Capability for Change

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Capability for Change Survey Insights

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Presenter

MELANIE FRANKLIN

CEO, Capability for Change Ltd & Agile Change Management Ltd
Consultant, Trainer, Author, Speaker, Mentor

- ❖ Track record of excellence and 30+ years experience in project, programme, portfolio and change planning and delivery.
- ❖ Co-author of the book Neuroscience for Change at Work
- ❖ Former chair of Change Management Institute UK
- ❖ Founder of Continuous Change Community
- ❖ Chief Examiner for Agile Change and Neuroscience for Change certifications
- ❖ CEO of Capability for Change Limited – an online platform for solving change challenges

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Before we get started:
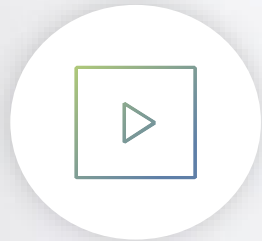
This session is being recorded. A follow-up will be sent to you.

Submit your questions anytime.

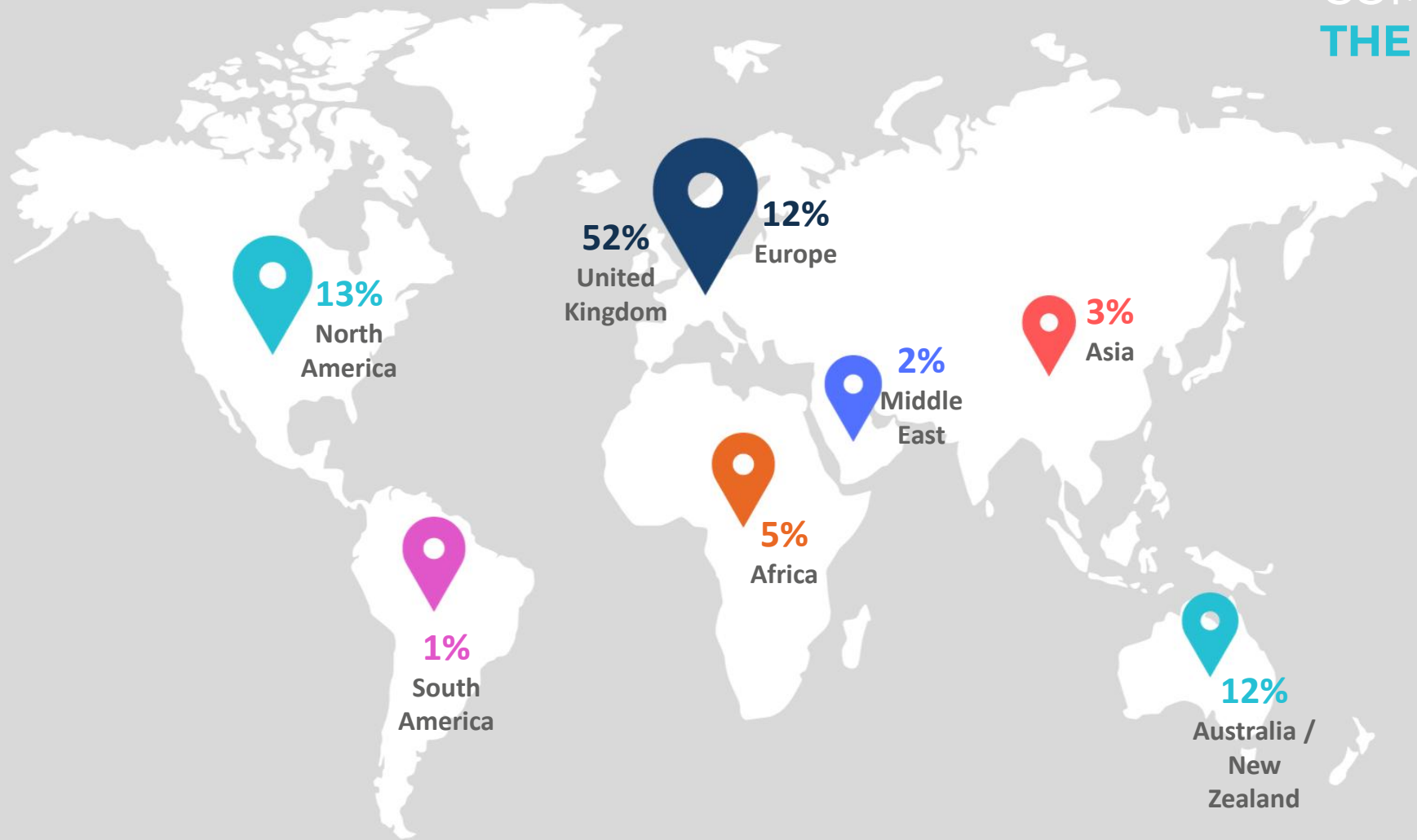Your feedback is welcome and valuable. You have my email address!

Is volume of change increasing?

