

Synapse

2026

A graphic element to the right of the word 'Synapse' consisting of several small circles in white, yellow, and blue, connected by a blue, stylized, branching line that resembles a neural network or a molecular structure.

The Pulse of **AI-led Digital Transformation and Change Management**

The Field Report

Built, Broken, and Rebuilt: A Transformation Story from the Field



**04TH
AUGUST**



RADISSON BLU

Outer Ring Road, Bengaluru

The Field Report

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Recap

A 125-year-old company moved close to 100 employees across its Poland and Romania tech centres onto a new partner's payroll. The change work stream started late, the team was denied direct access to the people it was meant to support, and the client wanted to run the process himself — "I know the problem, just give me the plan." What followed was months of workarounds and corrected assumptions. It landed at 98% retention — but not because the plan went the way anyone designed it.

What we took away:

- Under real time pressure, a communication plan built entirely around "what's in it for you" substituted for the change-readiness diagnostic they didn't have time to run — and still delivered 98% retention.
- A client who says "I know the problem, just give me the plan" isn't a signal to back off change management — it's a signal to run it differently: through project meetings, town halls, and existing relationships instead of direct access.
- Assuming standard access, standard governance, or even a shared definition of "change" can cost weeks of workarounds that one clarifying conversation up front would have prevented.
- AI replacing people rarely pays off; AI redeploying people often does — a fintech that cut roughly 700 support staff for AI had to walk it back and rehire, while a retailer that retrained about 8,500 staff around its new chatbot reported an estimated \$1.5 billion in additional revenue.



No access to the people the project was meant to help. This team found a way anyway.



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Business Transformation Private Limited

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easiest for you.**

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