



PROPELLER

5TH ANNUAL RESEARCH REPORT

2026

From Managing Change to Designing Organizations for Constant Change

Annual People & Change Insights Report

Navigating Change at the Speed of Reality

Organizations are not facing a single wave of change; they are navigating a constant current with unknown obstacles. AI is shifting how work gets done, change saturation is increasing pressure on employees, and transformation is occurring at a pace few organizations were designed to absorb. This year's data shows not just how fast change is moving, but how often organizational systems lag behind the reality on the ground.

Change today is no longer episodic or contained. It is constant, voluminous, and frequently surprising, driven by overlapping shifts in technology, structure, skills, and ways of working. AI has intensified this dynamic, altering tasks, workflows, and decision-making while organizations restructure and rethink their operating models. Yet change is still too often planned one initiative at a time, without a clear view of how impacts compound across the enterprise.

When change is underestimated or treated as isolated, the burden of integration falls downstream. Managers and teams are left to reconcile competing priorities, unclear expectations, and evolving roles while continuing to deliver. The result is not resistance to change itself, but friction created by ambiguity and overload. Over time, trust erodes when leaders appear surprised by the cumulative effects of their own transformation agendas.

Organizations making progress recognize that navigating this moment is a leadership responsibility. They treat AI as an operating model shift rather than a tool rollout, plan change as an interconnected system instead of a series of projects, and create clarity about what is changing, why it matters, and how people are expected to adapt as work evolves.

The path forward isn't about slowing change; it's about navigating it with intention. Organizations that succeed will design for AI and people together, plan change with realism and discipline, and lead in ways that replace surprise with shared understanding. In a year defined by constant motion, clarity becomes a powerful competitive advantage.



Riley Smith
Senior Director,
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Sustained performance in 2026 will depend on aligning AI, enterprise discipline, and leadership capacity — not accelerating change alone.

Our Method for Understanding the Change Environment



Each year, Propeller examines how organizations are experiencing and navigating change through a combination of quantitative research and real-world insight. Our People & Change Insights Report draws on survey data to understand the current business environment, paired with our experience supporting leaders through organizational change, operating model shifts, and AI-enabled transformation.

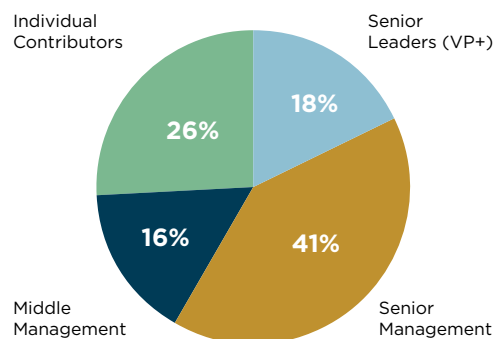
Survey findings are complemented by conversations with senior leaders across industries and functions, providing additional context on how change is unfolding inside organizations. These perspectives help illuminate the patterns behind the data, including how leaders are making decisions, where friction is emerging, and how teams are absorbing overlapping change.

Together, this combination of data, leadership perspectives, and hands-on client work allows us to reflect the realities organizations are navigating today, where change is continuous, interconnected, and shaped by evolving technology, structures, and ways of working.

ABOUT THE REPORT

- Propeller's fifth annual People & Change Insights Report
- 400+ U.S.-based professionals surveyed by an independent research firm
- 59% of respondents hold Senior Management or executive-level roles
- 88% of respondents manage or lead change as part of their role
- 69% of respondents work in Information Technology, Human Resources, or Operations
- Supported by qualitative interviews with senior leaders across industries
- Informed by Propeller's experience across organizational change, operating model design, and AI-enabled transformation

WHO WE SURVEYED



What Five Years of Data Reveal About Change in 2026

Across five years of data, change has become more structured, more continuous, and harder to anticipate.

Organizations Are Investing More in Formal Change Infrastructure

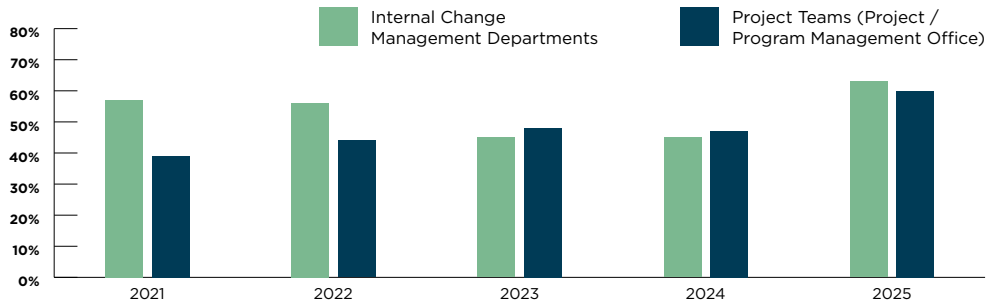
Organizations are increasingly relying on formal structures to support enterprise change. In 2025, the use of PMOs, Change Centers of Excellence, and Change Management Offices increased compared to prior years, alongside a decline in responses indicating no formal structure. At the same time, responsibility for managing change is increasingly concentrated within internal change and project functions, rather than corporate functions like HR, signaling a shift toward more structured ownership of change initiatives.