- IBM survey 43% of the CEOs surveyed will increase the tempo of their organization's transformation transformational change in 2024 compared to just 19% expect to slow down and 64% said AI success will depend on adoption not the technology

- PWC survey 35% of CEOs believe workforce need retraining and reskilling over the next 3 years, up from 6% in 2023

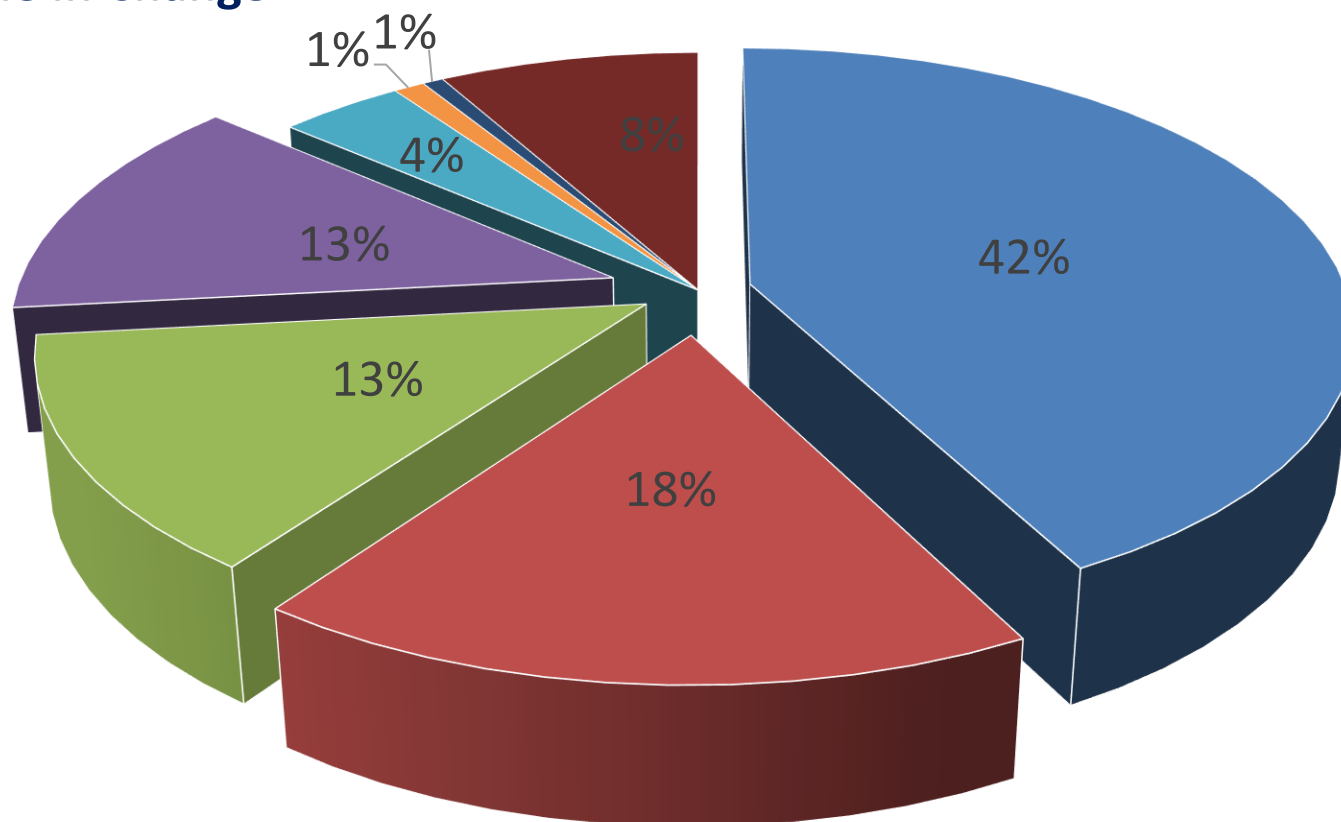- EY CEO Imperative series 36% of CEOs cited changing customer needs as the main disruptor

CHANGE
SATURATION

Full report
https://capabilityforchange.com/results/

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WHO
COMPLETED
THE SURVEY

13% North America

52% United Kingdom

12% Europe

3% Asia

2% Middle East

5% Africa

1% South America

12% Australia / New Zealand

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Role in Change

86% of respondents were solely responsible for change activities

- Change Manager — 42%
- Change Consultant — 18%
- Change professional — 13%
- Head of Change in my organisation — 13%
- Director responsible for change initiatives — 4%
- Head of HR — 1%
- CEO — 1%
- Other — 8%

