

# Coaching & Change Management; Better Together

A Joint Event by ACMP Ontario and ICF Toronto

Hosted by ACMP Ontario  
February 2022



**ACMP**  
Ontario Chapter



Toronto  
*Charter Chapter*

# Today's Team

## Speakers:

- **Alicia Saint**, ACC, ATC, ACE, Professional Coach, ICF Accredited, Board of Directors, ICF Toronto Chapter | Founder and Coach, Alicia Saint Coaching & Consulting
- **Lisa Blanchet**, CMP, Prosci, CPCC, Regional Director – Halton and Peel, ACMP Ontario | Leadership and Change Coach, LB Coaching & Consulting
- **Rachel Levy**, B.Sc., CEC, PCC, President, Kaleidoscope Consulting, / EY Coach Canada Lead at EY / Executive Coach, Leadership & Career Strategy at Hazell Collins & Associates / Professor, School of Management, George Brown College  
Leadership Circle Profile™, Birkman's Signature Solutions™, Immunity to Change™ and Conversational Intelligence™

## PD Program Architects and Co-Facilitators:

- **ALAN BOSTAKIAN**, PhD, CCMP, Prosci, CCA, CTDP, Director of Professional Development, ACMP Ontario | Sr. Change Management Consultant, City of Toronto
- **ALICIA SAINT**, ACC, ATC, ACE, Professional Coach, ICF Accredited, Board of Directors, ICF Toronto Chapter | Founder and Coach, Alicia Saint Coaching & Consulting



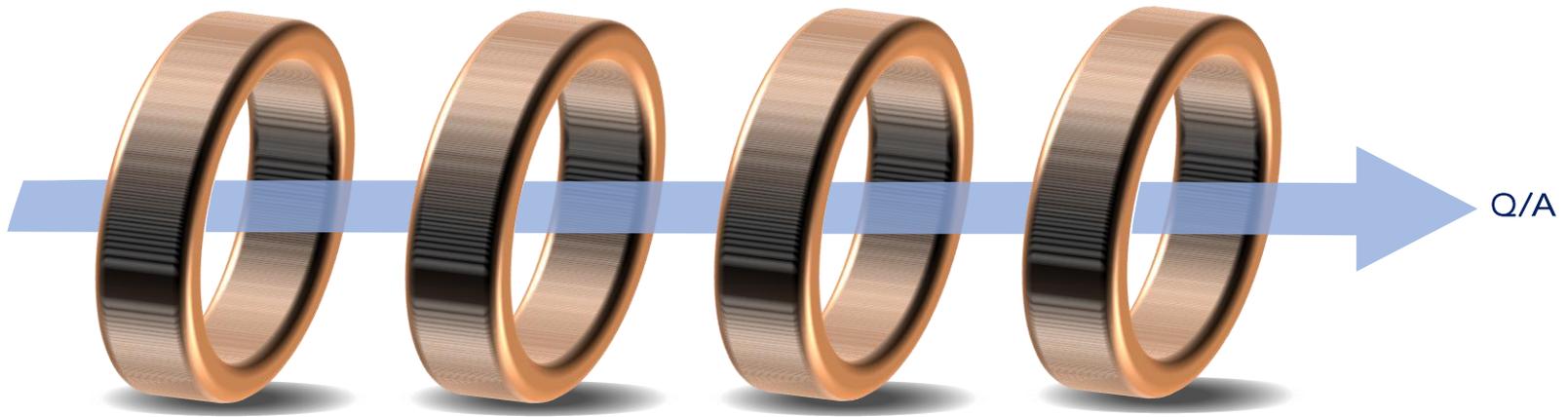
# Today's journey

Findings from the joint  
Global Taskforce of ICF  
and ACMP Global

Real experiences and  
lessons learned -  
leveraging Coaching in a  
large Change  
Management project

Real experiences and  
lessons learned -  
leveraging Change  
Management in  
Coaching

