

# CAPABILITY FOR CHANGE SURVEY

2024

Melanie Franklin and Gillian Perry

## 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



*Full report  
<https://capabilityforchange.com/results/>*

**When we embarked on this project to find the global state of change management we asked the questions:**

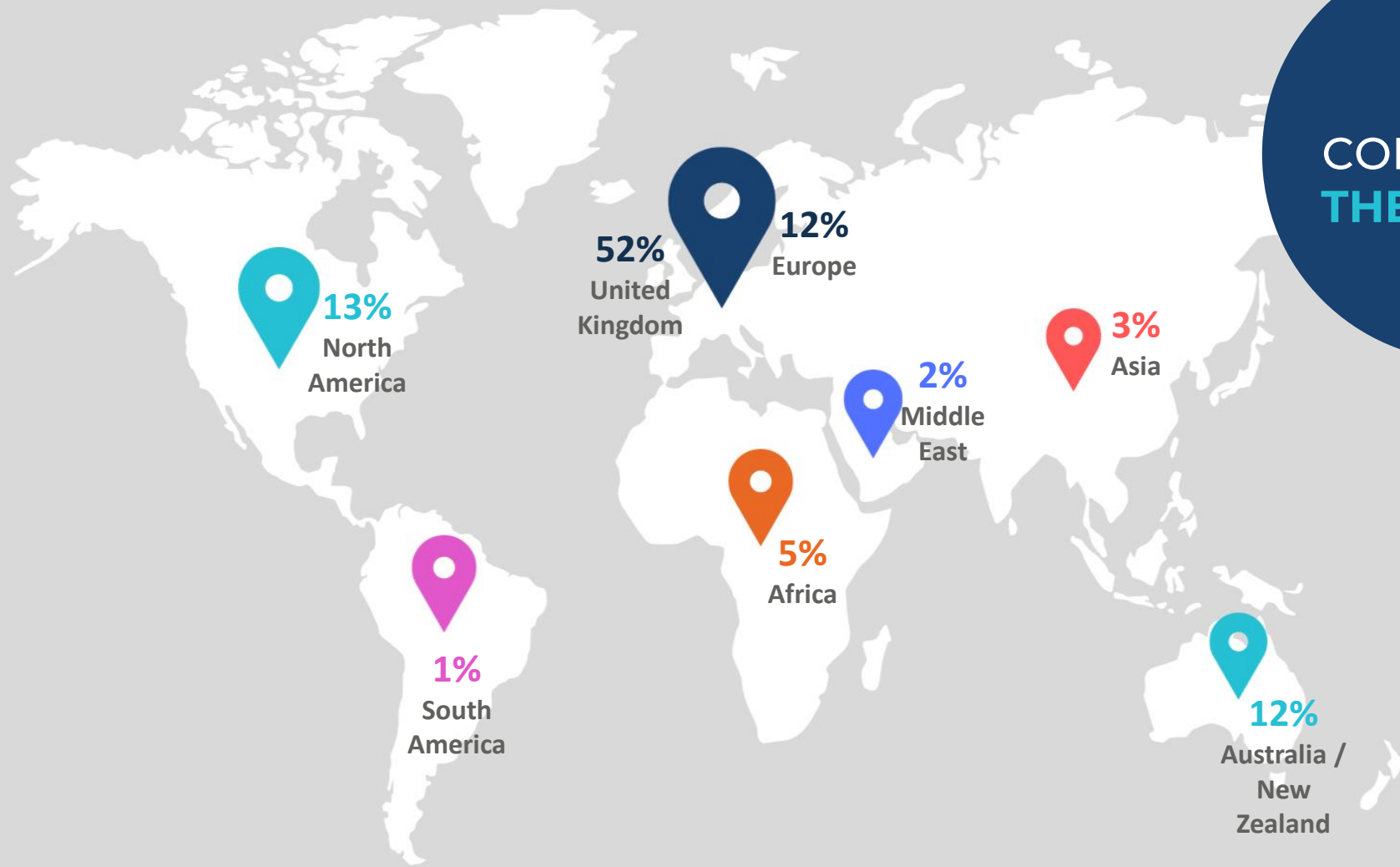
- Volume of change – is it really increasing?
- What is driving change in organisations today?
- Do organisations appreciate the need to manage change?
- Is change management perceived as delivering value?
- Is change management supported by senior leaders?