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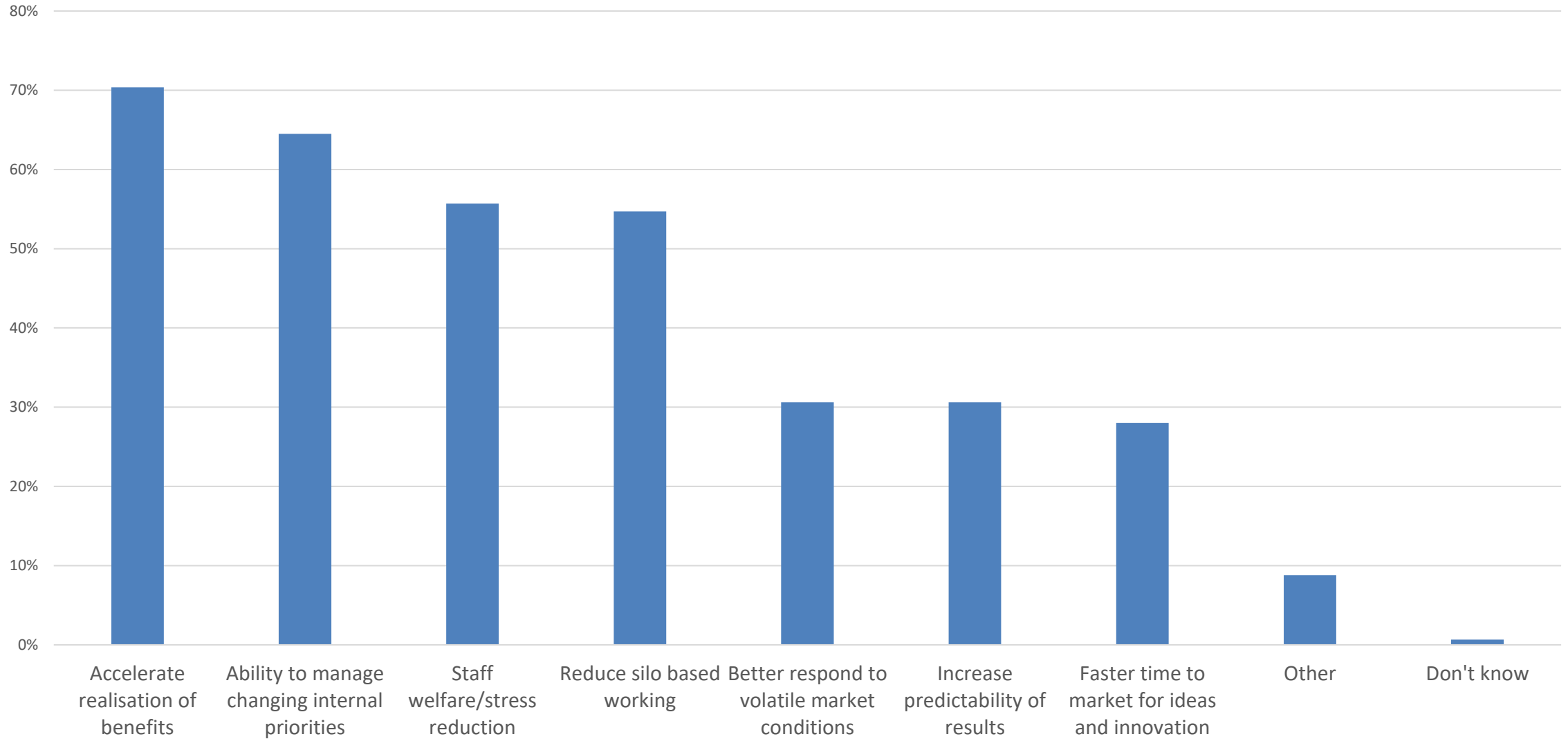
How would you describe