

**CHANGE MANAGEMENT
MASTERCLASS
2025**

**Team Coaching as a Successful
Catalyst for Transformation**





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ICF Prism Award Recipient – 2022

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Learning Objectives

- 1. Describe what team coaching is and how it can support sustainable transformations.**
- 2. Learn a team coaching model that supports team-based change.**
- 3. Acquire knowledge of tools that promote engagement and accountability.**



Team Coaching

ICF defines team coaching as:

“Partnering in a co-creative and reflective process with a team and its dynamics and relationships in a way that inspires them to maximize their abilities and potential in order to reach their common purpose and shared goals.”



Role of the Team Coach

1. Reveal the system to itself
2. Pay attention to the energetic field in which the team is operating
3. Build psychological safety.
4. Facilitate reflection and feedback loops.
5. Listening to the system for potential changes in direction
6. Reinforce co-responsibility and accountability
7. Increase positivity and reduce negativity
8. Educate, inform and teach processes and tools for the team to use



Change Management



ACMP defines change management as:

“The practice of applying a structured approach to transition an organization from a current state to a future state to achieve expected benefits.”



The Bridge



Where Do You See Gaps In Your Current Change Projects That Could Benefit From A Coaching Lens?

- Cross functional collaboration
- Decision making and accountability
- Adaptive leadership and learning agility
- Build trust and psychological safety



Common Reason for Change Failure	How Team Coaching Addresses It
Lack of leadership alignment	Team coaching aligns leaders around shared purpose, vision, and values, enabling a unified narrative for the change.
Poor communication & engagement	Coaches facilitate courageous conversations, role-modeling transparency and authentic dialogue.
Change fatigue or resistance	Team coaching surfaces unspoken dynamics and supports resilience, empathy, and adaptive capacity.
Inadequate capability building	Coaching embeds learning “in the work,” accelerating leadership maturity and system learning loops.
No shared accountability	Coaches help teams co-create accountability frameworks and hold one another to collective commitments.
Failure to integrate change into culture	Systemic team coaching connects team habits and behaviors to strategy, culture, and long-term sustainability.

The Neuroscience of Change



Threat vs. Reward Response

**(Amygdala & Limbic
System):**

Humans are wired to
detect threats faster than
rewards



Prediction & Energy Efficiency

(Prefrontal Cortex):

The brain craves
predictability and
routines because they
conserve energy.



Social Brain

(Need for Belonging):

Neuroscience shows that
exclusion or lack of
psychological safety activates
the same brain regions as
physical pain. In teams, when
change threatens belonging or
status, members disengage or
resist.



How the Neuroscience of Change Impacts Teams

- **Collective Resistance:** When multiple individuals feel threatened, it amplifies at the group level.
- **Competing Commitments:** Teams unconsciously prioritize short-term safety (“don’t rock the boat”) over long-term transformation.
- **Fragmentation vs. Collaboration:** Fear-based responses push people into silos, while reward-based states (trust, safety, recognition) foster openness and innovation.

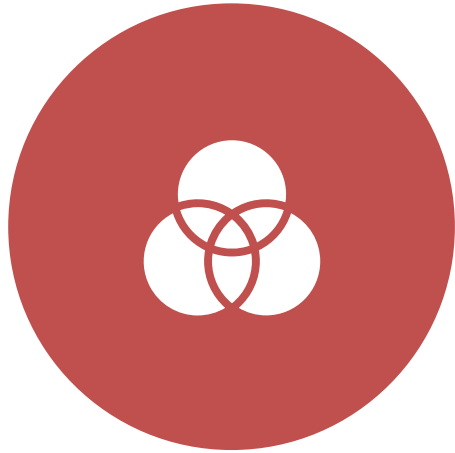


A Team Coach Helps Teams Rewire Their Responses To Change By:

- 1. Creating Psychological Safety**
- 2. Supporting Habit Formation**
- 3. Reframing Resistance**
- 4. Activating the Social Brain for Reward**



Why Team-Based Change Matters



TEAMS ARE THE INTERSECTION OF STRATEGY, PEOPLE, AND CULTURE.



