

Confusing compliance with real change?

A 3-part adoption diagnostic

Most transformation programs get evaluated on what was delivered — the new system, the new process, the new policy — not on what people actually do differently. This diagnostic uses the same three questions I apply on every project to separate compliance from real change. Check what applies to your organization today.

01 FUTURE STATE

Is it actually clear where we're going?

- ☐ The “future state” exists in a slide deck, but no one day-to-day could explain it in one sentence.
- ☐ Different parts of the organization have different versions of what “the change” actually means.
- ☐ The comms plan describes the vision, but doesn't say what specific behavior replaces the current one.
- ☐ Leaders talk about “mindset” and “culture,” but not about concrete, observable actions.

02 MICROBEHAVIORS

Do we know exactly what each role has to do differently?

- ☐ There's no map of who does what differently, in which moment, instead of what.
- ☐ Training design explains the new process, but doesn't identify which old habit needs to be unlearned first.
- ☐ There's resistance nobody is naming out loud — it shows up disguised as “lack of time” or “priorities.”
- ☐ Line managers have no explicit role in reinforcing the new behavior day to day.

03 KPIS & MEASUREMENT

Are we measuring real behavior, or activity?

- ☐ The program's KPIs are activity metrics (trainings delivered, logins, attendance), not sustained behavior.
- ☐ No one reviewed the KPIs 90 days after go-live — the metric died with the project close-out.
- ☐ “Success” was declared before there was evidence the behavior actually changed and stuck.

What your score means

Add up how many items you checked in total (out of 11).

0–2 EARLY SIGNAL	You more likely have a communication problem than an adoption problem. Focus: sharpen and simplify the future state before moving forward.
3–6 RISK ZONE	There are signs of compliance disguised as real change. Worth mapping role-by-role microbehaviors before scaling the program to more teams.
7–11 FAMILIAR PATTERN	This is exactly the pattern I see in programs that “worked” at kickoff and quietly dissolved six months later. Without redesigning microbehaviors and KPIs, the next program runs the same risk.

What to do with this

This diagnostic is a condensed version of the Behavioral Adoption Diagnostic I run on every project: pinpointing exactly where real adoption breaks down, which behaviors need to be installed, which need to be unlearned, and what's quietly reinforcing the old habit. If your score gave you something to think about, it's probably worth a 20-minute conversation.

ABOUT THIS FRAMEWORK

The Behavioral Enablement Layer breaks any transformation down into three layers — future state, microbehaviors, and KPIs — so adoption stops being a feeling and becomes something you can actually design and measure.

ABOUT ME

Ten years across Accenture and EY designing change programs for large-scale transformations. Today I take on independent consulting projects in HR transformation, change management, and AI adoption.

Want to talk about your organization?

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