the changes in your business in 2024 compared to 2023
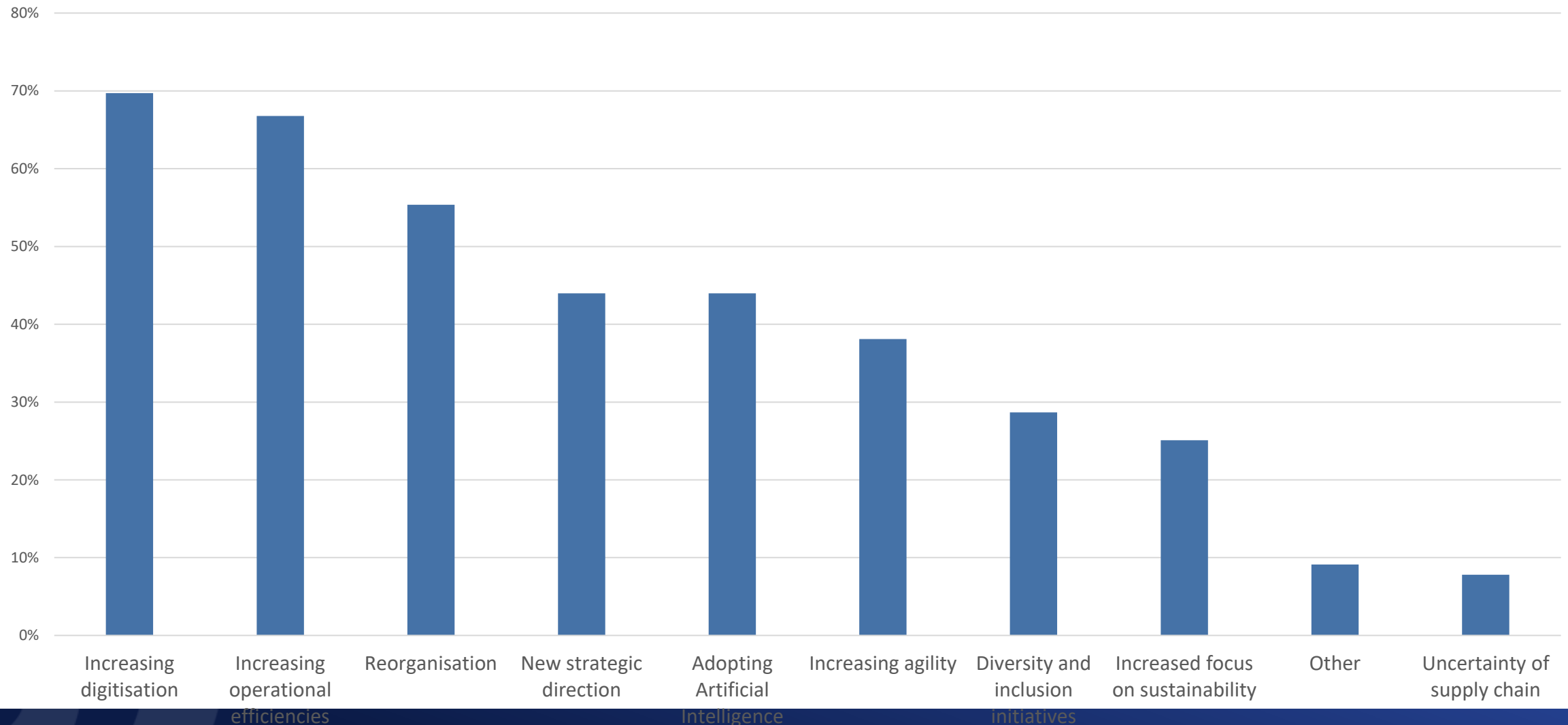