SYSTEMIC CHANGE SUCCEEDS WHEN TEAMS OWN AND MODEL THE TRANSFORMATION.

Systemic Team Coaching (STC) A Team Based Model for Change

“A process by which a team coach works with a whole team, in order to help them improve both their collective performance and how they work together, and also how they develop their collective leadership to more effectively engage with all their key stakeholder groups to jointly transform the wider business.”

Peter Hawkins, 2025

Team of Teams Coaching: Using a Teaming Approach to Increase Business Impact



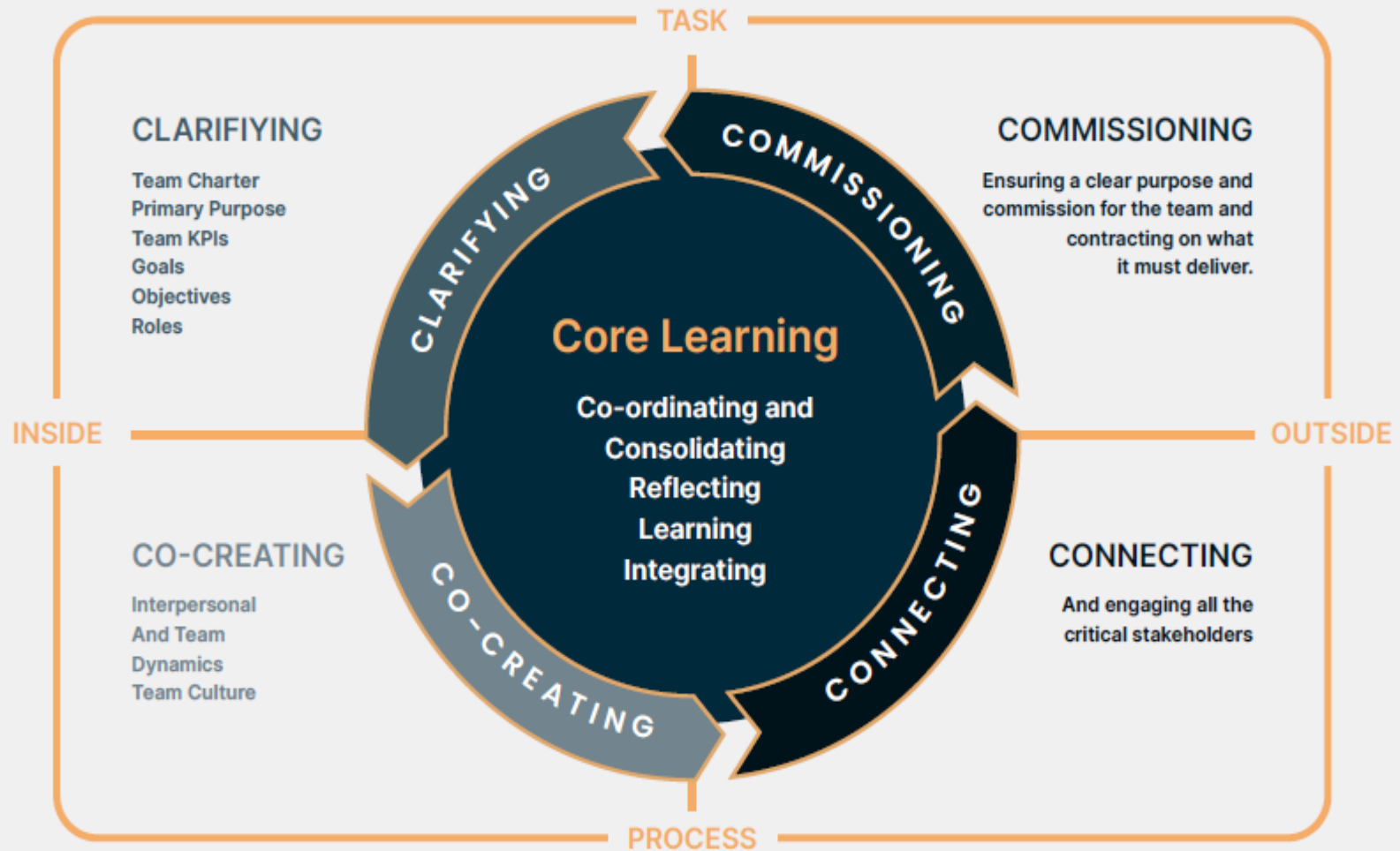
Key Principles of Systemic Team Coaching