Breakout sessions



Q/A





# Building a Coaching Culture for Change Management

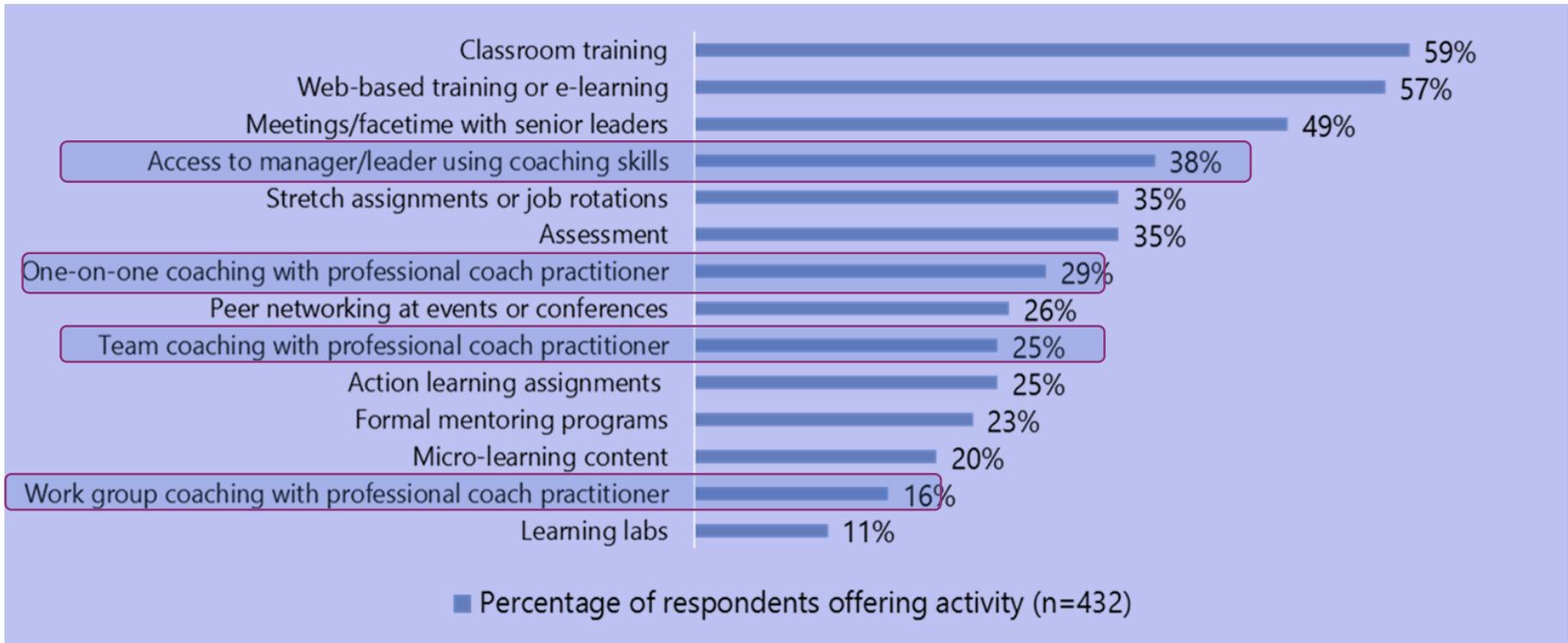


# The “Spark”



# Organizations use multiple tools to build Change Capability

***Over the past two years, which of these activities has your organization offered as part of a change management initiative? (Select all that apply.)***



# Coaching is most effective tool to build Change Capability

*Of what was present in your organization, how helpful was the activity in achieving the goals of the change management initiative(s)? (Percentage reporting: Very and Extremely Helpful)*

Coaching (avg = 73.3%)	
One-on-one coaching with professional coach practitioner	78%
Work group coaching with professional coach practitioner	78%
Access to manager/leader using coaching skills	70%
Team coaching with professional coach practitioner	67%

# History and Journey of Joint Taskforce



## Sept 2018

ICF invites ACMP to join HCI Study Results initial presentation; potential collaboration discussion begins

## May 2019

ACMP invites ICF leadership to meet at **Change Mgt 2019** (Global Conference) to discuss formalizing collaboration

## Sept 2019

ICF & ACMP conduct Joint Survey to their respective Chapter leaders to gauge interest and existing Chapter-level collaboration

## Dec 2019

ICF & ACMP Joint Task Force Charter developed

## Feb 2020

ICF & ACMP Joint Task Force Launches

3 Workstreams Evolve:

- ✓ Shared Competencies
- ✓ Awareness/Chapter Engagement
- ✓ Organizational Resistance

## Mar 2020

ICF & ACMP Joint Task Force conducts **ACMP IGNITOR** Event

3 Workstreams Progress

## Mar 2021

*Leveraging the Power of Coaching & Change Management to Navigate Disruption* Webinar Panel Series

## Jun 2021

ACMP Global Connect Lab

## Oct 2021

ICF Converge Lab

# Job #1 : Who Does What and Why?



Grounding Definitions



# Change Management and Coaching are Complimentary and Distinct



Change Management is **the practice of applying a structured approach to transition an organization from a current state to a future state to achieve expected benefits.**  
**Agenda is organizational, top down.**



Coaching is **partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential.**  
**Agenda is client led, with confidentiality**