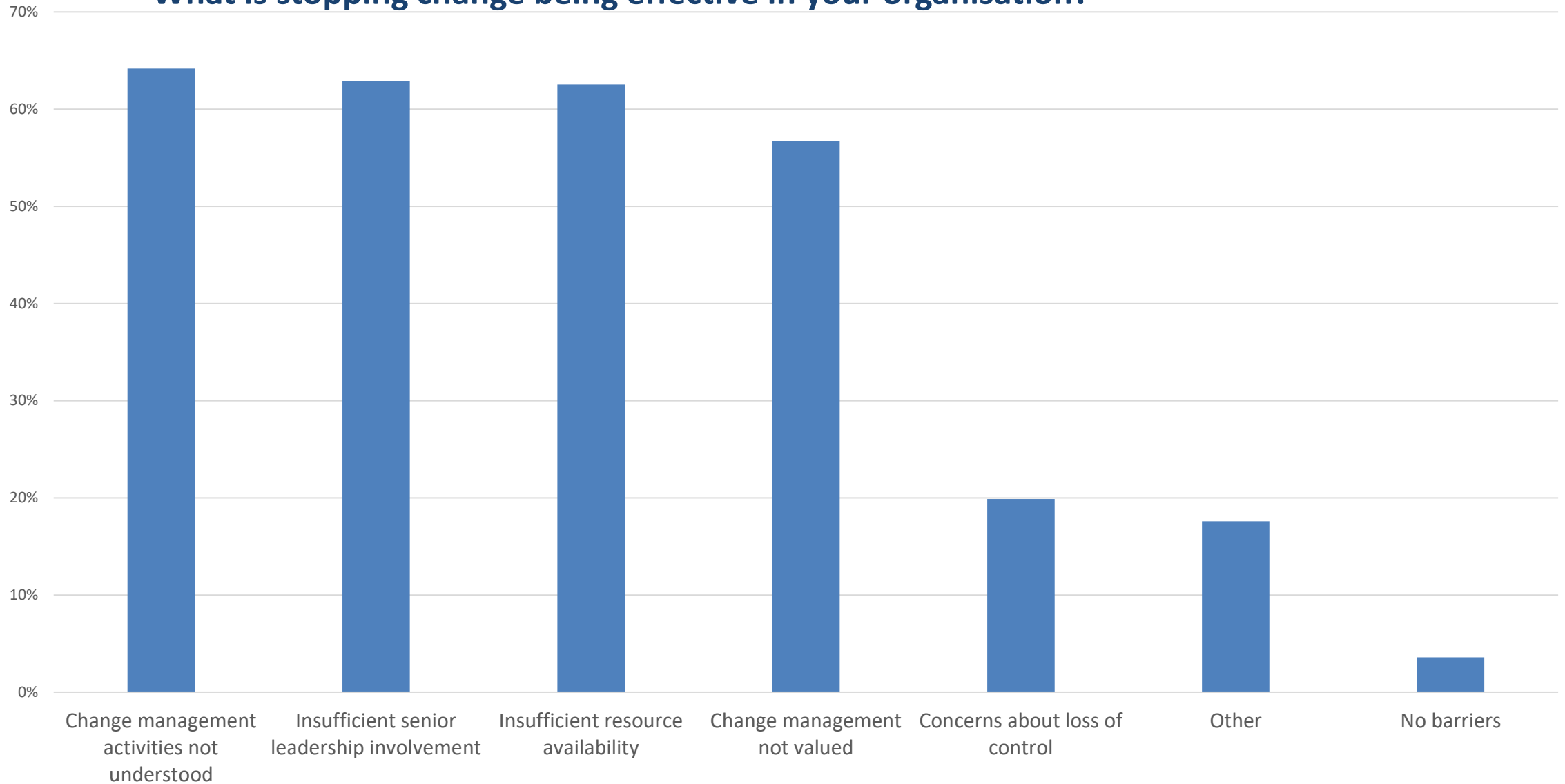
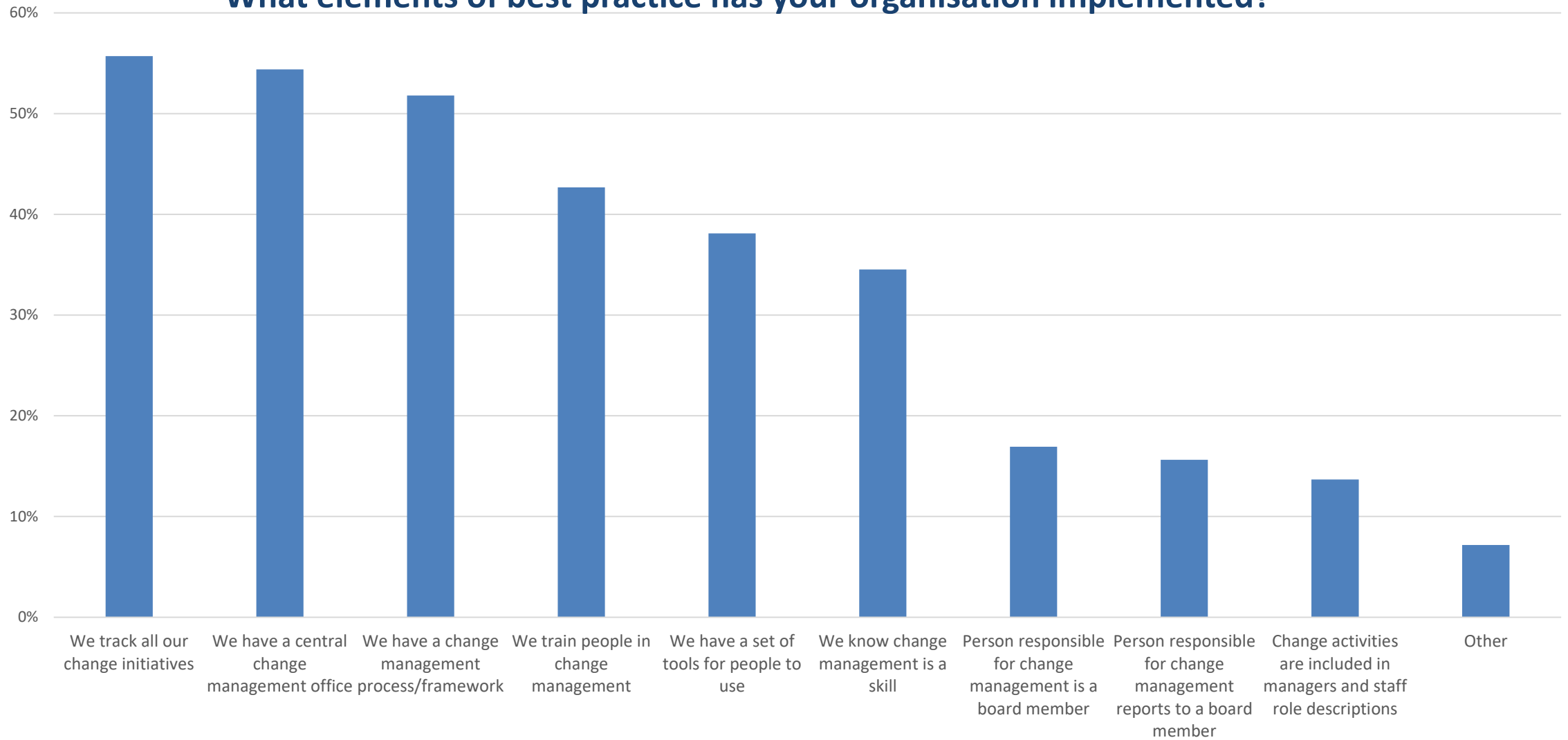How do you measure the success of change initiatives?

