they affect participation and adoption.

Play

Activity / Experience

In this mini game lab, participants step into a realistic organisational change scenario through two short, facilitated games. They test whether a change message is meaningful and actionable for different audiences, identify trust gaps that weaken credibility, and practise responding to workplace rumours without creating false certainty or avoiding difficult questions. A facilitated debrief connects each experience to five essential communication checkpoints: meaning, relevance, trust, voice, and action.



Apply

Take-Away, Tool or Transfer

- To test what happens when messages meet different audience needs, trust gaps and workplace rumours.
- To diagnose where communication breaks down.
- To rebuild a realistic change message.
- To leave with a practical Change Communication Game to strengthen planning, conversations, and engagement.



Naming the Stinky Fish:

A Game for Surfacing What Really Blocks Change

Munya Takawira

Meet the facilitator

Munya Takawira is Principal Consultant at TEAM Consulting, a Zimbabwe-based firm, with a 20-year track record across Southern and East Africa. His practice spans organisational development, culture transformation, business process reengineering, digital transformation, and strategy facilitation for clients in banking, FMCG, energy, development, and the public sector. He is the lead developer of the TEAM Culture Engine™, a proprietary culture and change methodology equipping internal Change Champions with practical tools, facilitation scripts, and experiential games to embed daily behavioural change. Grounded in contemporary culture research and adapted for African realities, Munya also leads EU-funded governance engagements and facilitates leadership interventions regionally.



> A fish kept hidden in the fridge does not disappear; it rots, and eventually the smell **contaminates everything.**

Present

Insight / Framework

Most change initiatives fail not because the plan is wrong, but because hidden fears and anxieties remain unvoiced through conventional channels. In highly hierarchical organisational environments, concerns may remain hidden: survey responses can become cautious, people may appear to agree during roadshows, while unresolved concerns later surface as stalled adoption. This session introduces a simulation activity for surfacing the unspoken: the Stinky Fish, a vivid metaphor for unnamed anxieties which, left unaddressed, contaminate change efforts. Participants will explore why resistance is data, not defiance, and how conversational debt accumulates in fearful cultures. Practical guidance covers sequencing, psychological safety, facilitation traps, and adapting the tool for leaders and frontline teams, positioning the Stinky Fish within a structured Change Champion toolkit.



Play

Activity / Experience

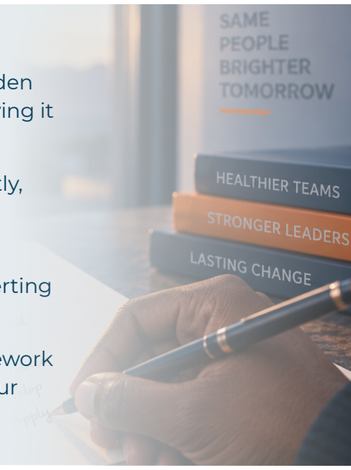
In this 30-minute experiential exercise, participants will play the Stinky Fish game live, surfacing real anxieties about changes disrupting their professions and organisations. Working in groups of 6–8 at their tables, each person writes their unspoken concern on a fish card, then shares it in two rounds – first the safe version, then a deeper layer. Cards are posted on a shared 'fridge wall' to reveal collective patterns, clustered into themes, and the most damaging concern is identified. A guided debrief using TEAM Consulting's four-question framework helps participants translate insights into practical applications, ensuring active engagement through writing, sharing, clustering, and reflection.



Apply

Take-Away, Tool or Transfer

- Diagnose why change resistance stays hidden in hierarchical cultures, and the cost of leaving it unnamed.
- Facilitate the Stinky Fish exercise confidently, end to end, in their own organisations.
- Sequence the tool within a wider change journey – from surfacing concerns to converting them into adoption actions.
- Apply a simple four-question debrief framework that converts play into committed behaviour change.



When the Data Tells the Story:

Change, Autonomy and Culture at Company Z

Mariheca Otto

Meet the facilitator

Dr Mariheca Otto, founder and Executive Director of Motto Consulting and Surveys, is an organisational development specialist with over 20 years of consulting experience across 13+ industries in 10 countries. Holding a PhD, MCom, and B. Com Hons in Business Management and Industrial and Organisational Psychology, she developed the Motto Engagement Survey™ and other perception measurement tools grounded in the Motto Model™. Author of En Route: A Journey Through Perception, Pain and Purpose (2021), she also runs a certified practitioner programme for HR and OD professionals.



People stayed **loyal to the work** long after the organisation stopped enabling them.