Does your organization use any of the following structures to drive enterprise change?



Use of formal change structures increased across all categories in 2025.

Who is responsible for managing change initiatives in your organization?

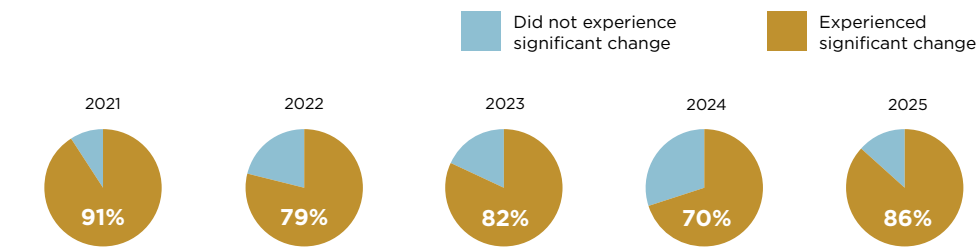


Internal change functions and project teams are increasingly responsible for managing change initiatives.

2025 Marked the Highest Levels of Experienced Change Since the Pandemic

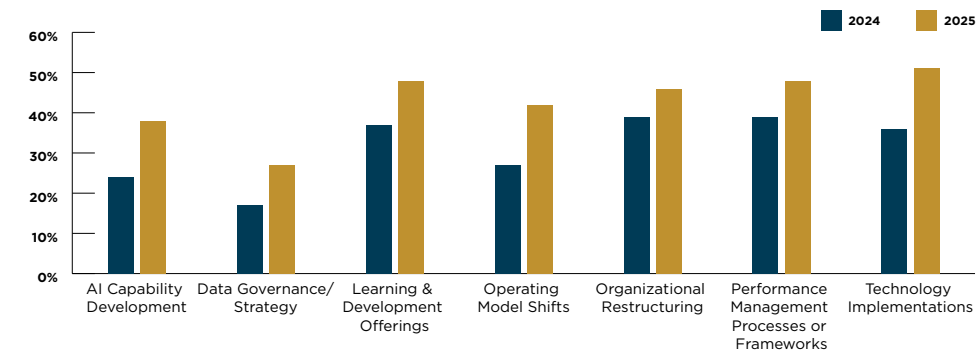
Organizations reported higher levels of experienced change in 2025 than in any year since 2021. A greater share of respondents indicated their organization experienced significant change in the past 12 months, alongside growth across multiple types of change. Together, these signals point to 2025 as a peak year for transformation intensity, marked by both the scale and scope of change underway.

My organization experienced significant change in the past 12 months.



Reported levels of significant change increased in 2025 compared to prior years.

Types of changes your organization experienced in the past 12 months.



Multiple types of change increased from 2024 to 2025, reflecting the breadth of transformation activity.

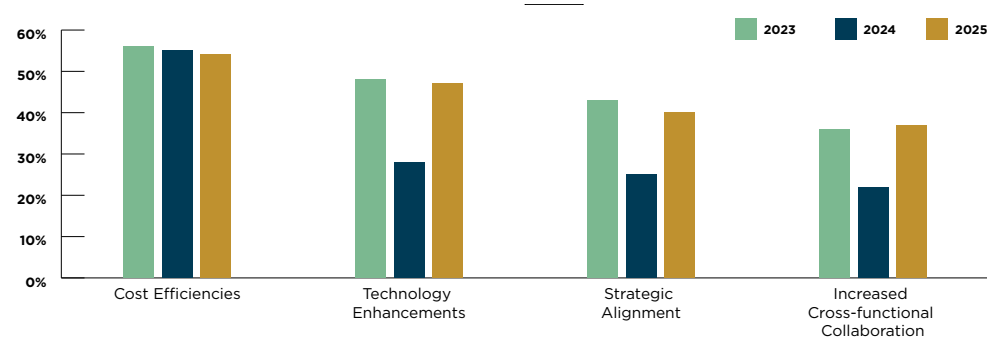
Technology Enhancements Are an Increasing Driver of Organizational Structure Changes

Cost efficiencies remain the top driver of organizational structure changes, holding steady over the past three years. However, in 2025, technology enhancements re-emerged as a significant driver, increasing by 19 percentage points from 2024 and ranking second overall. Strategic alignment and cross-functional collaboration also saw notable year-over-year increases of 15 points each.

