

Synapse

2026

A graphic element of the Synapse logo, featuring a cluster of blue and yellow dots connected by lines, resembling a neural network or a molecular structure.

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

The State of Play

When Change Has No Finish Line



**04TH
AUGUST**



RADISSON BLU

Outer Ring Road, Bengaluru

The State of Play

When Change Has No Finish Line

Recap

Krish opened with the Prosci Change Triangle, then shared MARG's own research into how Indian leaders behave under change: fast, vocal, and quick to move on before the detail catches up.

- Leaders under change test in the 79th percentile for assertiveness — they push back, debate, and expect to be heard, which makes them fast decision-makers but hard to slow down once they've picked a direction.
- The same leaders score low on detail-orientation: comfortable setting direction, less inclined to track execution — which means sustainment planning has to be owned explicitly by someone else, or it doesn't happen.
- Under pressure, culture reverts to 'aggressive' or 'passive' defensive habits — mandates, KPIs, just get it done — because only genuinely collaborative cultures hold up when the pressure is on, and pressure is exactly when most transformation calls get made.
- It's not the C-suite that decides whether change lands — it's the N-1 and N-2 layer. Employees read the C-suite as too stretched to be a reliable signal, so the people just below them are the ones actually shaping whether a change sticks.
- Change debt compounds like technical debt: a rushed or poorly sequenced transformation frays organisational trust, and the next transformation pays that price before it even starts.



Krish K

Co-founder and Director,
MARG Business Transformation

"You're done when people's way of working has changed significantly—and is going to stay changed." — *on defining what "finished" in transformation actually means*

"It's not necessary that the C-suite alone lands the change. Your N-1 and N-2 are vital." — *on where the real influence sits*

"Just like tech debt, you have change debt too—and the next change will pay the price of your hastily done change." — *on compounding failure*



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easiest for you.**

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