Present

Insight / Framework



Otto presents the case study of Company Z, a mid-sized construction firm, which participated in the Motto Engagement Survey™ across five cycles (2008–2012). Midway, it was absorbed into a larger group, leaving a measurable imprint in the data. This structural change is described in two phases. Firstly, Phase 1: Autonomous Leadership (2008–2010). Despite the global financial crisis, resilience was evident with commitment at 92–100%, customer focus at 85–100%, and psychological safety at 100%. Management credibility rose from 72% to 95%, with overall engagement peaking at 70.6% in 2009. During Phase 2: Group Absorption (2011–2012), engagement fell to 59.9% in 2011. Declines clustered in sensitive constructs: reward fell from 64% to 14%, vision discussion with staff from 79% to 28%, psychological safety from 100% to 43%, participation from 58% to 14%, and innovation support from 16% to nearly zero. The data demonstrates autonomy as a protective buffer, shows commitment persisting amid disempowerment, and highlights which change constructs collapse under top-down restructuring. It provides a counterintuitive insight: engagement peaked during a global recession, not despite the pressure but because of autonomous leadership.

Play

Activity / Experience



Following the 20-minute presentation, participants engage in a structured 30-minute interactive session that applies the data to their own change contexts. Using a team-based Kahoot!/polling format, the exercise unfolds in three rounds. In Diagnose, participants receive a set of engagement items and must identify which phase of Company Z they belong to. In Predict, teams work with partial datasets to anticipate outcomes before results are revealed. In Apply, each team maps Company Z's risk signals onto a real initiative in their own organisation.

Apply

Take-Away, Tool or Transfer



- Diagnose, predict, and apply change data: Equips leaders with tools to diagnose engagement trends, predict risk signals, and apply data insights to their own change initiatives.
- Anticipate perception & culture shifts: Provides predictive insights into how top-down structural change impacts psychological safety, rewards, and employee commitment.
- Leverage autonomy during disruption: Demonstrates how autonomous leadership acts as a protective buffer to sustain culture and engagement through major organisational transitions.

Decode the Resistance:

A Live Game for the Moments Beyond the ADKAR Framework

San-Daleen Viljoen

Meet the facilitator

San-Daleen Viljoen is a senior change and transformation professional with over 15 years of experience leading enterprise-wide change across global organisations including Swiss Re, Swarovski, and Holcim. A Prosci Certified Change Practitioner, Train-the-Trainer, and 2025 Prosci Model Master, she combines structured methodology with a pragmatic, human-centred approach to drive adoption and build capability. At Swiss Re, she delivered 'Leading in Change' workshops to 500+ managers and built a global community of 272 Prosci practitioners. At Holcim, she architected a framework enabling a single-day Google Apps rollout to over 40,000 users. She holds an MBA from North-West University, is a certified LEGO® Serious Play facilitator and systemic organisational coach, with certifications in Agile and Lean Change Management.



Combining structured change methodology with a human-centred, pragmatic approach that **drives adoption and builds lasting capability.**

Present

Insight / Framework

The Prosci Practitioner course equips learners with a structured, research-based methodology for managing change at individual and organisational levels. Yet three critical skills lie beyond its scope: understanding the neuroscience of resistance, coaching someone through resistance in the moment, and facilitating when conversations go off script. Existing change-management games address these skills only in part: card decks diagnose resistance, while long simulations build resistance-handling over hours. Decode the Resistance offers a fast, competitive alternative, compressing all three into a single scored round. Teams confront real resistance scenarios, diagnose threatened psychological needs using Hilary Scarlett's SPACES model, craft live coaching responses, and manage facilitation curveballs. Built on licensed Prosci case material, this unique format integrates diagnosis, coaching, and facilitation – equipping practitioners with practical, decision-based skills to manage resistance effectively in dynamic change environments.



Play

Activity / Experience

In this interactive simulation, teams of 6–8 compete across three rounds, each built around a different resistance persona. Each round unfolds in three fast phases: Diagnose (identify the threatened SPACES need), Respond with a 60-second coaching line, and Facilitate by handling a live curveball (such as silence, pushback, or interruption). Scores are tracked on a live leaderboard, with teams competing across all three rounds. This is a facilitated diagnostic-and-response game, not a product demonstration, ensuring no proprietary change delivery methodology is disclosed during play.



Apply

Take-Away, Tool or Transfer

- Name the SPACES model and apply it to a real resistance moment.
- Use a simple structure for a coaching response under time pressure.
- Draw on a small, practical facilitation toolkit for when a session goes off script.



From Blank Page to Adoption Blueprint:

Understanding AI and CM Maturity in the Agentic Age

Vincent Marsicano

Meet the facilitator

Dr Vincent Marsicano is a change practitioner, facilitator, and adoption strategist focused on helping organisations move from change activity to measurable adoption. Through Adopt It, he integrates behavioural science, change management, AI-enabled execution, and practical adoption planning to reduce repetitive planning effort, align stakeholders, and generate practical change actions and assets. His work enhances the visibility of adoption risk and progress while amplifying practitioner judgement through technology. Vincent enables change professionals to spend more time coaching, influencing, and facilitating transformation across teams and organisations.



> Move from scattered inputs to **coordinated execution** while preserving human judgement, collaborative sensemaking, and practical application.