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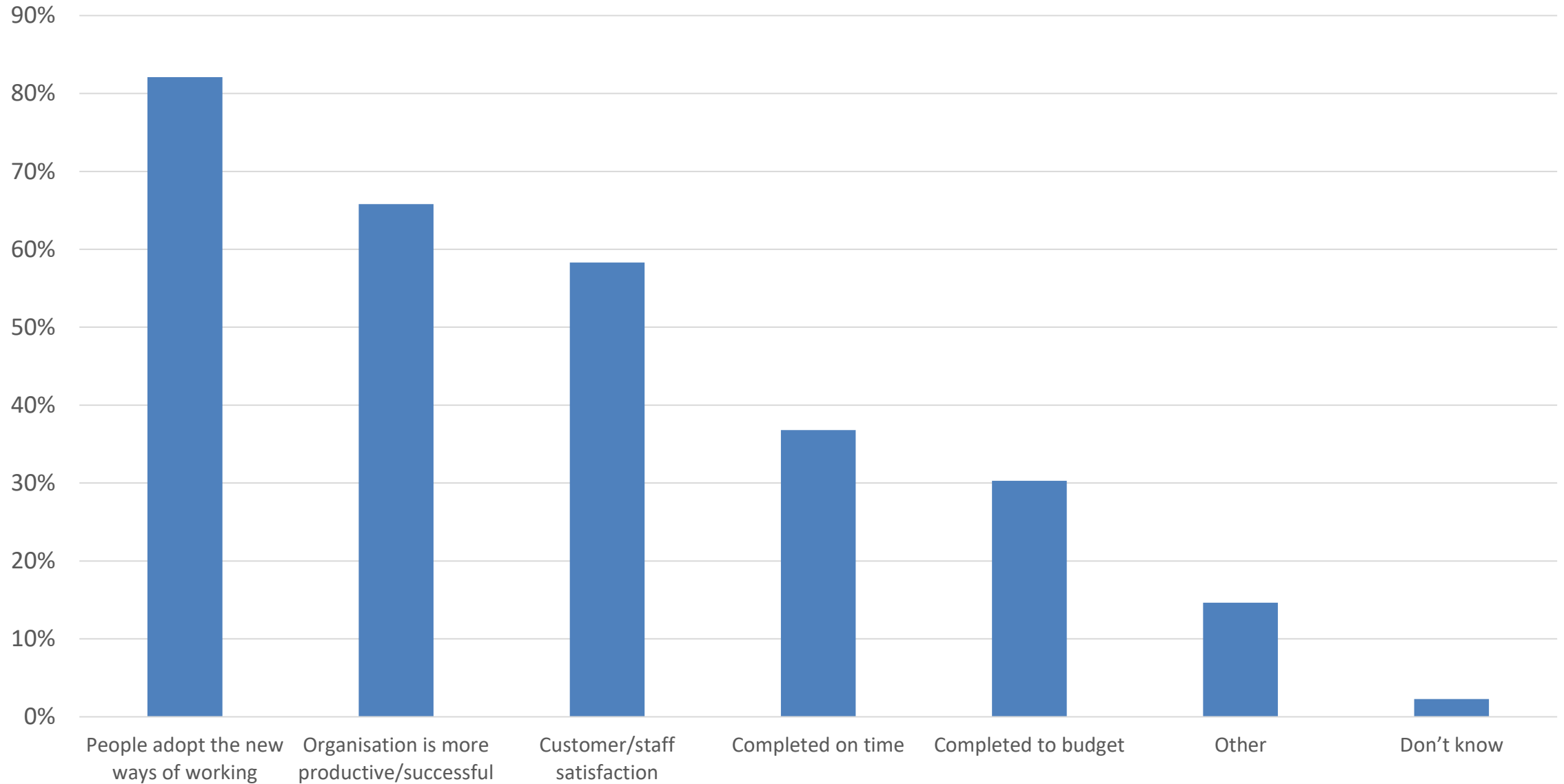
What are the most important reasons for developing capability in change?