**After year 1 we also ask:**

- Do organisations appreciate the need to manage change?

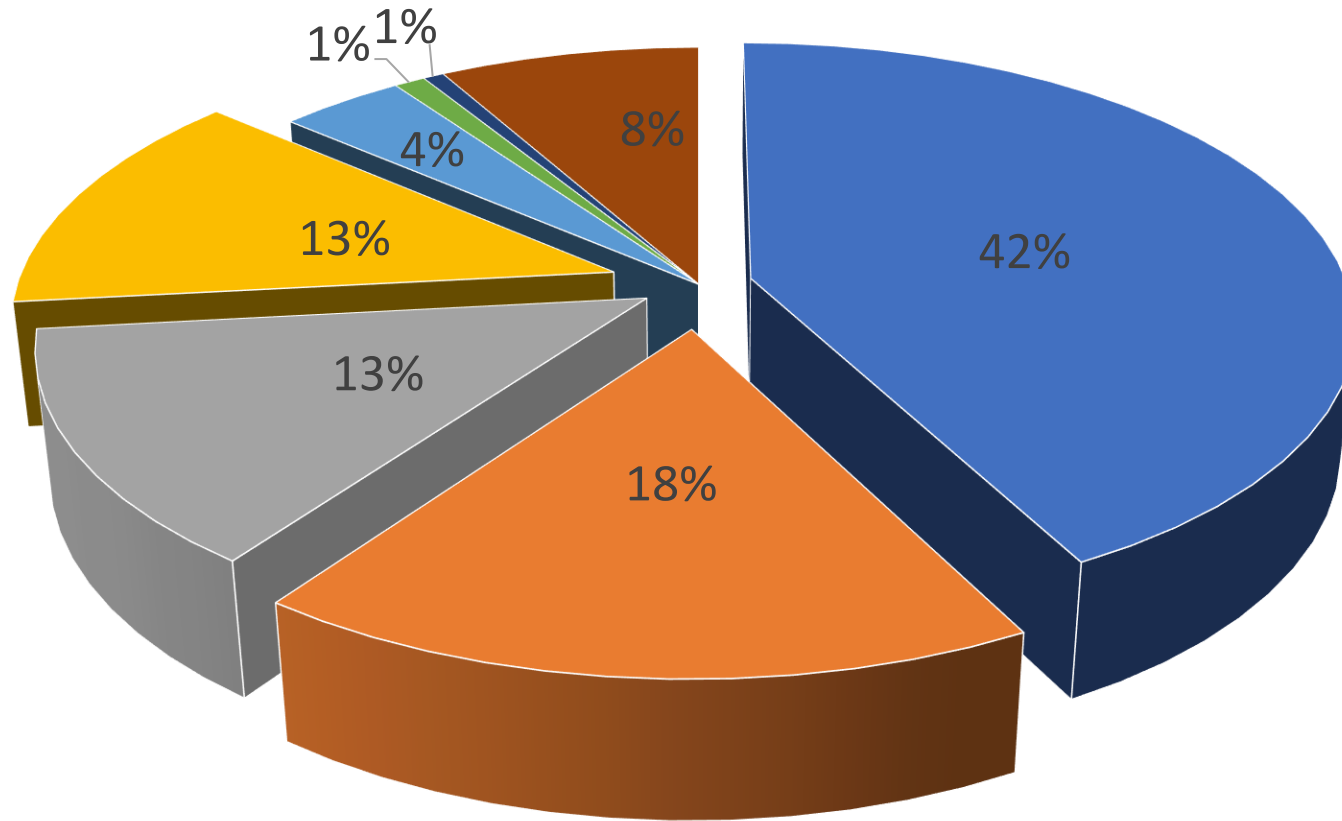


## WHO COMPLETED THE