CHANGE INTELLIGENCE · CHEAT SHEET

Four moves to take back to work

From the CMI session "From Change Reporting to Change Intelligence." Reporting is a point in time; change intelligence builds over time into foresight. Here is how to start on Monday.

1 Aggregate to the unit, not the project

Collisions are invisible at project level and obvious at business-unit level. Every initiative looks green on its own.

Do it: in a spreadsheet, **sum the change load per business unit, per week**. No tool required. The pile-up appears where the same people carry several initiatives at once.

2 Benchmark your effort mix, don't go on gut

Embedding and adoption, the phase that decides whether change sticks, is under-resourced almost everywhere (around 10–12% of effort).

Do it: before you lock a plan, **check your effort split** across comms, training, engagement, go-live and embedding, and make sure embedding and adoption get enough.

3 Light activity is fine, add depth where it must stick

Most planned change activity is light (a note, a town-hall mention, a short briefing). That is fine for simple change.

Do it: for bigger, transformational change, **add some heavier interventions** (coaching, workshops, hands-on support) on the parts that have to land.

4 Lead with the recommendation and the risk

Executives act on a decision, not an FYI. An enterprise view that lands shows the unit-level load, the collision windows, the key risk sized, and one clear ask.

Do it: put the **recommendation and the key risk first, the evidence after** (Minto). One page, not a report.

The bigger idea: each of these gets sharper the longer you capture change data. Captured over time, it compounds into a change brain, insight, trends, patterns and forecasts, not just another report.