Together, these shifts suggest that while cost pressure continues to anchor structural decisions, organizations are increasingly restructuring to enable technology integration and tighter cross-functional coordination, not just expense reduction.



What are the top drivers of organizational structure changes at your company in the last 12 months?



Technology-related drivers increased sharply from 2024 to 2025, alongside continued cost pressure.



The Three Defining Change Insights for 2026

INSIGHT #1

AI Is Redesigning Work Faster Than
Organizations Are Redesigning for People

INSIGHT #2

Why Smarter Change Planning Is
Critical Going Into 2026

INSIGHT #3

The Manager Role Is Becoming More Human, and
Organizations Need to Support That Shift

AI Is Redesigning Work Faster Than Organizations Are Redesigning for People

AI is changing how work gets done faster than organizations are changing how people are set up to deliver it.

In our research, 78% of respondents say AI has already changed how work is defined and organized across teams and functions, and 80% report early integration of AI agents or autonomous systems into core workflows and decision-making.

“AI is already changing how work happens across teams, but the organization hasn’t fully caught up. Roles, expectations, and workflows are shifting faster than people are being supported to adapt.”

***– Senior Change Leader,
Energy & Utilities Sector***

Yet most organizations are still approaching AI primarily as a technology initiative, rather than as a redesign of work, roles, and enablement. Tools are introduced, pilots are launched, and use cases expand — while roles, skills, workflows, and leadership expectations remain largely unchanged.



This growing mismatch between how work is changing and how people are supported to do it is now one of the biggest constraints on realizing value from AI.

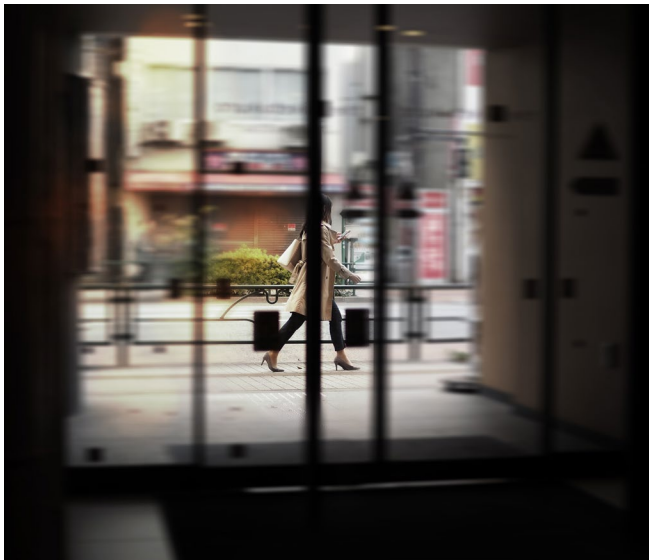
Structural Change Is Already Underway

The shift reflected in the data is not theoretical. Organizations are already responding to AI-driven change with structural moves that affect how work is organized and governed. In our research, 42% of respondents report changes to their operating model, and 46% report organizational restructuring over the past year.

These changes signal that AI is beginning to influence how work is coordinated, how responsibilities are distributed, and how teams are expected to operate, even when those changes are still taking shape.

When asked how AI has influenced their organization more specifically, respondents pointed to clear shifts in the design and execution of work:

- 51% report the creation of new roles or functions related to AI
- 50% cite required training, upskilling, or reskilling
- 46% report changes in who performs specific tasks (humans vs. AI)
- 41% point to changes in how work is sequenced, automated, or redesigned



Together, these signals point to a fundamental shift in the architecture of work. Tasks are being redistributed, responsibilities are evolving, and workflows are being rethought, often faster than organizations can formally redesign roles, governance, or operating norms.

As a result, AI is increasingly being treated as a participant in the operating model, shaping workflows, decisions, and execution.

The Biggest Barriers to AI Adoption Are Still About People

Despite meaningful structural movement, organizations continue to encounter significant barriers when implementing AI at scale. The most commonly cited barriers relate to people and enablement rather than technical capability.

When asked about challenges with AI adoption, respondents cited:

- Lack of expertise or skills and insufficient employee training (40%)
- Employee resistance to change (40%)
- Uncertainty about how to effectively leverage AI (29%)
- Limited executive support or buy-in (26%)

These challenges emerge precisely because of the changes organizations are making to how work is organized and delivered. New roles require new skills. Redesigned workflows require people to work differently. Shifts in task allocation require clarity about accountability, expectations, and decision-making.

This pattern is consistent with broader market findings. According to [Prosci](#), 63% of organizations report that human factors are the primary barrier to successful AI implementation.