- 1. Focus on the team as a whole system, not just individual members.**
- 2. Emphasis on stakeholder engagement and value creation.**
- 3. Integration of internal team dynamics with external relationships and impact.**
- 4. Consideration of the team's role within the larger organizational ecosystem.**

Source: Peter Hawkins, Leadership Team Coaching, 2024



Hawkins' 5 Disciplines of Systemic Team Coaching



STC and Change Impact

Discipline	Focus	Change Impact
Commissioning	<ul style="list-style-type: none">• Clarify purpose, mandate, and stakeholder expectations	<ul style="list-style-type: none">• Aligns the team with organizational mission and external needs
Clarifying	<ul style="list-style-type: none">• Define goals, success metrics, and priorities	<ul style="list-style-type: none">• Builds shared accountability and performance clarity
Co-Creating	<ul style="list-style-type: none">• Create effective team structures, processes, and norms	<ul style="list-style-type: none">• Embeds sustainable high performance
Connecting	<ul style="list-style-type: none">• Strengthen stakeholder relationships and collaboration	<ul style="list-style-type: none">• Promotes systemic awareness and adaptability
Learning	<ul style="list-style-type: none">• Reflect, adapt, and evolve continuously	<ul style="list-style-type: none">• Reinforces a culture of learning and renewal



Team Coaching Application Not for Profit Organization - CLAPW



Take note of the systemic challenges faced by CLAPW in their organizational transformation and place in CHAT



Case 1

Team Type:
Not for Profit Organization
ICF Prism Award Recipient

Team Size:
9 Team Members

Background:

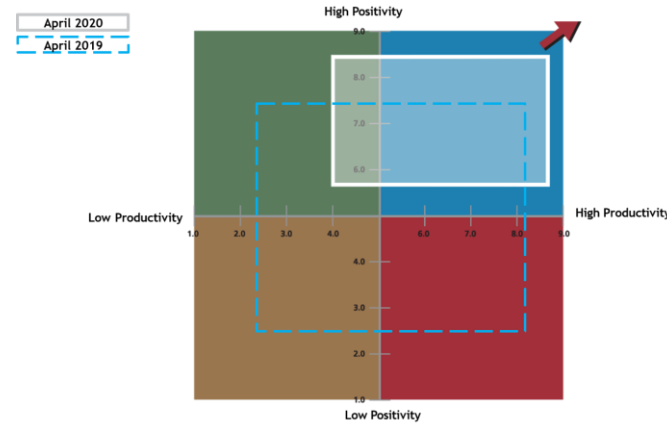
- 3 changes in ED role within 4 years
- Loss of funding from major partner
- Mass exodus of board members
- Loss of trust within community
- Toxic culture and siloed staff

Process:

- TDA (Team Diagnostic Assessment)
- Series of team coaching sessions
- Follow up assessment

Goal:

- Build capacity and developing a positive working culture
- Rebuild trust and brand reputation with clients, community and stakeholders.
- Expanding services and programs for clients



Results:
Productivity +33%
Positivity +42%



Results:
Communication +71%
Constructive Conflict +57%
Optimism +43%

Proactive +43%
Accountability +42%
Goals & Strategies +38%

1 year later:

- Ministry restored funding and organization successfully passed audit
- Higher performing leadership team and full board complement
- Service level improvements noted in strategic planning data
- Demonstrated resilience during and after “ransomware” attack to recreate org data