SURVEY



## Role in Change

86% of respondents were solely responsible for change activities



■ Change Manager

■ Change professional

■ Director responsible for change initiatives

■ CEO

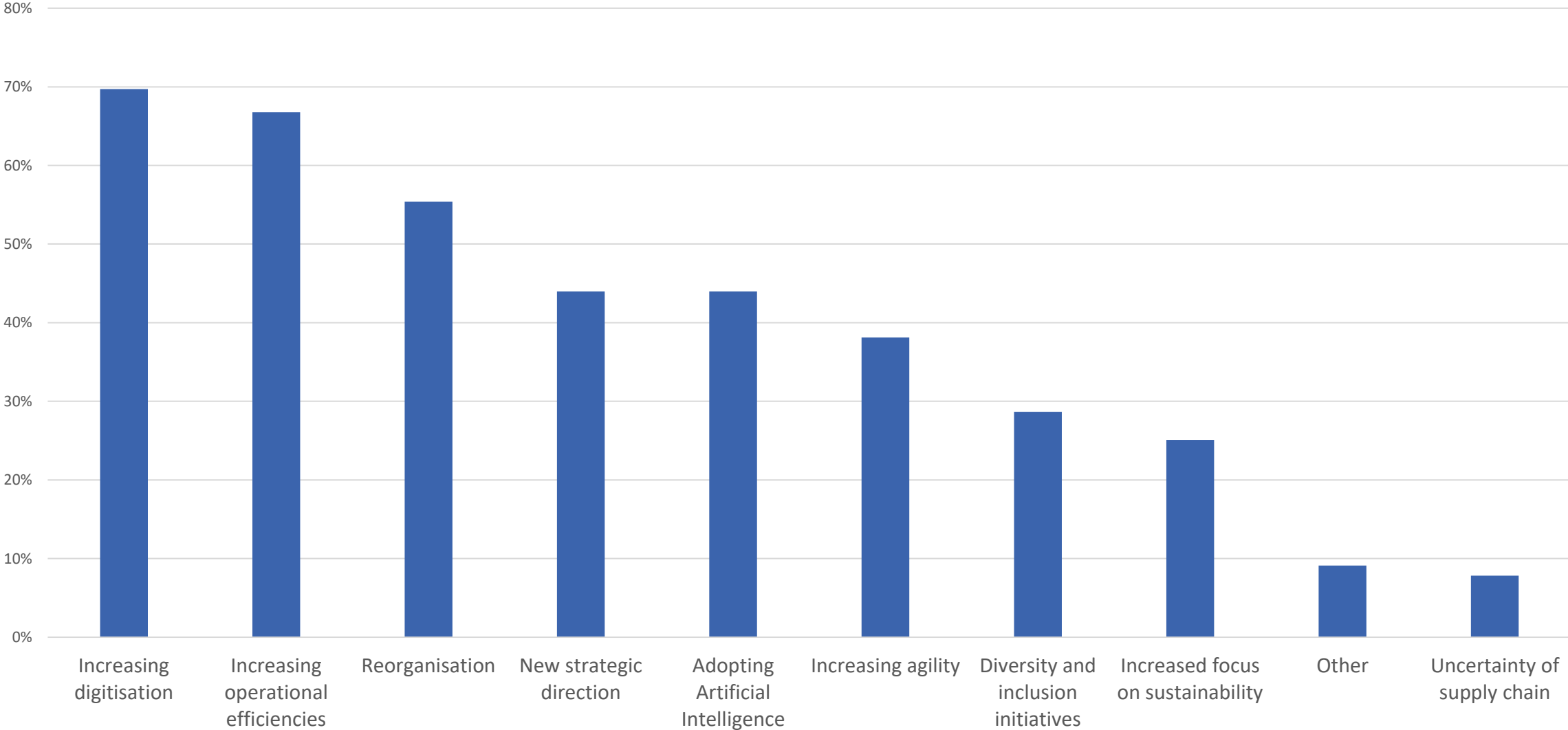
■ Change Consultant

■ Head of Change in my organisation

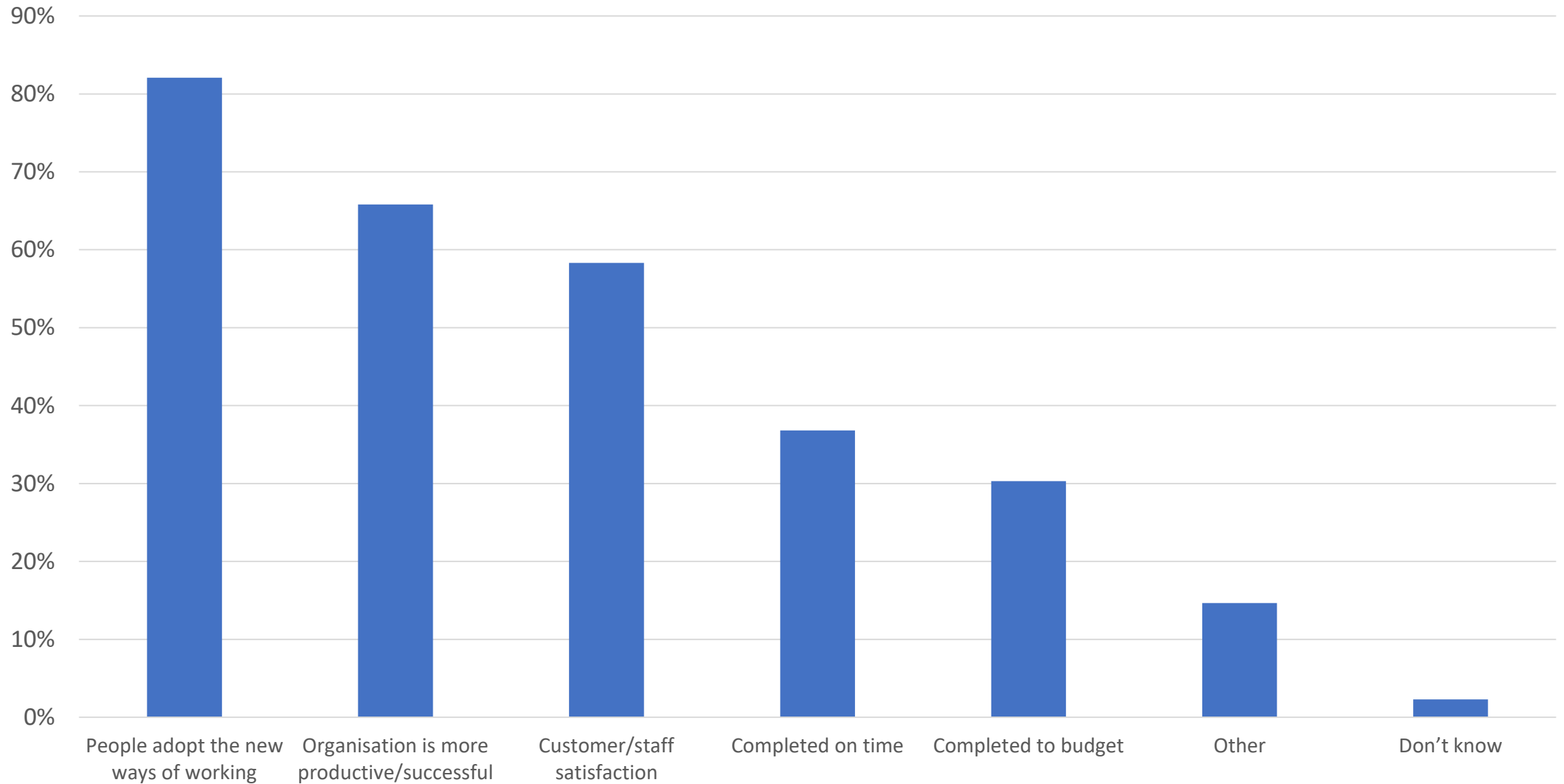
