

The Power of Both - ACMP & ICF Insights Series What Organizational Change Can Leverage from Professional Coaching

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The Power of Both

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Moderators

- **Rachel DeCarlo, CCMP** | *Manager, Change Management West Monroe*
- **Katy Breuer, PCC** | *Executive Coach & Change Consultant, The Breuer Group*



Association of Change Management Professionals (ACMP)

Change Management: *“Practice of applying a structured approach to transition an organization from a current state to a future state to achieve expected benefits.”*

International Coaching Federation (ICF)

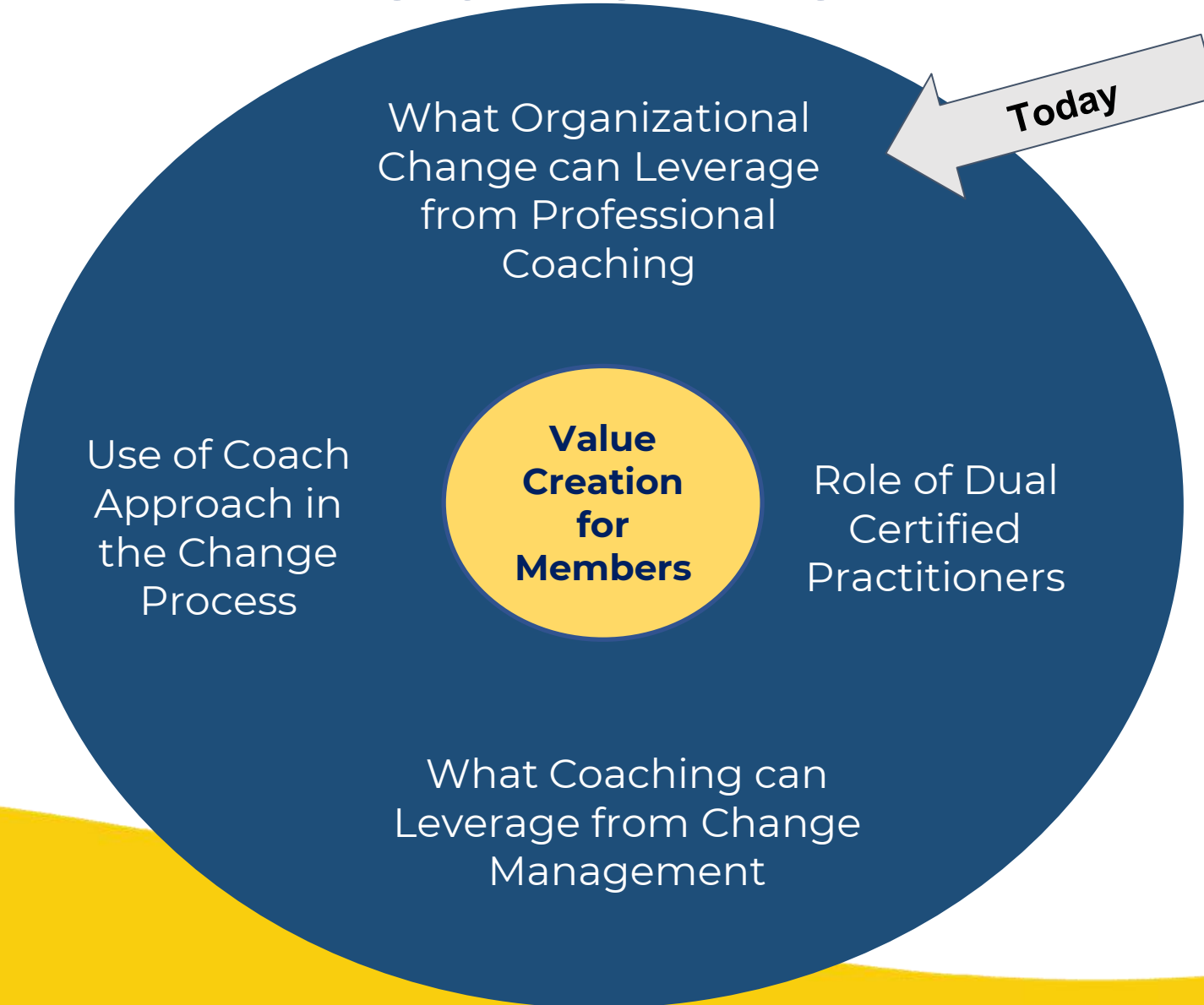
Coaching: *“Partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential.”*

Established Global Professional Standards, Credentials and Code of Ethics



ACMP & ICF JOINT TASK FORCE

INSIGHT SERIES



What Organizational Change Can Leverage from Professional Coaching



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Builder of Better Leaders
Shawna Corden Coaching



Recommendation 1

1. Professional Coaching and Change Management Professionals, working better together, will significantly improve the success of (large scale) organizational change initiatives.