In practice, this means employees are often asked to absorb operating model changes while continuing to deliver. Learning frequently happens alongside delivery, while experimentation unfolds without consistent guardrails. In this environment, resistance and uncertainty are less about opposition to AI itself and more about a lack of clarity, confidence, and

shared understanding of what “good” looks like in AI-enabled work.

As organizations redesign their operating models for AI, the pace of change often outstrips the pace of enablement. The question leaders must confront is whether people are being supported to adapt at the same speed as the work itself is changing.

Without intentional design and enablement, the risk is not simply slower adoption. Friction grows between how work is being restructured and how people are prepared and supported to operate within that new structure.



How Organizations Can Design for AI and People Together

This year, the opportunity is not simply to accelerate AI adoption. It is to use AI as a catalyst to rethink how organizations structure, organize, and enable work in ways that unlock human potential alongside technological capability.

Organizations that are making progress are focusing on a small set of deliberate design choices, particularly where AI intersects with operating models, work design, skills, and change.

1. Design the organization with AI as part of the operating model.

Most organizations are deploying AI tools, but fewer are deliberately designing how AI fits into their operating model.

PRACTICAL NEXT STEPS:

- Clarify where AI is expected to perform work versus where human judgment, collaboration, or accountability remain essential.
- Define ownership and decision rights for AI-enabled work so accountability does not default to individuals or informal workarounds.
- Align governance, workflows, and team structures to reflect how AI is actually used in day-to-day operations, not how it was initially introduced.

2. Reimagine work before redesigning roles.

Organizations that start with org charts often miss how work is truly changing. The strongest organizations begin with a clear point of view on how AI will create value and let that vision shape workflows before they touch structure.

PRACTICAL NEXT STEPS:

- Define where and how AI should create leverage in your business model before making decisions about roles or structure.

“The most successful organizations don’t start with org charts; they start with a clear point of view on how AI can enable realization of their corporate strategy. They first understand how the technology functions and where it creates leverage, and then redesign workflows around that reality. AI isn’t something you layer onto existing processes; it requires rethinking the work itself before you rethink the roles.”

*- Mark Fitzgerald
VP of Services, Propeller*



- Break work into tasks and processes to understand which activities can be automated, augmented, or fundamentally reimaged with AI, and which require human expertise, judgment, or collaboration.
- Map how tasks flow across roles and teams before making decisions about role redesign or structural change.
- Redesign roles and structures only after the task and workflow implications of AI are clear.

3. Make continuous skill evolution a core organizational capability.

As work changes faster, skills become outdated more quickly across roles and levels.

PRACTICAL NEXT STEPS:

- Shift from static skill models to skills in use, tied directly to AI-enabled tasks, workflows, and decision points.

- Embed learning into day-to-day work so employees build capability as AI changes how work gets done.
- Align skill development with operating model changes, ensuring new roles and workflows are supported by the right capabilities.
- Create visible pathways for reskilling and mobility as AI reshapes work across teams and functions.
- Treat skills and capabilities as dynamic organizational assets rather than credentials tied to fixed roles.

4. Make AI transformation an organizational change management effort.

As AI impacts how work gets done, organizations must keep their people and structures aligned with the pace of change.

PRACTICAL NEXT STEPS:

- Treat AI-related initiatives as sustained

organizational change efforts rather than one-time rollouts.

- Develop clear narratives that explain how work is changing, why it matters, and what is expected of leaders and employees.
- Align leaders around consistent expectations for how AI-enabled work should operate.
- Provide ongoing support as new workflows, roles, and ways of working take hold.

AI is already changing how work gets done, and organizations are responding by adjusting structures, workflows, and roles, often faster than people systems can adapt. As these changes continue, the challenge shifts from adoption to managing the cumulative impact of change across the organization.

76% of organizations are predicted to have an AI change management strategy by the end of 2026, compared with 54% at the end of 2025.

- AWS Study: Generative AI Adoption Index



Why Smarter Change Planning Is Critical Going Into 2026

Even as organizations navigate large-scale transformation year after year, accurately anticipating the full scope of change remains a challenge.

In 2025, actual levels of change exceeded predictions made in 2024 across all change categories we tested:

- Technology implementations were underestimated by 17 percentage points
- Learning & development initiatives by 19 percentage points
- Organizational restructuring by 20 percentage points

On average, organizations underestimated total change by 11 percentage points across all categories. These gaps reflect a systemic issue in how organizations anticipate, plan for, and sequence change at an enterprise level.

The Pattern Behind the Miss: The Change Saturation Trap

This disconnect between expected and experienced change isn't a one-year anomaly. It reflects a recurring pattern in how organizations forecast and plan for change — one we refer to as the Change Saturation Trap.

