The OrgChange.AI Dispatch — September 2026

Deployment is a decision. Implementation is a program.

Craig Russell September 1

Almost every organization has deployed AI. Almost none has implemented it.

Economists at Stanford and the Bank of England surveyed nearly 6,000 CEOs, CFOs, and senior executives across the United States, United Kingdom, Germany, and Australia. They found 69% of firms actively using AI — and more than 90% reporting no impact on employment, with 89% reporting none on labor productivity, across three years (Yotzov et al., 2026). Aon arrives at the same gap from the workforce side. Among 2,361 board directors and senior leaders across 62 geographies, 73% have deployed or are piloting AI, while 18% report that most of their workforce has been through AI reskilling in the past twelve months (Aon, 2026). Aon states the finding without decoration: implementation has gone mainstream; readiness has not.

That gap is this month's subject, and the evidence for it is unusually broad — fifteen sources spanning academic, consulting, and practitioner research, converging on a single structural fact. The tools are in the building. The work that makes tools pay off is not.

Case studies where the technology arrived without the program, leadership voices relocating the problem from technology to change, and the Nine-Square Grid™ mapping where the missing work belongs. September's summary: the tools were bought, and the work around them was never assigned.

I. Case Studies

Use is not the constraint in any case below. What is absent is the layer that converts use into value — strategy communicated, training provided, work redesigned, governance staffed, people consulted.

Nursing (Incredible Health)
AI Tools: General-purpose assistants (ChatGPT, Copilot, Gemini), documentation and charting tools, drug and clinical reference lookups.
How AI augments organizational change: Nurse AI use nearly tripled in a single year, from 15% to 44%, entirely ahead of employer direction — only 8% of nurses say their employer has communicated a clear AI strategy for their role, one in five report that tools simply appear with no plan or explanation, and 46% received no AI training at all. Where the organization does show up, the effect is measurable in both directions: nurses consulted on tool selection report 81% likelihood of using the tool against 62% for those never consulted, and 74% trust against 38%. Trained users are half again as likely to save

more than an hour a day (24% against 16%).
OCM Takeaway: Consulting the frontline on tool selection is an adoption mechanism, not a courtesy — it moves trust nearly twofold.
Source: Incredible Health, *2026 State of Nursing Report* (July 2026).

Patient Access Centers (BCG)
AI Tools: Virtual agents for scheduling and referral workflows, agent-assist copilots, automated quality assurance, outbound outreach agents.
How AI augments organizational change: The binding constraint is not the model but the undocumented operational logic beneath it — scheduling rules, visit-type mappings, provider-level directives, and insurance acceptance rules that live in shared spreadsheets and unwritten agent knowledge rather than in any system of record. Codifying that logic, expanding what agents are permitted to book, and formalizing how clinic exceptions reach the access center are prerequisites AI cannot unlock on its own. BCG puts a ratio on the effort: technology, vendors, architecture, and infrastructure are roughly 30% of an AI transformation, and people and change management are 70%.
OCM Takeaway: Run the deployment as a cross-functional program with senior executive and clinical sponsorship, not as an IT project akin to a vendor migration.
Source: BCG, *Transforming the Patient Access Center with AI* (July 14, 2026).

Technology Leadership (Deloitte)
AI Tools: Enterprise AI platforms, AI agents, data and governance tooling.
How AI augments organizational change: Among 662 CIOs, CTOs, CISOs, and CDAOs, 81% are confident in their organization's ability to deploy and govern AI at scale — while 75% agree their operating models and processes must change within 12 to 18 months to capture greater value. The barriers they name are not technological availability but enterprise readiness: data quality (30%), security and privacy (26%), skilled talent (24%), legacy integration (23%), and governance (21%). Meanwhile 89% allocate no more than a quarter of their technology budgets to AI, and 41% say the technology function cannot meet business demand.
OCM Takeaway: Confidence in governing AI and readiness to operate differently are separate variables, and only one of them shows up in a budget.
Source: Deloitte, *2026 Global Technology Leadership Study* (2026).

Corporate Real Estate (JLL)
AI Tools: Portfolio modeling and scenario planning, AI-driven building optimization, workforce and utilization analytics.
How AI augments organizational change: Among 2,200 C-suite and corporate real estate leaders across 21 countries, 78% expect AI to significantly affect portfolio strategy over three to five years. The funnel narrows sharply after that: 46% monitor AI trends, 40% analyze implications, 33% actively model portfolio effects, and 15% have reached the optimizing stage. For the first time in fifteen years of this survey, the top constraint on transformation is not money — skills gaps in AI, analytics, and emerging technologies (36%) outrank budget constraints (30%), with limited change management expertise named by 26%.
OCM Takeaway: When capability rather than capital is the binding constraint, funding the

initiative does not advance it.
Source: JLL, *The Future of Work Survey 2026* (June 2026).