What is stopping change being effective in your organisation?

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What elements of best practice has your organisation implemented?

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HIGHLIGHTS

KEY RESULTS

Dimensions

Agility
Know the volume of change and actively manages this level

Approach
Disciplined, structured approach to change

Adoption
Seamlessly integrate change into operations

Alignment
Leaders articulate the link between change and strategic objectives

Capability
Build skills and confidence in ability to manage change

Resilience
Able to adapt to adversity, change, loss, and risk

CHANGE = VALUED SERVICE

Benefits — Explain how change activities deliver commercial value

Portfolios — Prioritise changes to ensure impact does not lower operational ability

Leadership — Senior leaders provide effective sponsorship

Capability — Sufficient resources to create and adopt change

Approach — Simple, intuitive approach to change

Experience — Change is a positive experience

Full report https://capabilityforchange.com/results/

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Benefits

	2022	2023	2024	
We always measure the benefits achieved from change	41%	44%	37%	⬇
We check change has added value			56%	*NEW*
Each change builds on the previous change	43%	45%	51%	⬆

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Clearly link changes to benefits

How might we measure it? ← **How might we achieve it?** ← **The business Case says?**

Measure the increase in produced items	New methods or process lets us build more	
Measure sales in new markets	New system allows us to get products to new markets	Sales increase of 15%
Measure the increase in produced items	New process allows one person to produce 20% more	
Number of people employed in the process		Efficiency savings of £1m pa
Number of people employed in the process	Processes are automated	
	2 person jobs can be done by one person	

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Portfolio Management

	2022	2023	2024	
Changes align to company strategy	71%	66%	79%	⬆️
The cumulative workload of multiple changes is tracked	40%	38%	41%	➡️
Changes are assessed for inter-dependencies, duplications, and omission	48%	44%	48%	➡️
My organisation anticipates and plans for change	55%	48%	55%	➡️
My organisation is fast at decision-making	40%	38%	27%	⬇️
Changes are prioritised in my organisation	55%	52%	50%	⬇️
My organisation effectively optimizes its change portfolio	38%	37%	25%	⬇️

Senior Leadership Involvement

	2022	2023	2024	
Senior leaders are held accountable for building change management skills	35%	35%	25%	⬇
Leader's role model changes	47%	46%	40%	⬇

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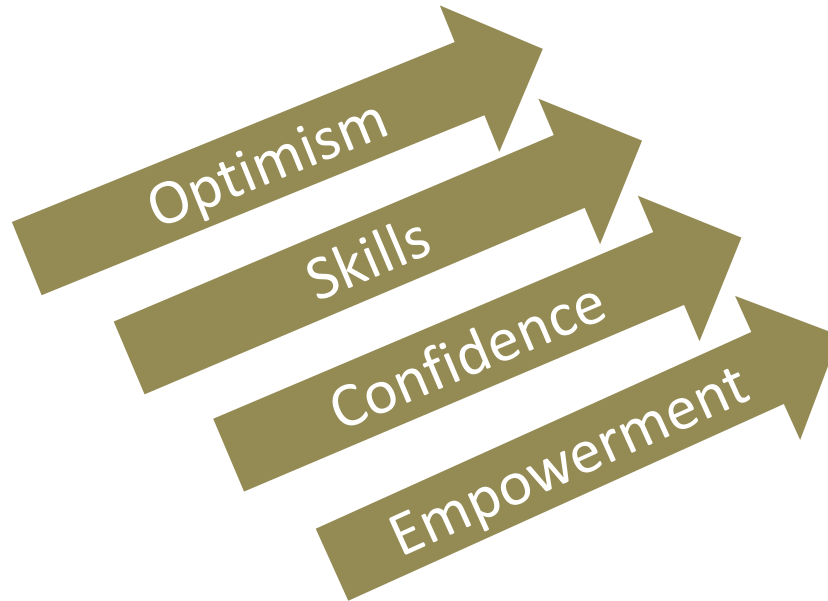
Failure to address experience during change

Failed change
- Cynicism
- Distrust

Poor experience
Ignore next change
Slower change
Less progress
Low motivation

Stagnant organisation
- Bureaucracy
- Few ideas

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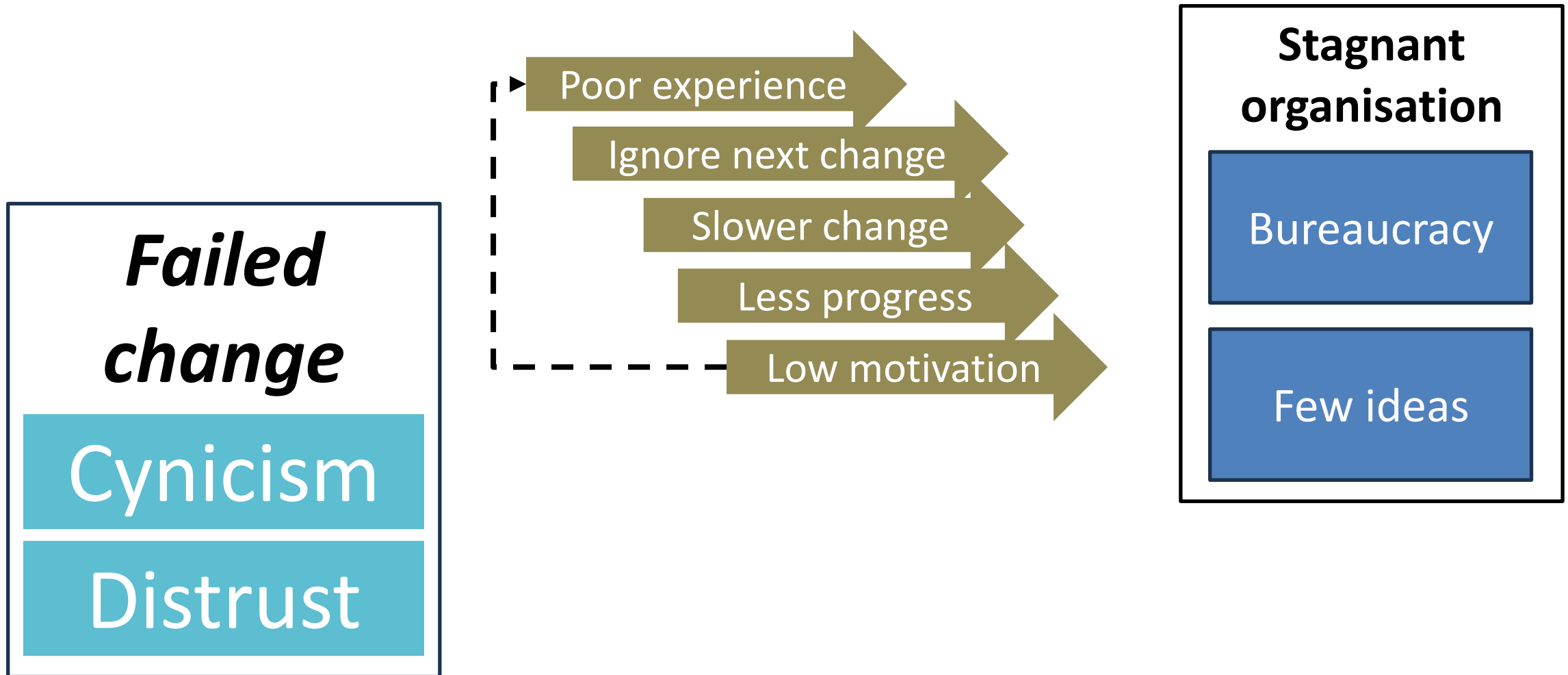
Skills and resources