At its core, the Change Saturation Trap reflects a tendency to forecast change based on the most

visible or urgent initiatives of the moment, rather than taking a cross-functional, enterprise view of how multiple changes interact and accumulate across the organization.

Looking back across prior datasets reinforces this dynamic. In three of the past four annual insights reports, organizations underestimated the total level of change, with the one outlier occurring in the year AI rapidly accelerated transformation activity.

Interviews with change leaders reveal how consistently this pattern shows up:

WHAT LEADERS ARE EXPERIENCING

“There is no project that is not a cross-functional change in business process or technology for us.”

“Everybody calls everything change.”

“We don't always see the downstream impacts until teams are already overloaded.”

Together, these perspectives underscore how easily change becomes underestimated when it is planned one initiative at a time, without a clear view of cascading impacts across processes, roles, technologies, and teams. This often leads leaders to assume that upcoming change will be manageable, or that individual initiatives will have limited downstream effects — even as change continues to accumulate.

Leaders are beginning to recalibrate. Heading into 2026, organizations increased their change predictions across all categories by an average of 9%. The issue isn't that leaders lack the ability to forecast change accurately; it's that change is still often predicted one dimension at a time, leading to persistent underestimation.

The Cost of Underestimating Change

The Change Saturation Trap, and the resulting underestimation of change, come with real consequences. When leaders misjudge the scale of change, they also misjudge the skills required, the structural shifts needed, and the time and effort it takes to bring people along.

This fundamentally alters how change is experienced by employees. When transformation feels sudden or relentless, trust erodes. Leaders appear unprepared, while employees feel reactive instead of empowered, and change management starts to become synonymous with “catching up” rather than enabling progress. The result is familiar: change fatigue, slowed adoption, misaligned operating models, and missed value from major investments.

Our data shows that prediction gaps appear across people, technology, and structure categories, signaling that these dimensions

are still being planned for as separate efforts rather than as an integrated system. Yet change rarely happens in isolation. Technology investments drive structural redesign. Structural shifts demand new skills. New skills require L&D transformation. When organizations plan for one without accounting for the others, surprises are inevitable.



What Leaders Can Do Next: Practical Actions for Your Next Planning Cycle

Escaping the Change Saturation Trap doesn't require predicting the future perfectly, but it does require more disciplined, system-based planning. The actions below outline practical steps leaders can take in the next quarter to move from reactive forecasting to more intentional, enterprise-level change planning.

1. Create an enterprise view of change (not just a list of initiatives).

Most organizations know what initiatives are underway, but few understand how they interact.

PRACTICAL NEXT STEPS:

- Build a single, enterprise-level view of all active and planned change initiatives (technology, process, structural, people).
- Identify where initiatives overlap in impacted teams, leaders, or skills, not just timelines.
- Flag initiatives that create second- or third-order impacts (e.g., a tech rollout that triggers role redesign or training needs).
- Use this view as a standing agenda item for executive or transformation governance discussions.

2. Shift forecasting from individual initiatives to cascading impacts.

Underestimation happens when change is predicted one dimension at a time.

PRACTICAL NEXT STEPS:

- For every major initiative, require leaders to identify at least three downstream impacts across people, structure, and skills.

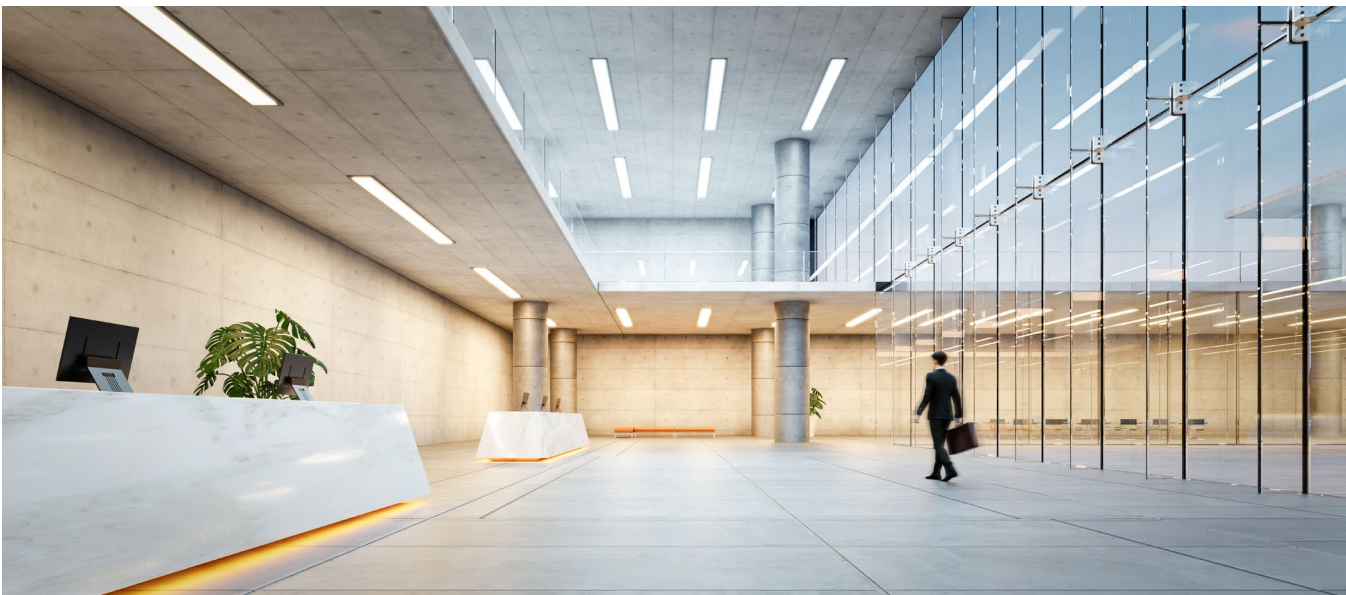
- Introduce a simple impact checklist or heat map to standardize how cascading effects are assessed.
- Revisit forecasts quarterly to compare predicted vs. experienced impacts and adjust future assumptions accordingly.

