CHANGE MANAGEMENT INSTITUTE · THE CHANGE COMPASS

From Change Reporting to Change Intelligence

The change data executives actually act on.

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START HERE

What we mean by change intelligence

Change intelligence is a change brain: change data captured over time that compounds into insight, trends, patterns and forecasts, and points to what to do next.

1

The change brain

Every change you capture adds to what the organisation knows about change.

2

From static to compounding

Move from one-off, point-in-time reports to a system that keeps getting smarter.

3

What it lets you do

Avoid collisions, optimise performance, predict readiness and adoption, decide with confidence.

Hold on to one idea for the whole session: the value is not a better report, it is an approach that keeps getting smarter about change.

THE SHIFT

From static reporting to compounding intelligence

REPORTING

A point in time

- A snapshot, even a forward plan is point-in-time
- Rebuilt from scratch each period
- Static, it does not build on itself

CHANGE INTELLIGENCE

Builds over time

- Each change adds to what you know
- Surfaces insight, trends, patterns and forecasts
- A system that compounds, not another report

The value is not a better report. ***It is an approach that keeps getting smarter about change.***

THE CORE IDEA

Change data, captured over time, compounds into foresight.

1

Capture

Record impacts, stakeholders, timing on every initiative

›

2

Aggregate

Roll up across initiatives and business units

›

3

Benchmark

Compare against patterns from many organisations

›

4

Predict & recommend

Forecast collisions and capacity, and recommend what to do next

The longer you capture, the sharper the change brain: where change will collide, where capacity runs out, how well it will be adopted, and what to do about it. That is change intelligence.

WHAT FEEDS THE BRAIN

It takes more than project data

Change history

What has already hit this group

Adoption history

How they took up past change

Business volumes

The operational load they carry

Stakeholder impact

Who is affected, how hard

Capacity & load

How much is landing at once

From planning inside the walls of one project › **to intelligence about the organisation and its stakeholders in a change context.**

Combine the layers over time and you can plan and forecast, not just react. That is what lifts change outcome success.

WHY IT MATTERS

Four things change intelligence lets you do

1

Avoid change collisions

See initiative pile-ups on a business unit before they land, not after.

2

Optimise business performance

Protect capacity where it is tight; stagger load so delivery holds.

3

Predict readiness & adoption

Forecast how well a change will land, and invest effort where it will stick.

4

Decide with confidence

Trustworthy numbers, with the risk sized, that executives act on.

MOMENT 1 · AVOID COLLISIONS

1

Collision foresight

Why do collisions keep surprising even experienced change teams?

KEY LEARNING

Aggregate to the **business unit, not the project**. Collisions only appear at unit level, every initiative looks green on its own. You can do this in a spreadsheet: sum the load per unit, per week.

30–63%

of all change impacts land on frontline staff, in every organisation. Collisions pile onto the same people.

Change Compass benchmark data

Example based on real change data.

2

Cross-company benchmarks

An individual can't compare their plan to what works elsewhere. What does Change Compass benchmark data show?

KEY LEARNING

Benchmark your effort mix before you lock the plan. **Embedding and adoption**, the phase that decides whether change sticks, is under-resourced almost everywhere. Stop using gut.

10–12%

of change effort goes to embedding or adoption, the phase that decides whether change sticks, consistently starved.

Change Compass benchmark data

3

Light activity is the norm

How much real intervention does most change actually get?

KEY LEARNING

Most planned change activity is **light**: a note, a town-hall mention, a short team briefing. Fine for simple change. Bigger change only sticks when you add some **heavier interventions** (coaching, workshops, hands-on support) where it matters most.

84–96%

of change activity is light in nature. Fine for simple change; bigger change needs some heavier interventions in the mix.

Change Compass benchmark data

MOMENT 4 · DECIDE WITH CONFIDENCE

What an enterprise view must contain

1 Unit-level load

Where the change actually stacks, by business unit, not by project.

2 The collision windows

When the pile-ups land, so capacity can be planned around them.

3 At least one decision on the risks

Name the key risk, size it, and the call you recommend.

4 A single clear ask

One thing you need the leader to do, said plainly.

Put the recommendation and the key risk first. Keep the evidence for after. One page, not a report.

TAKE THIS BACK TO WORK

Four practical moves to take back to work

1. Aggregate to the unit, not the project. Collisions only show at unit level.
2. Benchmark your effort mix. Make sure embedding and adoption get enough.
3. Most activity is light. Add heavier interventions where change must stick.
4. Put the recommendation and the key risk first. One page.

Scan for the take-away pack

thechangecompass.com/change-intelligence

Exec one-page templates, the four-moves cheat sheet, and a change-data starter guide.

Start building your change intelligence.

