

The OrgChange.AI Dispatch — June 2026

Implementation is easy. Readiness is the work.

Craig Russell June 1

Every major enterprise survey researched this month arrives at the same conclusion: organizations are deploying AI faster than they are building the people, governance, and operating-model capabilities to make it work. Deloitte reports 84% of companies have not redesigned jobs around AI. Aon finds only 18% have reskilled most of their workforce. McKinsey's 10,000-leader survey finds 86% of organizations are not prepared for day-to-day AI operations. The bottleneck is not the technology—it is organizational readiness.

This month: case studies showing how organizations close the readiness gap; **leadership voices** that frame the executive reset; and the **Nine-Square Grid™** mapping the change work. The through line is simple: AI scales when leaders treat adoption as an operating-model redesign, not a technology rollout.

I. Case Studies

Each case below illustrates a different dimension of the readiness gap—operating-model structure, business-model disruption, and institutional governance.

Dahl (Saint-Gobain)

AI Tools: Smart alerts, AI-based monitoring dashboard, warehouse automation, full-stack observability.

How AI augments organizational change: Dahl's warehouse was at 140% capacity. The modernization initiative unified brands, automated order lines, rebuilt digital infrastructure, and consolidated monitoring from ten solutions to four. Cross-functional alignment across logistics, IT, and customer operations was the harder work—but it accelerated e-commerce launch by four months and delivered 100% ROI within weeks.

OCM Takeaway: Infrastructure modernization succeeds when paired with workflow consolidation and cross-functional accountability.

Source: IBM, 2026 CEO Study.

Global Legal Sector

AI Tools: AI-assisted legal research, document review, contract drafting.

How AI augments organizational change: 92% of legal professionals use at least one AI tool daily, reporting ~10% weekly time savings. Half report revenue increases. Yet 62% expect AI to reduce billable hours—forcing a business-model rethink, not just a productivity gain.

OCM Takeaway: When AI disrupts a profession's economic model, change leaders must address business-model redesign, not only tool training.

Source: Wolters Kluwer, 2026 Future Ready Lawyer Survey.

U.S. Department of the Air Force

AI Tools: Enterprise AI strategy framework; data governance; operational AI integration.

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How AI augments organizational change: The Air Force's 2026 AI Strategy treats adoption as an institutional capability challenge. It codifies governance structures, data standards, workforce development, and accountability—making explicit what many enterprises leave implicit.

OCM Takeaway: Formal strategy documents create the structural scaffolding that ad hoc adoption cannot.

Source: Department of the Air Force, AI Strategy, April 2026.

II. Leadership Voices

Philip Morris International

Jacek Olczak, Group CEO

"Trying to take AI tools and squeeze them into the existing organization is extremely likely to be the wrong approach."

Why it matters: AI adoption that preserves the existing operating model is not adoption—it is decoration. Use this to frame why workflow redesign and governance must precede scaling.

Source: IBM, 2026 CEO Study.

Quick Hits

"It's not the technology that is the limiting factor. We are the limiting factor." — Jacek Olczak, Philip Morris International

"Knowledge of digital and emerging technologies has risen sharply to become the #1 perceived skills gap among leaders." — LHH, 2026 Executive Research

"People and change, not technology, continue to be the greatest obstacles to AI adoption"—93% of firms (Bean, 2026 AI & Data Leadership Survey)

III. The OrgChange.AI Nine-Square Grid™

This month's evidence concentrates in squares addressing readiness and capability.

	Kotter	Lewin	ADKAR
People	CEO-Led Urgency	Chronic Strain	The Skills Gap
Process	—	Redesign Before Deploy	Readiness Before Scale
Technology	—	—	—

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Square 1 — People / Kotter: “CEO-Led Urgency”

Definition: This is where leaders make the case for change real enough to move people out of the status quo.

- 72% of CEOs say they are the main AI decision maker; 94% will keep investing—but only 10% report AI is currently driving growth. Urgency is credible but unfulfilled. (BCG, 2026)
- 69% of CEOs say AI is changing their core business, yet growth expectations have slipped from 2026 to 2030. (IBM, 2026)

Square 3 — People / ADKAR: “The Skills Gap”

Definition: This is where organizations build the awareness and knowledge their people need to work differently—not just tool access, but capability.

- AI competence is now the #1 executive skill deficit, jumping seven positions in one year; leader confidence fell 11 points. (LHH, 2026)
- 73% have deployed or are piloting AI, but only 18% have reskilled most of their workforce. (Aon, 2026)

Square 5 — Process / Lewin: “Redesign Before Deploy”

Definition: This is the active change stage where processes must be redesigned around AI—not the reverse.

- 82% of executives say functional silos block AI value. The barrier is structural. (IBM, Agentic Operations, 2026)
- 88% of organizations experiment with AI; 81% report no meaningful bottom-line gains. (McKinsey, 2026)

Square 6 — Process / ADKAR: “Readiness Before Scale”

Definition: This is where governance, feedback loops, and reinforcement mechanisms sustain adoption.

- Autonomous workflow adoption accelerates 5.4x when change management readiness and AI governance are in place. (IBM, Agentic Operations, 2026)
- 92% of workers report strain at work; 24% attribute it to AI adoption. Chronic strain is the readiness signal most plans miss. (Headspace, 2026)

Square 2 — People / Lewin: “Chronic Strain”

Definition: This is where organizations must address the human cost of continuous change before new behaviors take hold.

- 51% of workers are emotionally checked out. Change fatigue is the unfreezing barrier that most AI rollout plans ignore. (Headspace, 2026)

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