Recommendation:

Incorporate Change Management and Professional Coaches as strategic members of the change team. Engage these professionals and the Project Team at the beginning of the change management process.



ICF International
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Recommendation 2

2. Professional Coach and Professional Change Manager are complementary and distinct in the value they provide to the organizational change process.

Recommendation:

Maintain separate and distinct roles for each. Distinct roles important for maintaining integrity of the process.



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Recommendation 3

3. There are seven inflection points in the change process where professional coaching can be integrated to improve the outcomes and sustainability of organizational change initiatives.

Recommendation:

Identify and incorporate professional coaching earlier, more often, at different levels and more broadly including individual, group and teams.

7 Inflection Points



Recommendation 4

4. While there is a growing core community of professional coaches and change professionals that recognize the power and synergies of integrating coaching and change management, there is significant opportunity to expand awareness and engagement of both in organizational change.

Recommendation:

Continue to build awareness and education of the power of the coaching and change management partnership and build a network across the professional communities to promote and drive this partnership forward.



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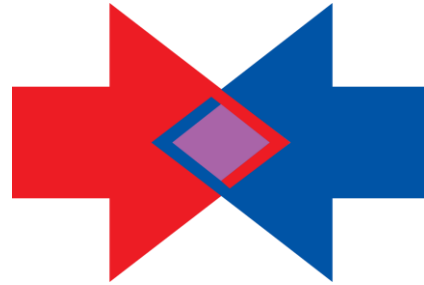
A pair of black-rimmed glasses with round lenses is resting on an open notebook. The notebook has a red ribbon bookmark tied around it. The background is blurred, showing more papers and a wooden surface. The text "Grounding Definitions" is overlaid on the right side of the image in a dark blue, sans-serif font.

Grounding Definitions

Coaching and Change Management: Complementary and Distinct

Change Managers

Help clients solve problems and move from their current state to a desired state. Change Managers provide expert advice and strategically use questions facilitate organizational alignment, enrollment in the change, risk assessment, and decision-making. The work is organizationally-focused, often well-documented, and not always confidential.



Coaches

Partner with clients in a creative process that inspires them to maximize their potential. Coaches partner with clients to overcome or get unstuck and define new ways of being. Coaches use powerful questions for leaders to query introspectively, make discoveries and generate new ideas. Coaching is internally focused and bound by confidentiality.



Baseline Definitions - Role Distinctions

	Project Manager	Change Manager	Professional Coach	Use of Coaching Skills
Definition	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.
Answers the Question	What is the scope, schedule and cost? How will we address risks and navigate toward successful project completion?	How do we achieve the business outcomes? What needs to be done to increase adoption? How does the change impact employees' work and business processes?	Who do we need to "be" in the change process to achieve the outcomes? How can our behaviors mitigate risk?	What can we observe or learn at this time?

What Exists in the Professions?



ICF has a robust set of Core Competencies (skills and approaches) and a Professional Code of Ethics.



ACMP has an in-depth Standard for Change Management (reference for professional knowledge and define the change management process) and a Code of Ethics

Our Task: To review what is and
create what could be...



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10 Shared Core Competencies

Maintains the distinctions between coaching, consulting, psychotherapy and other support professions

Partners with the client and relevant stakeholders to establish an overall plan and goals

Maintains a relationship of mutual respect and trust

Asks questions that help the client explore beyond current thinking

Reflects or summarizes what the client communicated to ensure clarity and understanding

Recognizes and inquires when there is more to what the client is communicating

Notices what is working to enhance client progress

Invites the client to generate ideas about how they can move forward and what they are willing or able to do

Partners with the client to design goals, actions and accountability measures that integrate and expand new learning

Celebrates the client's progress and successes

What Organizational Change Can Leverage from Professional Coaching



CHANGE MANAGEMENT STRENGTHS

Doing

- Structure
- Process
- Roadmap
- Planning
- Guidance
- Expertise
- Milestone and Endpoint Clarity



COACHING STRENGTHS

Being

- Curiosity
- Goals with Flexibility
- Presence
- Partnering
- Dancing in the Moment
- Meeting the Client where they are
- Co-creation
- Client Wisdom
- Clarity Revealed



Power of Both

Infusion

- Partnering to build trust and expanding possibilities
- Incorporating culture and values
- Creating psychological safety
- Co-creating the destination
 - Adapt in the moment



Call to Action

- **Complete the survey** to provide your feedback - stay tuned for email
- **Get credit!**
 - For ICF members, this event merits 1 Resource Development credit. Learners can record their credit as Resource Development units under the self-study section of their renewal application. There will not be a certificate or transcript
 - For ACMP members, this event merits 1 Professional Development Unit for the CCMP when you submit this session in the Candidate Management System.
- **Recording** - Members of ACMP and ICF can find this recording in the ACMP Resource Library or the ICF Learning Portal. Please note the ICF Learning Portal is shutdown due to updates. The session recording will be available Mid-April.



Call to Action



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Thank you!

Let's stay in touch.

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