■ Head of HR

■ Other

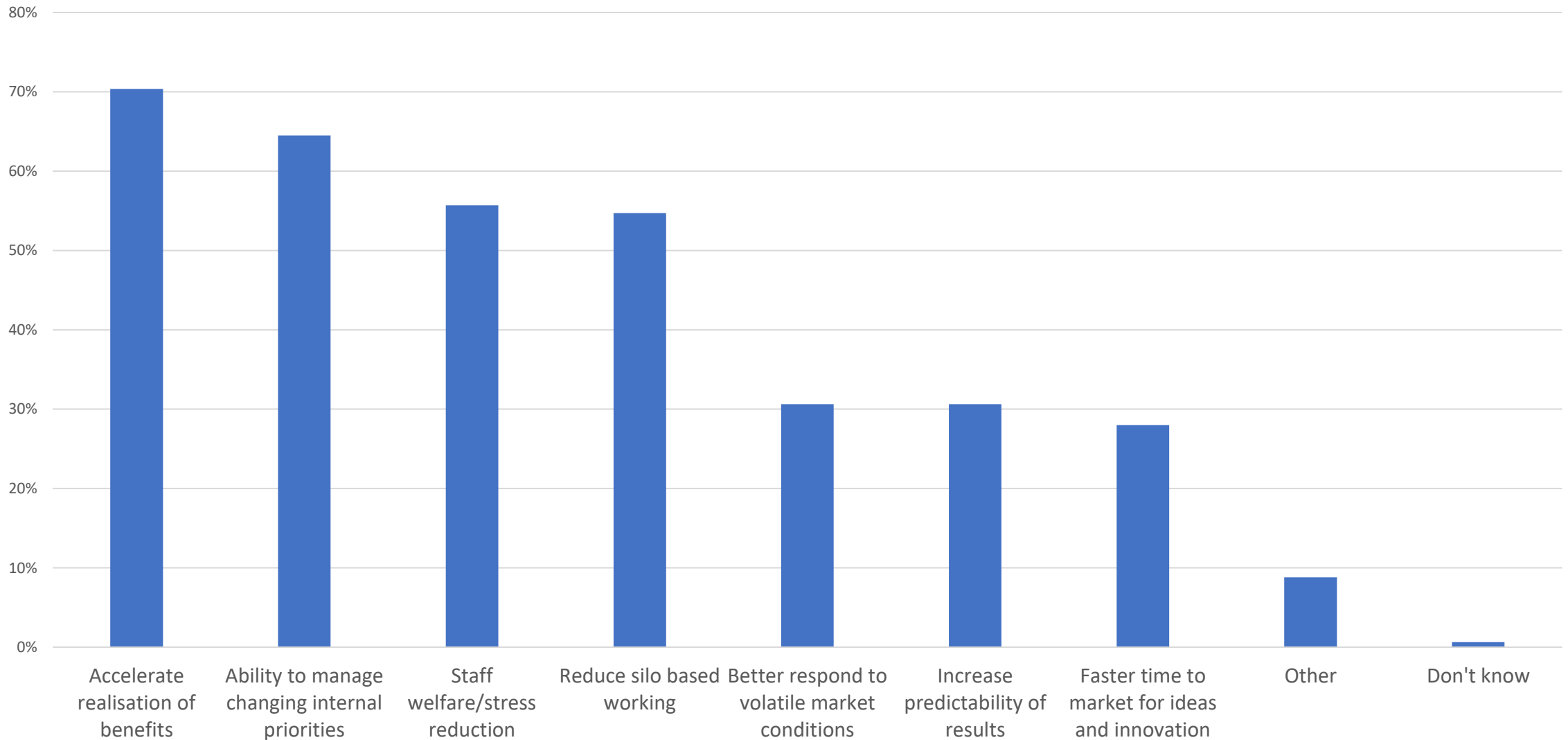
# How would you describe the changes in your business in 2024 compared to 2023