“We are a caring committed team dedicated to supporting one another and to doing our best for our clients and families that we serve”



Scaling Systemic Change: The “Team of Teams” Advantage



- Systemic team coaching creates alignment *within* teams.
- “Team of Teams” creates alignment *between* teams.
- **Together, they shift culture from isolated performance to *shared accountability for transformation.***



Linking *Systemic Team Coaching* and *Team of Teams*

Element	Systemic Team Coaching (Hawkins)	Team of Teams	Combined Value for Transformation
Purpose	Aligns a single team's purpose with stakeholder expectations	Creates shared consciousness across multiple teams	Builds enterprise-wide coherence around transformation goals
Structure	Focuses on intra-team dynamics and interdependencies	Connects distributed teams through shared intelligence networks	Enables cross-team agility and responsiveness
Leadership	Develops collective leadership within a team	Promotes leader-as-nurturer model (empower, connect, enable)	Scales leadership capacity and decision-making
Learning	Encourages team reflection and double-loop learning	Embeds learning loops across teams and functions	Builds a <i>learning ecosystem</i>
Culture	Fosters psychological safety and alignment	Builds trust and transparency at scale	Drives cultural transformation through collective accountability



Case 2

Global Pharmaceutical Organization

Newly restructured

Launch 15 new teams within 2-3 months

Pod leaders – must enable change through “influence”

Networked and matrixed organization

Team members belong to more than one team

Pod leaders hired externally to challenge existing “nice” culture to build creativity and innovation

1. Build leadership team capability to drive transformation across and within teams.
2. Foster collaboration across boundaries (functions, levels, geographies) for a “One System” mindset.
3. Embed systemic practices for sustained high performance, innovation, and adaptability.
4. Develop an empowered network of teams that aligns strategy, culture, and execution.



TEAM JOURNEY ROADMAP



6 Month Team of Teams Journey



TEAM COACHING KICK-OFF EVENT

- 60 min virtual session
- All Pod members, STCs, sponsors and key stakeholders
- Introduce Systemic Transformation and TC program, process and goals



TEAM ASSESSMENT

- Team members complete Novartis STE (short)
- Stakeholders participate in interviews and/or surveys



SYSTEMIC TRANSFORMATION MODULE 1

- 1 x full day, f2f per 5 pods
- All pod members + STCs Skill development -focus on collaboration skills; boundary-less collaboration strategies and tactics



SYSTEMIC TRANSFORMATION MODULE 2

- 1 x full day, f2f per 5 pods.
- All pod members + STCs + invited stakeholders
- Focus on systemic awareness across entire system
- Check-in on collective purpose



FINAL TEAM COACHING SESSION

- 1 x full day f2f in-person
- Review Team Assessment results and develop action plan
- POD TC Journey reflections, celebration, and sustainability



CLOSING SYSTEMIC TRANSFORMATION SESSION

- 2hr Virtual
- Share systemic transformation themes & learnings



LAUNCH

- 1 x full day, f2f TC Session
- Team Coaching Journey Overview
- Creation of Team norms, purpose, stakeholder analysis, action plan
- Relationship building
- Team Assessment(s) debrief



TC Session 1

3hr Virtual TC Session



TC Session 2

3hr Virtual TC Session



ILLUMINATOR COLLECTIVE DEVELOPMENT

- 2hr Virtual Kick-off + 2 virtual half-day modules + group coaching
- Individual and collective development as a network



TC Session 3

3hr Virtual TC Session



TC Session 4

3hr Virtual TC Session



TC Session 5

3hr Virtual TC Session




TC Session 6

3hr Virtual TC Session



POST TEAM COACHING ASSESSMENT

- Pod members Novartis STE (short) for progress



Ongoing Team Coaching (TC) Sessions Include:

Coaching pods regarding team skills and business goals; activating action plan, skills development, and learning accelerators.