BACKUP

What change data reveals over time

Based on Change Compass benchmark data across organisations, industries and years. Present the claim only; specifics stay off-screen.

AVOID COLLISIONS

Change clusters into two windows each year

Based on Change Compass benchmark data (worldwide). A calendar-year pattern, not financial-year.

Nov – Dec

The year-end crunch

Slipped projects get pushed to close out before the holiday freeze. Delivery and readiness load pile up at once.

Feb – Mar

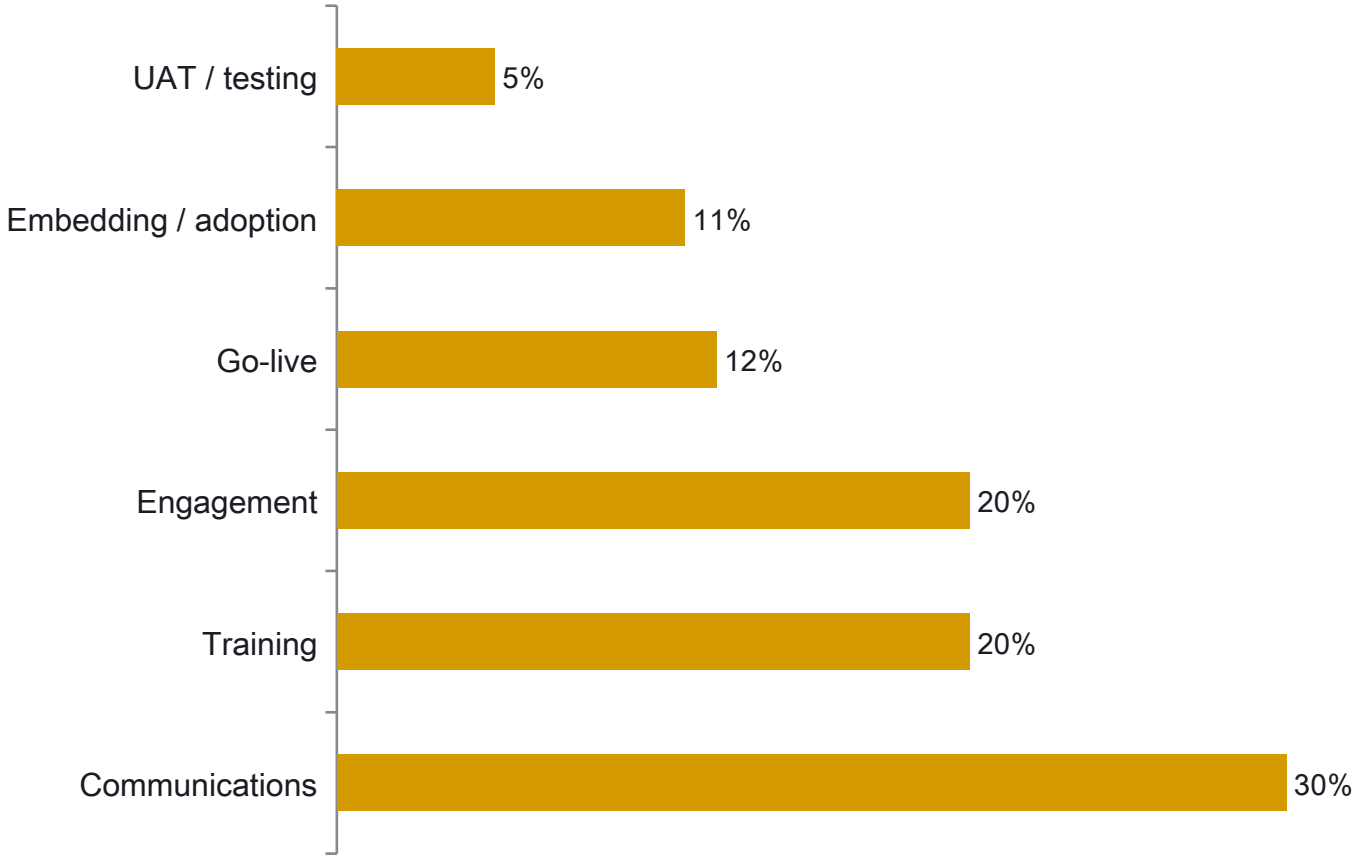
The new-year ramp

Initiatives restart and fresh annual plans all land together. The same teams absorb a second wave.

*Two predictable peaks means **two predictable collision windows**. Plan capacity around them, and protect the teams that carry both.*

OPTIMISE PERFORMANCE

Where the effort actually goes



10–12%

goes to **embedding or adoption**, the phase that decides whether change sticks, across every organisation.

Benchmark your own mix before you commit.

Change Compass benchmark data