# How do you measure the success of change initiatives?

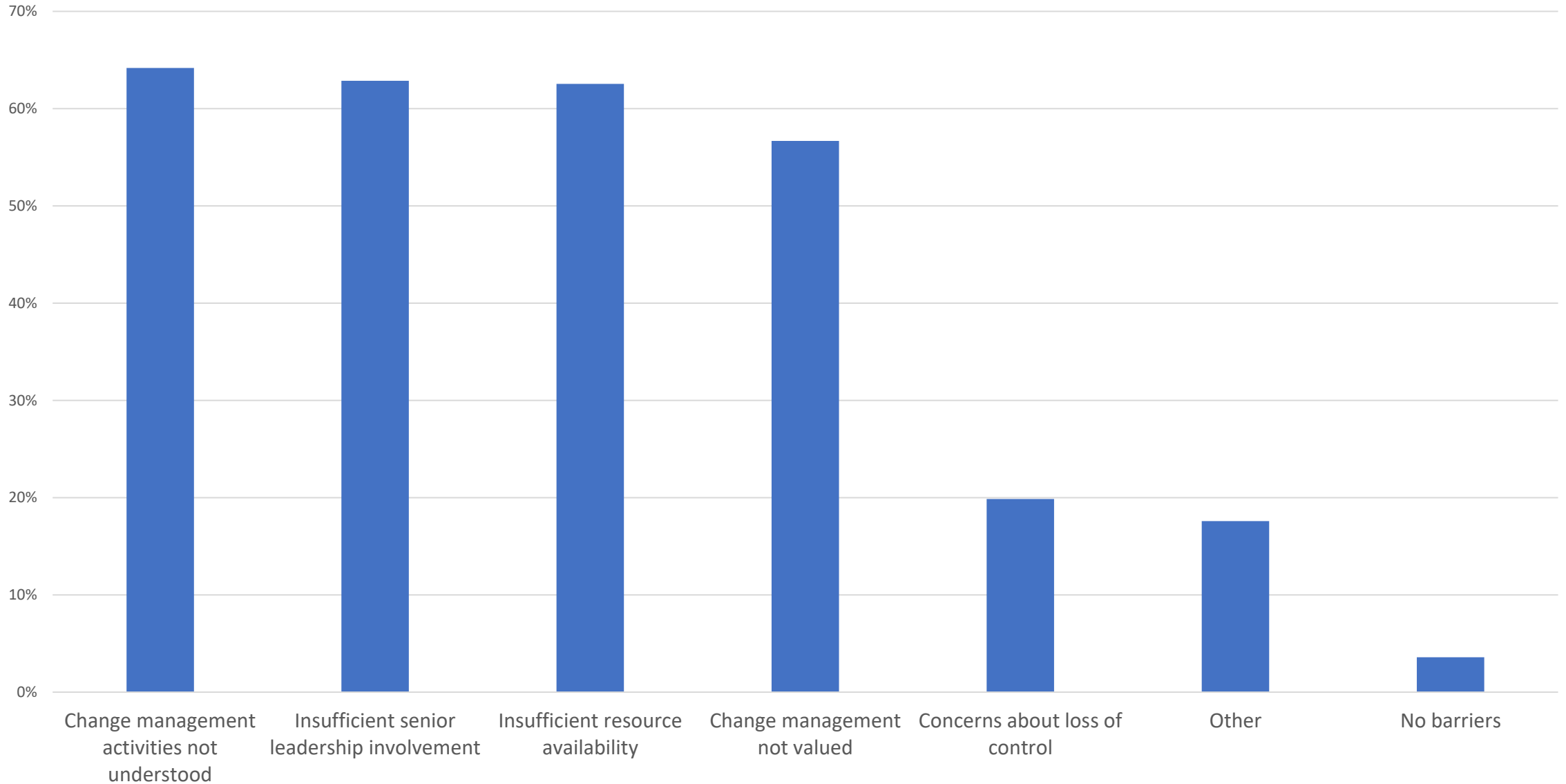


# What are the most important reasons for developing capability in change?

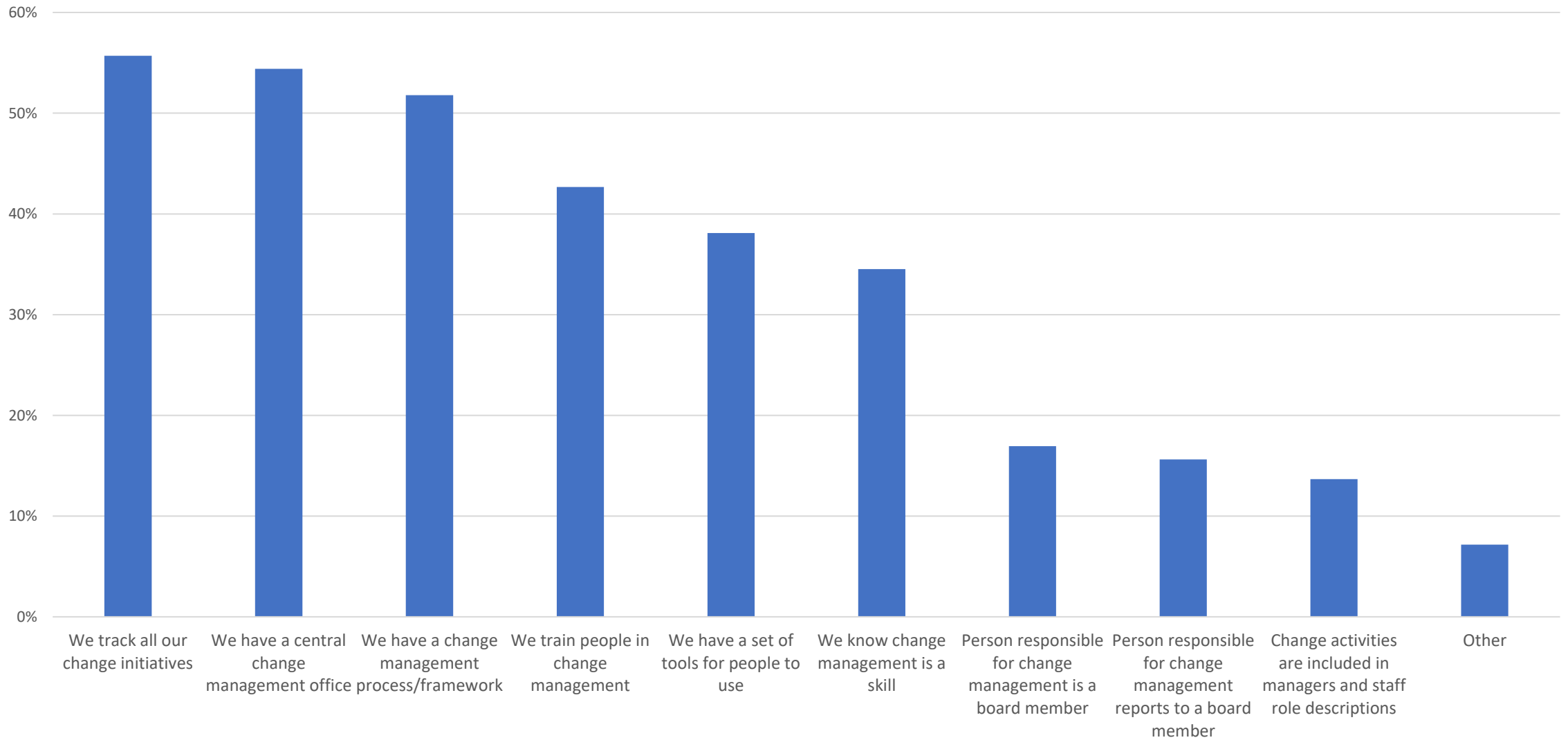




# What is stopping change being effective in your organisation?



# What elements of best practice has your organisation implemented?



## 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/>









# KEY RESULTS



## Benefits

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

# 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%	
Each change builds on the previous change	43%	45%	51%	

## 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%	







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

# 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](#)