Present

Insight / Framework

Change practitioners are under pressure to deliver stakeholder maps, impact assessments, plans, communications, and reports quickly – while still applying judgement and tailoring approaches. This session turns that challenge into a collaborative experience. After framing the landscape of AI maturity in change management, participants will compare current uses of AI, from productivity tools to structured planning and emerging agentic approaches. The main event is a live demonstration of the Adopt It tool, where the room co-creates a change plan in real time. Participants will experience how a digital change adoption tool can help practitioners move from scattered inputs to coordinated execution while preserving human judgement, collaborative sensemaking, and practical application.



Play

Activity / Experience

In this interactive session, participants will engage in a facilitated live build of a change plan using a shared scenario such as the rollout of an enterprise system or an operating model shift. Divided into small groups, each team tackles a different component of the change plan: defining project objectives, identifying impacted groups, generating and managing the change plan, or creating adoption assets like sponsor messages or FAQs. Contributions are integrated into a single live Adopt It project, with groups writing, reviewing, and refining outputs in real time.



Apply

Take-Away, Tool or Transfer

- The key takeaway is not that a tool does change management on behalf of the practitioner. The takeaway is that the right tool can make the planning process more dynamic, participative, visible, and actionable – while giving change professionals more time for facilitation, coaching, stakeholder engagement, and strategic intervention.
- Clarify the project objectives and adoption outcomes.
- Define the impacted groups and likely adoption barriers.
- Generate or structure an initial change plan.
- Review and prioritise actions collaboratively.



The IMF Change Cycle:

Gamifying Behavioural Change

Faith Wesson

Meet the facilitator

Faith Wesson helps organisations build psychologically safe, high-performing cultures by improving communication, emotional intelligence, resilience, and leadership capability. As a Cultural Change Facilitator, she partners with leadership teams to co-create inclusive environments where innovation and performance thrive. A Mental Wellness Innovator, she designs evidence-based frameworks integrating emotional agility, stress regulation, and purpose-driven living, translating complex mental health concepts into actionable strategies for professionals and executives. As a Life Coach, she blends cognitive-behavioural techniques with mindfulness to drive lasting behavioural change. Her clients include Pepsico, Discovery Life, Allan Gray, Hitachi, Kyalami Schools Group, and the Graca Machel Trust.



> Experience transformation differently, not as something done to people, but as something people can **understand, own, practise, and change.**

Present

Insight / Framework

Sustainable change is not achieved through communication alone but through ownership, behavioural insight, psychological safety, experimentation, and action. Gamifying Behavioural Change offers a practical, human-centred, experiential approach where participants experience transformation as something they can understand, own, practise and change. Guided by the conference's Present → Play → Apply philosophy, the session integrates frameworks such as Thinking Environment principles, WIIFM (What's In It For Me?), COM-B, and the IMF Change Cycle™. Participants will explore how to uncover resistance, identify the personal meaning within change, diagnose behavioural barriers, and translate insights into practical workplace experiments.



Play

Activity / Experience

The interactive session features a facilitated 30-minute Change Lab for up to 16 participants per session, using a rich toolkit of scenario cards, role cards, question cards, and challenge cards.



Apply

Take-Away, Tool or Transfer

- Surface diverse perspectives on change through structured gamification.
- Uncover the human impact and personal meaning of organisational change.
- Diagnose behavioural barriers with precision, replacing judgement with insights.
- Test and learn through a practical, low-risk workplace experiment.



CHOOSE YOUR EXPERIENCE

Event	Date	Fee for non-ACMP members	Fee for ACMP members	Select
Pre-Conference Workshop	11 November 2026	**R3,999**	**R3,499**	☐
Pre-Conference Workshop plus Full 2-Day Conference	11 – 13 November 2026	**R9,800**	**R9,000**	☐
Full 2-Day Conference	12–13 November 2026	**R5,999**	**R5,499**	☐
1-Day Conference (Day 1)	12 November 2026	**R3,999**	**R3,499**	☐
1-Day Conference (Day 2)	13 November 2026	**R3,999**	**R3,499**	☐
Networking Event	12 November 2026	Free with Full 2-day conference	Free with Full 2-day conference	

Venue: Indaba Hotel and Conference Centre, Fourways, Gauteng
Bookings: https://s.surveyplanet.com/ib9jv69r or email the completed booking form to ElizeVW@acmpsa.org.za
Pay online at: https://acmpsa.org.za/product/the-2026-change-experience/

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TERMS AND CONDITIONS

Payments: Payment should be made within five working days of receipt of the invoice, unless otherwise agreed. Please note that full payment must be received prior to the event. Only delegates who have made full payment will be admitted to the event unless agreed otherwise with the ACMP SA Steering Committee.

Cancellations and Substitutions: All cancellations must be made in writing at least 14 days in advance. Cancellations made less than seven days before the event will incur the full conference fee. Substitutions are welcome at any time. However, please inform us at least 24 hours in advance to allow for the preparation of the necessary documents.

CHANGE DOESN'T STICK BECAUSE PEOPLE HEARD IT.

IT STICKS BECAUSE PEOPLE EXPERIENCE IT.

12–13 November 2026
Indaba Hotel and Conference Centre, Fourways

PRESENT ▶ **PLAY** ▶ **APPLY**

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