**Shared Goal: to support successful change**



# Each Role is Distinct and Important

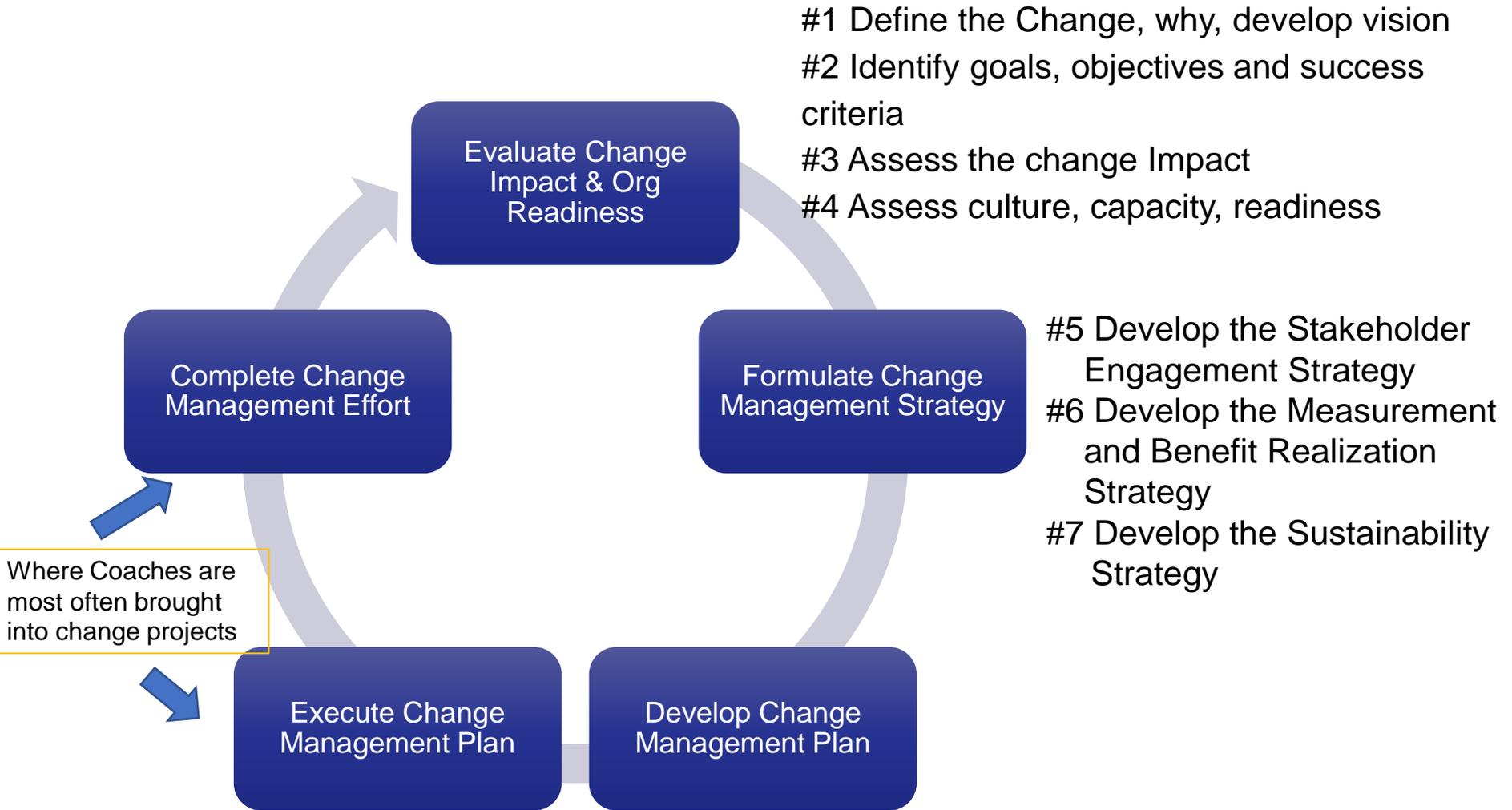
	Project Manager	Change Manager	Professional Coach (Big “C”)	Use of Coaching Skills (little “c”)
<b>Definition</b>	Credentialed professional responsible for planning, execution, risk management, and reporting of a project with defined scope.	Credentialed professional focused on the <i>people side</i> of change and responsible for increasing employee commitment, adoption and ownership.	Professional, credentialed coach, partnering with <i>people</i> (individual, group, or team) to support their growth journey. Work scoped via a coaching agreement; subject to code of ethics and confidentiality.	Any practitioner who employs coaching skills (e.g. powerful questions) to facilitate understanding or improve performance. Work not bound by code of ethics; not subject to confidentiality.
<b>Answers the Question:</b>	<b>What</b> is the scope, schedule and cost? How will we mitigate risks and navigate toward successful project completion?	<b>How</b> do we achieve the business outcomes? What needs to be done to increase adoption? How does the change impact employees’ “doing”, their work and business processes?	Who do we need to “ <b>be</b> ” in the change process to achieve the outcomes? How to overcome resistance? How to build motivation?	What can we observe or learn at this time to advance?