3. Treat change capacity as a finite resource.

Change saturation is not just about volume; it's about capacity.

PRACTICAL NEXT STEPS:

- Identify roles, teams, or leaders absorbing the highest concentration of change.
- Pause, sequence, or rescope lower-value initiatives where saturation risk is highest.
- Explicitly define what will not change this quarter to create breathing room.
- Equip leaders with clear guidance on where to spend sponsorship time versus where to delegate.



4. Invest early in enablement, not just communication.

Most organizations recognize training as a challenge, but address it too late.

PRACTICAL NEXT STEPS:

- Allocate training and enablement budgets at the same time initiatives are approved, not after issues emerge.
- Prioritize skills-based learning tied to real work (e.g., job shadowing, guided practice, role-based toolkits).
- Clarify what “good” looks like post-change so employees know when they’ve successfully adopted new ways of working.

Change is already voluminous, interconnected, and ongoing. When it continues to surprise organizations, the issue shifts from the pace of change to how change is planned.

Organizations heading into 2026 will need to anticipate not just what will change next, but how individual initiatives will trigger cascading impacts across teams, roles, and systems. Doing so requires slowing down just enough to build shared visibility, make deliberate tradeoffs, and sequence change intentionally.

As one leader noted, “Slow down to speed up is where intentional change management actually helps.”



The Manager Role Is Becoming More Human, and Organizations Need to Support That Shift

As work becomes more fluid, people-centered, and AI-enabled, the demands placed on managers are changing in fundamental ways. Managers are increasingly responsible for navigating complexity at the intersection of productivity, engagement, and change — often without a corresponding shift in how their roles are designed or supported.

This year's People & Change survey highlights a clear pattern. The challenges managers face today are human and relational, requiring judgment, empathy, and context, and the support they are asking for reflects organizational conditions rather than individual capability gaps.

Managers' Top Challenges Are Judgment- and Context-Driven

When asked about the challenges they have faced most often in the past year, managers consistently identified a small set of recurring challenges:

- Balancing productivity with employee well-being (47%)
- Managing multi-generational teams (43%)
- Driving employee engagement and motivation (43%)

These challenges are not transactional problems with straightforward solutions. Balancing productivity and well-being requires navigating trade-offs in real time. Managing multi-generational teams demands flexibility in leadership approaches, communication styles, and expectations. Sustaining engagement depends on understanding what motivates people amid constant change.

This is not a perception isolated to our data. [Deloitte's 2025 Global Human Capital Trends](#) survey found that 36% of managers do not feel sufficiently prepared for the people-manager aspects of their role, reinforcing that the hardest parts of management today are human, not technical.

One leader captured this shift succinctly in our interview:

“Rather than solely focusing on identifying functional and technical skills, imagine if we were equally dedicated to developing durable, human skills? Our entire manager population would lift, and so would the employee experience. Our jobs are not just technical; we are supporting and leading humans.”

- Christine Wickland
Director of Organizational Effectiveness

Together, these findings suggest that the manager role is increasingly defined by judgment- and context-driven leadership. Managers are being asked to hold complexity, make nuanced decisions, and guide teams through ambiguity, all while maintaining performance.