Cross-Industry Employers (Businessolver)
AI Tools: Employer-sponsored AI training programs, employee-facing AI tools.
How AI augments organizational change: Across more than 1,300 executives and employees in six industries, 51% report adequate employer-sponsored AI training and 49% were told to figure it out. That single split predicts nearly every sentiment measure: trained employees report accelerated career progression at 78% against 51%, optimism about their future at 73% against 49%, confidence in keeping up at 80% against 57%, and agency over how they work at 63% against 43%. Access runs uneven along exactly the lines that matter for adoption risk — frontline and non-desk staff report adequate training at 44% against 57% for desk-based employees, and non-managers at 48% against 54% for managers.
OCM Takeaway: Training is the cheapest lever available on adoption sentiment, and it is currently allocated to the people who need it least.
Source: Businessolver, *2026 State of Workplace Empathy AI Special Report* (2026).

At-a-glance Case Studies

Sector	What Arrived	What Was Missing	The OCM Fix
Nursing (Incredible Health)	Use tripled to 44%	8% got a clear strategy	Consult the frontline on selection
Patient access (BCG)	Virtual and assist agents	Codified operating logic	Run it as a cross-functional program
Technology leadership (Deloitte)	81% confidence	Operating model change	Fund the transition, not the tool
Corporate real estate (JLL)	78% recognition	Only 15% optimizing	Build capability, not budget
Cross-industry (Businessolver)	Tools for everyone	Training for half	Reallocate training toward the frontline

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II. Leadership Voices

The correction is the same in every voice below: the AI problem has been filed under technology, and it belongs under change.

Careerminds
Mark Saddic, Senior Talent Solutions Partner

"AI is new and overtaking the conversation, but in its simplest terms, it is all about change management."

Who: Mark Saddic, Senior Talent Solutions Partner, Careerminds (2026)
Theme: The failure is a change failure, misfiled as a technology failure.
Why it matters: Careerminds surveyed 595 HR professionals and 547 people managers. Asked in general terms, 97% and 98% respectively believe managers are ready to lead through future challenges. Asked about the specific challenge, 62% say managers are not well prepared to lead AI adoption and 65% say the same about integrating AI agents, while 60% and 62% respectively report they have not received extensive support or training for those two things. General confidence is not evidence of specific readiness; it is what conceals its absence — which makes the aggregate readiness number the least useful figure an organization can collect.
Source: Careerminds, *The Leadership Readiness Gap* (2026).

Aon
Marinus van Driel, Partner, Workforce Transformation, Aon Human Capital, North America

"The question is no longer whether AI will change work, but how quickly organizations adapt, how deeply roles and skills evolve and where new sources of value emerge."

Who: Marinus van Driel, Partner, Workforce Transformation, Aon Human Capital, North America (2026)
Theme: The variable that decides the outcome is organizational adaptation speed, not model capability.
Why it matters: Aon's respondents rank the workforce skills most critical to success over the next three years in an order worth noting — adaptability and change management first, leadership and people management second, digital literacy and technology adoption third. The organizations naming change capability as their top skill requirement are largely the same ones reporting 18% workforce reskilling. The diagnosis is correct and the investment has not followed it.
Source: Aon, *2026 Human Capital Trends Study* (2026).

III. The OrgChange.AI Nine-Square Grid™

All nine squares are activated this month. That is a product of the evidence base rather than an editorial ambition — fifteen sources across academic, consulting, and practitioner research reach far enough to populate every cell, and when the constraint is implementation itself, the gap shows up in every dimension and at every stage. Two squares are thinner than the rest and are marked as such: Squares 7 and 8 rest on two sources each rather than three.

At-a-glance Grid

	Kotter	Lewin	ADKAR
People	A Decision Without an Owner	Who Is Actually Unfrozen	Training Is the Variable
Process	The Program Nobody Staffed	Use Without Redesign	Governance Is Still Developing
Technology	Recognition Is Not a Roadmap	Funded Like a Pilot	Validation Sets the Ceiling

Square 1 — People / Kotter: "A Decision Without an Owner"

Definition: This is where an organization commits to adopting AI but never names the person accountable for making the adoption actually happen.

- One in six organizations has no clear C-level owner for AI adoption, and only 14% see leaders consistently championing adoption with clear strategies and action (McKinsey, 2026).
- Fewer than a quarter of organizations have a Head of AI role (Aon, 2026).
- Only 8% of nurses say their employer has communicated a clear AI strategy for their role, and one in five report that AI tools simply appear with no plan or explanation (Incredible Health, 2026).

Square 2 — People / Lewin: "Who Is Actually Unfrozen"

Definition: This is where an organization discovers which parts of its workforce have already moved, which have not, and that the dividing line is rarely where it expected.

- Resistance concentrates in mid-career rather than at the age extremes: more than half of all AI resistance comes from professionals aged 35 to 54, and 58% of resisters are employed full-time. Among current non-users, 76% say they are unlikely to start within twelve months (Pipedrive, 2026).
- Gen X employees are the most likely to say AI has slowed or disrupted their career progression (41% against 29% of millennials) and the least likely to report adequate training (47%) (Businessolver, 2026).
- 52% of UK workers say they are unlikely ever to need to retrain because of AI — against 44% of Gen Z workers who say it is likely (Policy Institute, King's College London, 2026).