# Job #2: Work Better Together

Change Management Process Groups	
<b>5.1 Evaluate Change Impact and Organizational Readiness</b>	The processes in this group are designed to assess, evaluate, and anticipate an organization and its stakeholders' readiness, ability, and capacity to undergo a transition from the current state to a future state. The processes also include an assessment of the change and the impact the change will have on the individual and organization. History, culture, and value systems play key roles in these evaluations. The results provide change practitioners with information to calibrate leader expectations and to scale and customize change management plans and activities.
<b>5.2 Formulate the Change Management Strategy</b>	The processes in this group are designed to develop the high-level approach for change management with sponsors, change leaders, content developers, program managers, customers, and others on the project. This approach includes governance, risks, resources, budget, and reporting. The change strategy will incorporate, integrate, and align change management plans, activities, tasks, and milestones into the other activities and operations of an organization and its stakeholders at the onset of a change (timing and sequence). Stakeholder engagement is included in this process group.
<b>5.3 Develop the Change Management Plan</b>	The processes in this group employ specific change management methodologies and tools to develop detailed plans for implementing the change management strategy. These plans include communications, sponsorship, stakeholder engagement, learning and development, risk management, and measurement and benefits realization. Ongoing integration with project management is included in this process group.
<b>5.4 Execute the Change Management Plan</b>	The processes in this group focus on the implementation of work/actions in the detailed change management plans. The work in this area is required to achieve the expected benefits of the change management implementation.
<b>5.5 Complete the Change Management Effort</b>	The processes in this group reinforce the work in the change management plans, determine the effectiveness of the work, monitor progress, and transition the change initiative to the business. These processes include measuring results and comparing to the expected benefits or business objectives. These processes also include the continuous improvement activities that come from the post-project analysis and lessons learned.

- Through research, case studies, identified opportunities to work better together
- Using Change Management Standard, identified 7 inflection points to add in Big “C” Coaching
- Tested and validated in learning labs at ACMP and ICF Global conferences (+300 participants)

# 7 Inflection Points for Coaching in Change Management Process





# Benefits for Both of Us

1. Addressing leadership style, strengths and blind spots
2. Overcoming resistance
3. Unveiling new processes and tools
4. Building resilience and change readiness

Creating distinct roles with added expertise throughout the change process will mitigate these risks

# Coaching engagement spotlight:

## *Individual and team coaching for a senior executive team*

### Background / Context:

To accelerate growth, client needed a partner to fuel a performance-driven culture by:

- 1) Enhancing their performance management strategy, and
- 2) Equipping leaders with the knowledge, skills, behaviors and mindset to support the new way of working.

### • Coaching program overview:

Delivered customized team and individual leadership coaching programs for xx senior executives.

**Individual executive coaching** program included:

Conduct & debrief 360 Leadership assessment

Create bespoke personal development plan

Seek sponsorship support through triad discussion

Activate personal development plan w/ 1:1 coaching

A series of **team coaching sessions** dedicated to establishing a Highest Performing Team through defining a shared vision, identifying a call to action and crafting a broad reaching strategy.

Session 1:  
Define shared vision

Session 2:  
Current state assessment

Session 3:  
Identify call to action

Session 4:  
Wave space strategy session

### Client impact:

- ✓ Created a shared vision for organizational success.
- ✓ Observable individual progress for Executives towards putting new leadership behaviours into action and collectively moving towards a growth and results focused culture.



# Change Management spotlight:

## *Organization introducing new ways of working*

### Background / Context:

With a focus on cost savings and the employee experience company ABC created a real estate strategy to modernize their space and employee-focused tools. The project represented a significant change in which employees would work, including:

- Unassigned seating
- No offices
- Activity based working
- Neighborhood style layout

### Client impact:

- ✓ Highly engaged employees through change network
- ✓ Observable readiness from employees impacted at each phase of the project
- ✓ Focus on creating experiences prior to the change elevated leadership engagement

### Change Management Highlights:



# 10-minute Breakout Sessions

How do we work better together?



# Share your ideas



# Poll

**ICF Toronto and ACMP Ontario are planning to host another online joint event within 6 months. What format/topic do you prefer to be covered in the next ACMP Ontario & ICF Toronto joint event?**

- A webinar that includes panel discussion with experts and real examples
- A webinar that includes an intro to coaching and change management
- A networking event
- Other (please type it in the zoom chatbox)



# Thank You!