Pulse checks after each TC Session

STCs will meet with their Illuminators before and after each Team Coaching Session to design and debrief



Goals For Transformation Across Division

Value Area	Key Benefits	Transformation Impact
Builds Alignment Around Transformation Goals	<ul style="list-style-type: none"> • Clear, shared purpose tied to transformation priorities • Shared ownership of strategy • Cross-functional collaboration 	Faster, more coordinated execution of strategic initiatives
Strengthens Decision-Making and Agility	<ul style="list-style-type: none"> • Navigate uncertainty with confidence • Balance short-term needs with long-term goals • Adapt quickly to changes 	Greater responsiveness to market and regulatory shifts
Enhances Stakeholder Engagement	<ul style="list-style-type: none"> • Engage internal and external stakeholders • Act on stakeholder insights • Transparent communication 	Higher trust and credibility with external and internal stakeholders
Improves Collaboration Across the Enterprise	<ul style="list-style-type: none"> • Break down silos • One-team thinking • Stronger cross-team problem-solving 	Accelerated innovation and reduced bottlenecks
Builds Leadership Resilience and Change Capacity	<ul style="list-style-type: none"> • Manage complexity and resistance • Strengthen emotional intelligence • Model adaptive leadership 	Greater stability and morale during transformation
Drives Measurable Business Impact	<ul style="list-style-type: none"> • Improved speed to market • Fewer costly missteps • Higher employee engagement 	Sustainable performance improvements



Tools to Strengthen Engagement & Accountability

Structural Alignment Tools

- **Systemic Team Map:** visualize how teams connect to strategic priorities and stakeholders. *Use this to surface interdependencies, duplication, and white space across the system.*

Engagement Tools

- **Team Charter Canvas:** clarify shared purpose, roles, norms, and value creation across teams. #1 way to increase TRUST.
- **Stakeholder Influence Grid:** helps each team identify and engage key internal and external stakeholders systematically.
- **Psychological Safety Pulse (Edmondson):** quarterly pulse to assess openness, trust, and learning climate.



Tools to Strengthen Engagement & Accountability

Accountability & Learning Tools

- **RACI frameworks:** clarify decision rights across overlapping teams.
- **Team Learning Review:** periodic reflection on what's working/not working systemically.
- **Cross-Team Retrospectives:** facilitated sessions where team representatives share learning, successes, and constraints.
- **Systemic Dashboard:** visualize collective progress on metrics tied to transformation outcomes (e.g., collaboration, innovation, agility, stakeholder satisfaction).



Key Learning Summary

The Power of Team Coaching in Transformation

Please share in CHAT:

- One insight or action that you will apply from today?



“When teams transform, cultures shift — and change takes root.”

Michelle Chambers



ICF/ACMP Joint Task Force Thought Leadership Committee

- Established based on ICF and HCI 2017 research
- Ongoing work for 3-4 years
- Focused on how Change Management and Professional Coaching can work together

<https://www.acmpglobal.org/page/the-acmp-icf-joint-task-force>





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**For more information on team coaching and
change, please contact us:**

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www.chambersandassociates.ca**

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Additional Resources

Leadership Team Coaching: Developing Collective Transformational Leadership

by Peter Hawkins, 2021

The Fifth Discipline: The Art & Practice of the Learning Organization by Peter

Senge, 1990

“Creating Sustainable, Desired Change In Teams Through Application Of Intentional Change And Complexity Theories” by Richard Boyatzis in **Creating Sustainable Work Systems**

Building a Coaching Culture for Change Management, HCI/ICF – September 2018

All about teams: A New Approach to Transformation, McKinsey & Company,
Dec. 9, 2024



Additional Resources cont...

Team of Teams Coaching: Using a Teaming Approach to Increase Business Impact. Peter Hawkins and Catherine Carr. 2025. Routledge

The Fearless Organization. Edmondson, A. 2019. Wiley

ICF (2021). *Team Coaching Competencies*

Argyris, C. (1977). ***Double-Loop Learning***

McKinsey & Company (2015). ***Why Change Programs Fail***

Kotter, J. (1996). ***Leading Change***



**Thank you for
attending!**



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