Square 3 — People / ADKAR: "Training Is the Variable"

Definition: This is where an organization either builds the ability to use AI deliberately or leaves employees to acquire it on their own time.

- 51% of employees report adequate employer-sponsored AI training and 49% were told to figure it out; the trained report career progression at 78% against 51% and confidence at 80% against 57% (Businessolver, 2026).

- 18% of organizations report that most of their workforce participated in AI reskilling this year, and 35% name advancing reskilling as an objective of deployment — against 81% naming operational efficiency and 80% automating routine tasks (Aon, 2026).
- 46% of nurses received no AI training in the past year; trained users are half again as likely to save more than an hour a day, 24% against 16% (Incredible Health, 2026).

Square 4 — Process / Kotter: "The Program Nobody Staffed"

Definition: This is where change work is either built into how the initiative is organized and resourced, or assumed to happen on its own.

- Technology, vendors, architecture, and infrastructure account for roughly 30% of an AI transformation; people and change management account for 70% and are "often overlooked and underinvested" (BCG, 2026).
- Skills gaps (36%) outrank budget constraints (30%) as the top limit on transformation for the first time in fifteen years of the survey, and limited change management expertise (26%) ranks well ahead of lack of C-suite sponsorship (14%) (JLL, 2026).
- Organizational challenges including change management and silos rank third among barriers to adopting AI at scale (39%), while financial constraints rank second from the bottom (27%) (McKinsey, 2026).

Square 5 — Process / Lewin: "Use Without Redesign"

Definition: This is where organizations decide whether to rebuild the work around AI or to layer AI on top of the work they already have.

- 69% of firms use AI, yet more than 90% report no employment impact and 89% no productivity impact across three years (Yotzov et al., 2026).
- Most current efforts remain fragmented use cases augmenting individual contributors, with substantial workflow embedding still in planning or pilot; fewer than 20% of companies that have tried adoption report significant bottom-line impact (McKinsey, 2026).
- Executives and function leaders consistently underestimate the operational effort required — rationalizing visit templates, documenting insurance rules, formalizing exception handling — because that work is invisible until AI depends on it (BCG, 2026).

Square 6 — Process / ADKAR: "Governance Is Still Developing"

Definition: This is where reinforcement either makes responsible use the organizational default or leaves it to individual judgment.

- 28% of organizations have fully operational AI guidelines with oversight mechanisms in place, and fewer than half have established a team responsible for AI governance (Aon, 2026).
- Of 27 health system leaders, 16 describe their AI strategy as developing and one as advanced; the barriers they name are capacity, governance, and change management

— not interest or perceived value (Center for Connected Medicine at UPMC and KLAS, 2026).
- Among APAC healthcare respondents citing privacy, security, or safety barriers, 58% are uncertain whether their organization holds errors-and-omissions coverage for AI-related risk (HIMSS, 2026).

Square 7 — Technology / Kotter: "Recognition Is Not a Roadmap" *(thinner evidence this month)*

Definition: This is where leadership recognition of AI's importance either converts into a sequenced deployment decision or stalls in analysis.

- 78% of corporate real estate and C-suite leaders expect AI to significantly affect portfolio strategy, but the funnel narrows at every step: 46% monitor trends, 40% analyze implications, 33% model portfolio effects, 15% reach optimizing (JLL, 2026).
- 71% of organizations now have five or more technology C-suite leaders, making the leadership problem coordination rather than control — aligning priorities and making explicit trade-offs across value, risk, and investment (Deloitte, 2026).

Square 8 — Technology / Lewin: "Funded Like a Pilot"

Definition: This is where AI either becomes part of the operating model and its budget, or remains a side project with an enthusiastic sponsor.

- 89% of technology leaders allocate no more than a quarter of their technology budgets to AI initiatives, while overall technology budgets move only from 6% to 8% of revenue over two years and 41% say the technology function cannot meet business demand (Deloitte, 2026).
- 35% of APAC healthcare organizations have a dedicated internal AI team and another 35% only plan to establish one; 29% fund AI from enterprise digital transformation or innovation funds rather than operating budgets (HIMSS, 2026).

Square 9 — Technology / ADKAR: "Validation Sets the Ceiling"

Definition: This is where sustained use depends on whether people can verify the output, and verification depends on infrastructure the organization may not have built.

- 25 of 27 health systems have deployed third-party AI, but only 11 of 25 have a data platform or environment in which to test it; the most cited data pain points are manual workarounds and spreadsheets (17 of 27) and inconsistent definitions across teams (14 of 27) (Center for Connected Medicine at UPMC and KLAS, 2026).
- Half of nurse AI users say the output is rarely or only sometimes accurate enough to act on without checking it first (Incredible Health, 2026).
- Data quality is the single most cited barrier to implementing AI agents at scale (30%), ahead of security, talent, and legacy integration (Deloitte, 2026).