PANEL DISCUSSION

Sustainable transformation: how coaching can support change management



WHAT WE'LL COVER

- Welcome and introduction
- People at the heart of change
- **Main discussion:** three situations, one common thread
- Closing remarks

SOME OF OUR PANELLISTS



icf Québec

WHAT BRINGS US TOGETHER

SIMILAR MISSIONS

- Promoting the value of change management
- Encouraging practitioners to earn ACMP certification
- Setting professional practice standards in change management
- Providing training, research and professional networking opportunities

- Promoting coaching as a professional practice
- Encouraging coaches to earn ICF credentials
- Encouraging high ethical standards
- Offering ongoing professional development and opportunities to connect

A GLOBAL PRESENCE

- 5,400 members, 89 countries

- 58,000 members, 90 countries

IN QUEBEC

- A growing community
- ACMP’s only* French-language chapter

- A community of credentialed coaches
- A strong chapter in ICF's global network

A GLOBAL PARTNERSHIP

Objective: to demonstrate how combining these two distinct but complementary disciplines strengthens organizational capacity, resilience and performance.

Three areas of collaboration:

- **Research and training:** exploring how coaching and change management complement each other
- **Thought leadership:** webinars and events, plus resources shared between the two professional communities
- **Practical application:** identifying the moments when coaching genuinely strengthens organizational change efforts

PEOPLE AT THE HEART OF CHANGE

2025 data

14

concurrent organizational changes experienced by the average employee

60%+

overlap between initiatives in many organizations

66%

of employees report some form of exhaustion linked to multiple changes at once

What about you?

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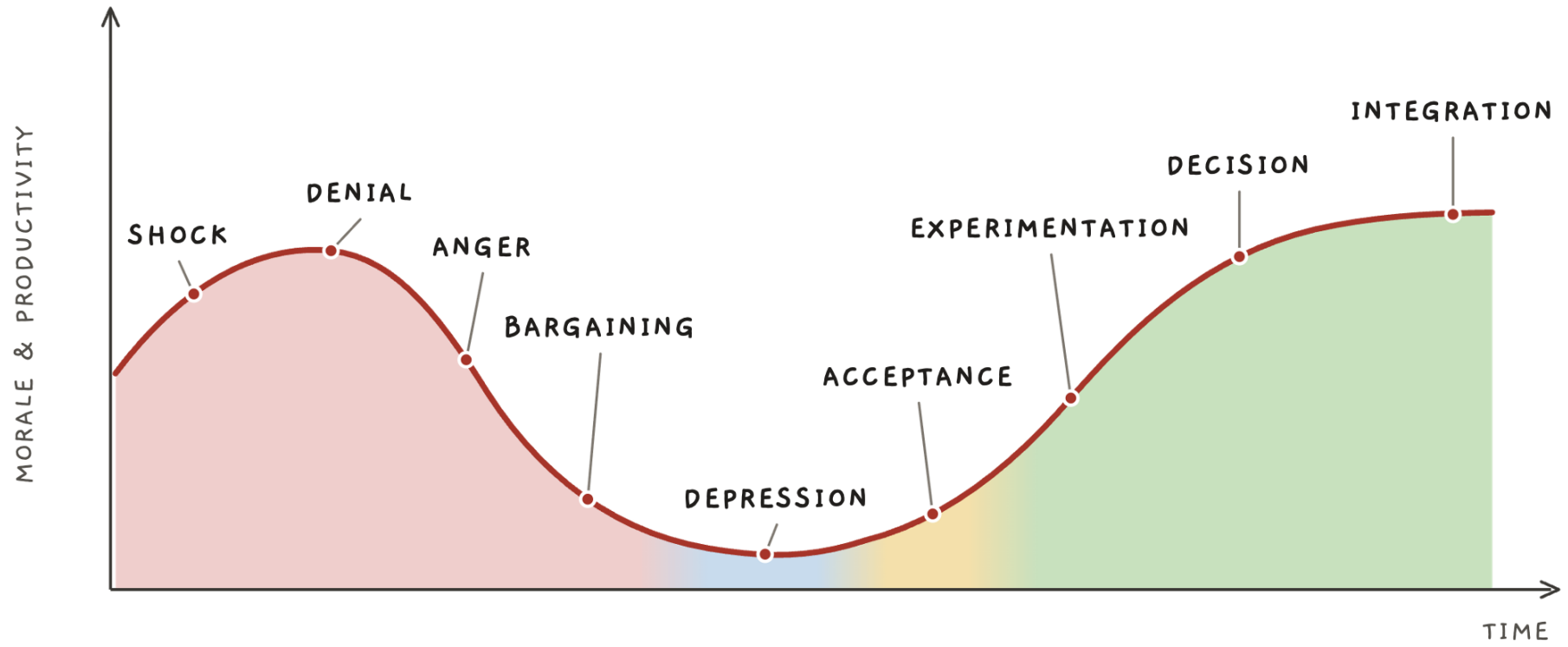