What Managers Are Asking for Reflects the Reality of the Role

Managers' views on what would help them be more effective reinforce the changing nature of the role. Their responses point less to personal motivation or skill gaps and more to the organizational conditions required to lead well:

- Better tools or technology to help manage work and teams (48%)
- More time or capacity to focus on people leadership (45%)

- Clearer direction and priorities from senior leadership (42%)

These signals speak to how the role is experienced. Managers are asking for clarity about what matters most, space to focus on leading people well, and systems that reduce friction rather than add to it. Clear priorities from senior leaders help managers translate strategy into day-to-day decisions. Tools and technology matter insofar as they free attention for judgment, coaching, and relationship-building.

Ultimately, this is less about energizing or motivating managers and more about how organizations set the tone and design the environment. When expectations are clear, priorities are aligned, and friction is removed, managers are far better positioned to focus on the people-centered leadership work that defines performance today.

Managers Are Central to Realizing AI Value

Managers are the point where AI-driven change either becomes embedded in day-to-day work or breaks down at the team level. As AI redefines how work is structured, how roles evolve, and how decisions are made, managers are the ones responsible for translating those shifts into lived experience for employees.

This places managers at the intersection of the two challenges highlighted earlier in this report: redesigning work for AI and managing an increasingly saturated change environment. While organizations may set strategy, deploy tools, or redesign operating models, it is managers who determine whether those changes are understood, tested, and sustained.

Managers are uniquely positioned to unlock AI value because they sit closest to how work actually happens. They are the ones who:

- Translate AI ambition into day-to-day work, helping teams understand what AI means in practice, rather than in theory.
- Adapt roles, responsibilities, and decision-making as tasks shift between humans and machines.
- Create clarity amid change, providing context, prioritization, and reassurance as expectations evolve.
- Address resistance and uncertainty by grounding AI adoption in real team dynamics and lived experience.
- Protect engagement and trust, ensuring productivity gains do not come at the expense of well-being.

When managers are not intentionally positioned to play this role, AI initiatives are far more likely to stall or underdeliver. Tools may be deployed, and work may be redesigned, but without effective translation at the team level, change remains conceptual rather than operational.

When managers are supported and intentionally leveraged, they become the primary mechanism through which AI-enabled organizational design becomes real. They connect strategic intent to lived experience, ensuring that changes to how work is structured are understood, tested, and sustained at the team level. In this way, managers are not simply impacted by AI-driven change; they are the critical unlock for realizing its full value.



How Organizations Can Better Support Managers

As expectations on managers expand in the face of ongoing change and AI-driven shifts in work, organizations must move beyond incremental fixes and address how managers are positioned, enabled, and supported. This does not mean adding more responsibilities to an already complex role; it means creating the conditions that allow managers to focus on where they add the most value.

The following actions focus on how organizations can redesign expectations, capacity, and support around the manager role to reflect the realities described above.

1. Clarify what matters most and make trade-offs explicit.

Managers operate at the intersection of competing priorities, especially as expectations around productivity, engagement, and change increase.

PRACTICAL NEXT STEPS:

- Clearly articulate where people leadership (i.e., job levels) sits relative to delivery, performance, and transformation priorities.
- Explicitly reinforce expectations for human and relational leadership, including coaching, judgment-based decision-making, and navigating team dynamics through change.
- Translate enterprise strategy into a small set of clear priorities managers can act on consistently.



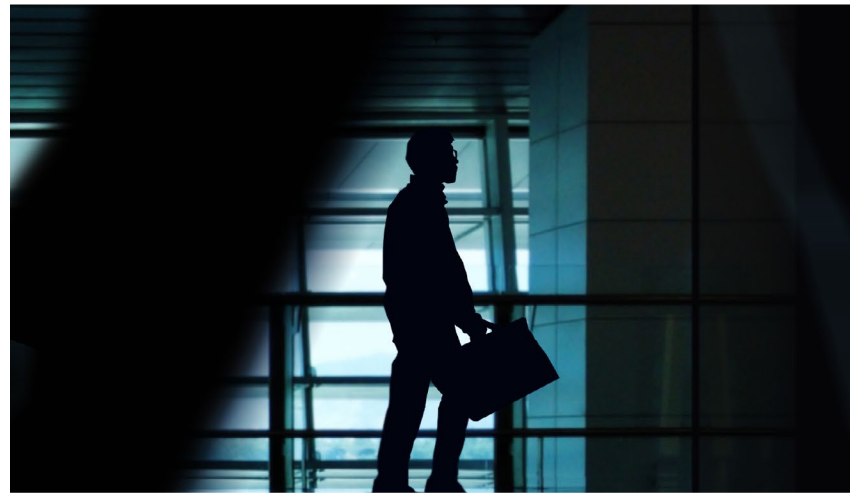
2. Create space for people leadership, not just delivery.