	2022	2023	2024	
Skills for change management are known and respected	50%	46%	37%	⬇️
We develop change management skills in our people	55%	53%	57%	⬆️
People have time to adopt new ways of working	40%	42%	45%	⬆️
Responsibility for change is shared between staff and managers	51%	48%	58%	⬇️

Our change management approach

	2022	2023	2024
My organisation believes managing change is important	65%	62%	78%
We review the effectiveness of change activities	53%	50%	56%
The activities to manage change are known	54%	48%	60%
We track that our approach is followed	51%	47%	56%
We update change activities with lessons learned	57%	51%	65%

The experience of change

|	2022	2023	2024	
People openly talk about the pressures of change	71%	66%	80%	⬆
People feel empowered to get things done	58%	54%	57%	⬌
We acknowledge and celebrate achievements	64%	63%	75%	⬆
Those who struggle to change feel supported	47%	46%	51%	⬆
People always know change is coming	46%	45%	51%	⬆
People believe in the need for change	68%	65%	57%	⬌
Our level of change is manageable	40%	42%	41%	⬌

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NEXT STEPS

Your action plan

- Read the [full report](#)

- Share this recording with others

- Debate the recognition and value of change management in your organisation

- Form a task force to increase this value

- Share your challenges – join these free [coaching sessions](#)

- Build your network – join these free monthly Change Capability Community [networking events](#)

CHANGE
A VALUED
SERVICE

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One for your reading list….
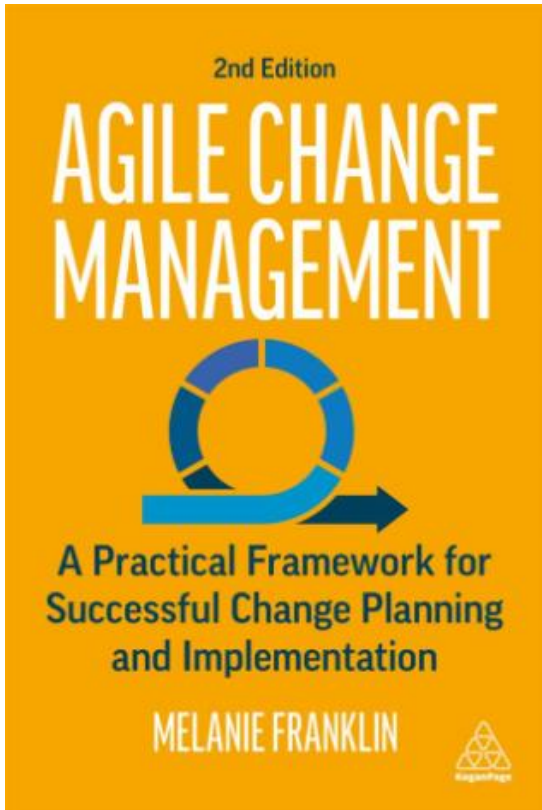
- Provides essential tools to build change manager capabilities and ensure change initiatives are embedded effectively throughout the organization.

- A comprehensive resource for creating a roadmap that is flexible and unique to each organization to manage any type of change initiative.

- *"This book is full of practical tools and it guides the reader through the life of a change from start to finish. I keep it to hand and dip into it regularly - it always delivers something valuable."*
  Director of Strategic Planning, Performance and Change

- Available at **store.apmg-international.com/study-materials/agile-change-management** (£36.99)

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Further information

www.capabilityforchange.com

www.apmg-international.com

Change Management training and certification:

apmg-international.com/change