THE CHANGE CURVE

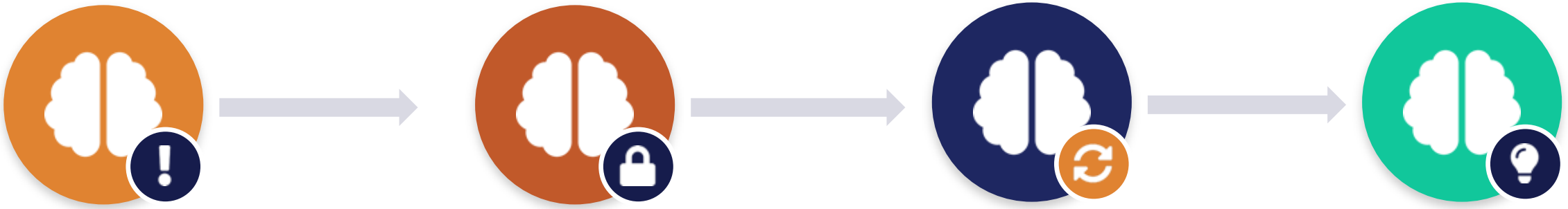
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STAGES OF CHANGE (KÜBLER ROSS)



PEOPLE AND CHANGE

The neuroscience of change



Threat response

The amygdala sounds the alarm: the brain reads anything new as a threat.

Resistance

Habits, negativity bias and internal models protect the status quo.

Transition

Two circuits fire at once: the old one is still strong, the new one still fragile.

Integration

With gradual exposure and restored autonomy, the unfamiliar becomes the new norm.

What helps the brain integrate change

- Gradual exposure
- Reduce ambiguity
- Restore autonomy
- Reward (dopamine)

Sources:
MindLAB Neuroscience – *Why the Brain Rejects Change: Neuroscience of Fear* (2026)
Psychreg – *Why the Brain Resists Change (And What Neuroscience Says About It)* (2026)
Cognitive Neuroscience – *Psychology and neuroscience of resistance to change* (2026)

CHANGE MANAGEMENT

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The art of helping people succeed in change!

- A structured approach to **preparing**, **guiding** and **supporting an organization's people** through change, so that they adopt it successfully
- It covers the **human, organizational and strategic sides of change**
- There are various theoretical frameworks (ADKAR, Kotter, Kübler-Ross, etc.), but the objective remains the same: **helping people adopt change and make it part of how they work**

THINK OF AN ICEBERG

**TO FULLY COMPREHEND CHANGE MANAGEMENT,
ONE MUST LOOK BENEATH THE SURFACE**



THREE SITUATIONS, ONE COMMON THREAD

1 **Sponsors and leadership**

The sponsor needs to be visible, engaged and embody the change: vision, presence, communication

2 **Change agents and teams**

Conflict, misalignment, overload: how to support cohesion and resilience

3 **People directly affected**

Resistance, loss: how to support adoption

WHAT ABOUT YOUR PRACTICE?



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PANEL –
SPONSOR AND LEADERSHIP



PANEL –
CHANGE AGENTS AND TEAMS



PANEL –
PEOPLE DIRECTLY AFFECTED



CLOSING REMARKS

The coach, partner in change: making it easier to see clearly, stand back, gain perspective and achieve alignement.

- Coaches can play an essential part in organizational change
- Coaches who understand the principles of change management are better placed to support individuals and teams as change unfolds

Both practices support people!



THANKS TO THIS PANEL, WE

- ✓ Explored how professional coaching can support organizational change initiatives
- ✓ Shared practical examples and common situations where coaching can strengthen employee engagement, adoption and making change sustainable