Expecting managers to coach, engage, and lead through change requires intentional capacity, not just new expectations.

PRACTICAL NEXT STEPS:

- Review spans of control, workload expectations, and role scope to ensure people leadership is not treated as an add-on.

- Protect time for coaching, feedback, and team development as core managerial responsibilities.
- Rebalance expectations so managers are not forced to choose between delivery and leading people well.



3. Use tools and technology to reduce friction, not add complexity.

Managers' requests for better tools reflect a need to remove barriers that pull attention away from leading people.

PRACTICAL NEXT STEPS:

- Evaluate systems and processes through the lens of managerial experience and daily workflow.
- Prioritize tools that reduce administrative overhead and improve visibility into work and team needs.
- Eliminate duplicative reporting and low-value coordination tasks that consume managerial time.



4. Equip managers to translate AI-driven change into day-to-day work.

Managers are the point where AI-driven organizational change becomes real for teams.

PRACTICAL NEXT STEPS:

- Equip managers with guidance and support to apply judgment, empathy, and context when translating AI-driven changes into day-to-day work.
- Train managers on how AI is expected to change roles, tasks, and ways of working.
- Reinforce the role managers play in ensuring AI strengthens engagement rather than undermining it.

As AI changes how work is organized and change accelerates across the enterprise, the manager role is becoming more central, and more human, than ever before. Organizations that continue to treat managers primarily as delivery leads risk overloading the very role responsible for translating change into lived experience.

The organizations that succeed will be those that intentionally design the manager role for judgment, context, and connection — ensuring managers are equipped, supported, and empowered to lead people through complexity, not just manage work through it.

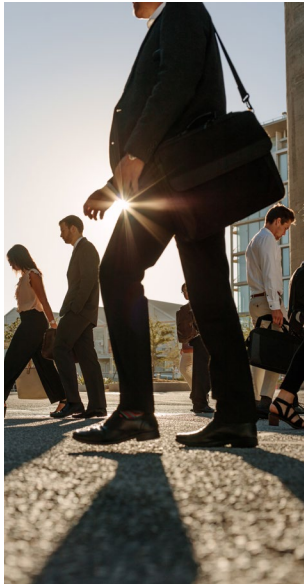
Designing for Reality, Not Assumptions

This year’s findings reflect something many leaders already feel. Work is changing faster than the structures designed to support it. AI is entering workflows. Change initiatives overlap. Managers are carrying more responsibility without a corresponding shift in expectations or capacity.

The impact shows up in small but cumulative ways: trade-offs between productivity and well-being, change efforts that compete for attention, managers asked to translate shifting priorities without clear guardrails. When organizations are caught off guard, the issue is rarely speed alone. It is how change was scoped, sequenced, and integrated across teams.

Across the report, the pattern is consistent. AI is being introduced into work before roles are fully redesigned. Change is planned initiative by initiative rather than as a connected system. Managers are expected to absorb complexity that has not been accounted for structurally.

The challenge is not change itself. It is alignment. When work evolves faster than planning, role design, and governance processes, friction builds. Fatigue increases. Adoption slows. Leaders spend more time reacting than shaping change intentionally.



ALIGNMENT IN A PERIOD OF ACCELERATION	
Where Change is Accelerating	Where Systems Must Keep Pace
• AI integration into workflows • Overlapping transformation initiatives • Structural adjustments under cost pressure	• Role and skill redesign • Enterprise-level change visibility • Manager capacity and support

Closing that gap requires deliberate design. Planning must account for cumulative impact. Role expectations must reflect actual responsibilities. AI must be treated as part of the operating model, not an overlay. Organizations that align planning, structure, and people systems with how work truly unfolds are better positioned to sustain performance over time.

Turning Insight Into Action

This year's People & Change Insights highlight a common challenge across organizations: change is accelerating, but the systems designed to absorb it are under strain. AI is fundamentally changing how work happens, leaders are navigating compounding transformation, and managers are carrying more responsibility than ever before.

Propeller partners with organizations at this moment, helping leaders translate insight into action by aligning strategy, organizational design, and change execution so transformation delivers lasting results.



Riley Smith

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WAYS TO CONTINUE THE CONVERSATION

Book an Executive Briefing

A tailored conversation to interpret this year's People & Change Insights in the context of your organization.

**SCHEDULE A
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Assess Your Change Maturity

Understand how consistently your organization plans, governs, and executes change across leadership engagement, processes, and execution discipline.

DOWNLOAD THE GUIDE

Organizational Health Check

Diagnose whether your structure, roles, and workforce design are aligned to strategy, or quietly creating friction and overload.

GET THE PLAYBOOK

The background is a dark blue, textured surface with visible brushstrokes or a similar organic pattern. The text is centered in the middle of the image.

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Make momentum