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Beyond Change: How Team Coaching
Fuels Sustainable Transformation

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Learning Objectives

1. Learn how to identify and address systemic challenges that hinder team transformation.
2. Develop practical coaching techniques to foster alignment, resilience & accountability.
3. Enhance coaching presence in complex team environments enabling conversations that drive collaboration and transformation.

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Change vs Transformation



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Case Illustration #1 Not for Profit Organization



Take note of the systemic challenges

Systemic Challenges

- ✓ Leadership instability
- ✓ Governance breakdown
- ✓ Financial & operational pressure
- ✓ Erosion of community trust
- ✓ Cultural toxicity and lack of psychological safety

The Neuroscience of Change

Threat vs. Reward Response (Amygdala & Limbic System):

Humans are wired to detect threats faster than rewards. Change = uncertainty → brain interprets it as a *threat to safety, status, or belonging*. This triggers cortisol, narrowing focus to survival behaviors (defensiveness, resistance, siloing).

Prediction & Energy Efficiency (Prefrontal Cortex):

The brain craves predictability and routines because they conserve energy. Change demands new mental models → burns more glucose and feels uncomfortable → people revert back to old habits.

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.

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How This Impacts Teams

- **Collective Resistance:** When multiple individuals feel threat, it amplifies at the group level → group defensiveness, groupthink, blame-shifting.
- **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.

Systemic Team Coaching

“A process by which a team coach works with a whole team, both when they are together and when they are apart, 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



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.

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

:

1. **Creating Psychological Safety:** Reducing threat responses by fostering trust, openness, and inclusive dialogue.
2. **Supporting Habit Formation:** Guiding the team to build new routines (accountability practices, feedback loops) that reinforce transformation until they become “the new normal.”
3. **Reframing Resistance:** Helping teams interpret resistance as valuable information (unmet needs, fears, or competing commitments) rather than sabotage.
4. **Activating the Social Brain for Reward:** Coaches cultivate shared purpose, recognition, and alignment, which release dopamine and oxytocin → fuels motivation, resilience, and collaboration

Team Charter – Short Exercise

- In small groups, co-create a 'micro-charter' for your own team or a fictional team.
- Identify shared purpose + one value + one accountability practice
- 9 minutes for discussion

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Leadership Team Canvas – “Team Terrific”



People & Roles What are our names and the roles we have in the team? Supportive Sarah Challenging Charlie Team oriented Tina Accountable Allan Respectful Rebecca Indecisive Indra Non-aligned Nancy	Business Priorities What are the top business priorities we are working on as a team? 1. Service Modernization 2. Responsive, Efficient & Client Centered Services 3. Strengthening System Planning 4. Engaged & Enabled Workforce	Team Purpose Why are we doing what we are doing in the first place? Work together and support one another to build capacity, foster a positive culture within the community access division to achieve divisional priorities now and in the future.	Team Norms What are the agreements we want on how we behave with and hold one another accountable? • Actively listen and ask questions to understand • Everyone contributing for the common good • Ability to make mistakes and learn from them • Provide timely, honest positive and constructive feedback • Respect and listen openly to feedback being shared • Team members support one another and assume positive intentions • Have FUN!! • Recognizing individual contributions and respecting diversity of thought experiences and skillset • Address challenges and conflict as soon as possible and at source • Be actively engaged and present during meetings. Team Gesture: “T” for timeout
Team Performance Strengths Which TPI’s are strengths for this team and should be leveraged? • Team Leadership • Accountability • Goals & Strategies • Respect • Camaraderie • Optimism	Team Performance Opportunities Which TPI’s need our attention? What are the obstacles we might face? • Communication • Decision Making • Constructive Interaction • Trust • Values Diversity • Alignment	Values Fundamental principles, beliefs and standards that define our organization’s identity, culture and purpose. • Passionately put customers and communities first • Embrace Change • Innovate Courageously • Grow together through spirited teamwork	Accountability Practices Specific routines or mechanisms the team uses to track, uphold, and follow through on commitments. • Start each team meeting with a quick <i>commitment check</i>: • End meetings by assigning clear owners and deadlines for each decision • Address missed commitments with curiosity <u>not</u> <u>blame</u>. • Do after action reviews after key milestones • Use dashboard where commitments are logged and progress tracked.

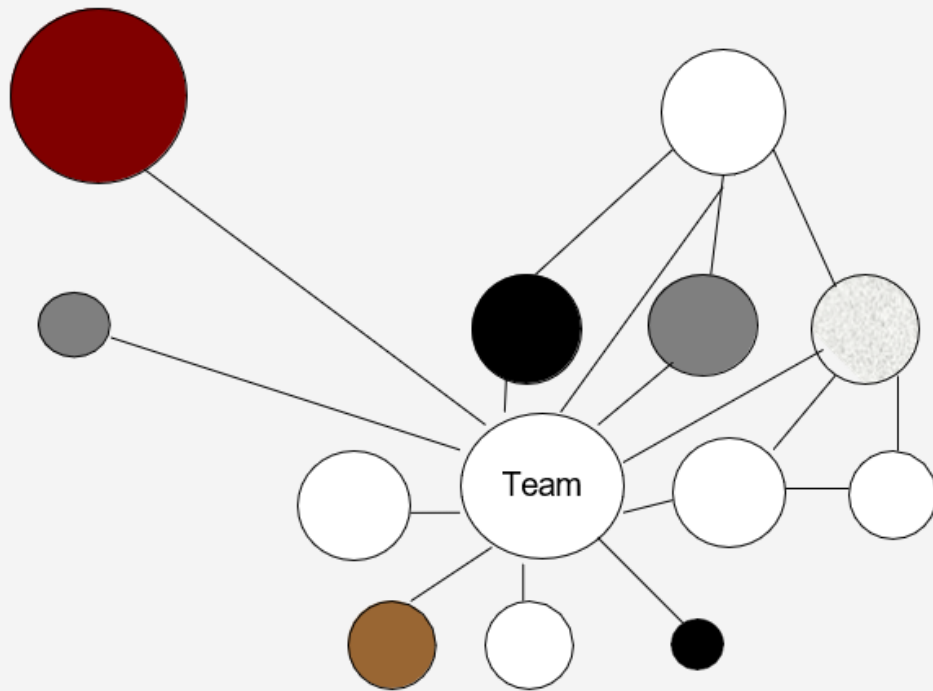
Stakeholder Mapping - Exercise

In triads or pairs, quickly map a real team that you coach or a leader that you coach with a team and identify the key stakeholders

Stakeholders are the individuals, groups, or organizations that are directly or indirectly impacted by a team's work — or who have influence over its success. They can be **inside** the team, **within the wider organization**, or **external** to it (e.g., customers, partners, regulators, or community members)

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Stakeholder Mapping - Tool



1. Draw a map of your key relationships
2. Size of bubble relates to importance to your role and purpose as a team
3. Shading and numbering can denote quality of relationship
4. Length of line denotes proximity

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Exploring & Prioritizing Stakeholders

HIGH

Quality of the Relationship

Comfortable Alliance

Connected Partnership

Antagonistic Distraction

High-Risk Adversary

Locating
stakeholders:

Peg where they are
placed on this grid



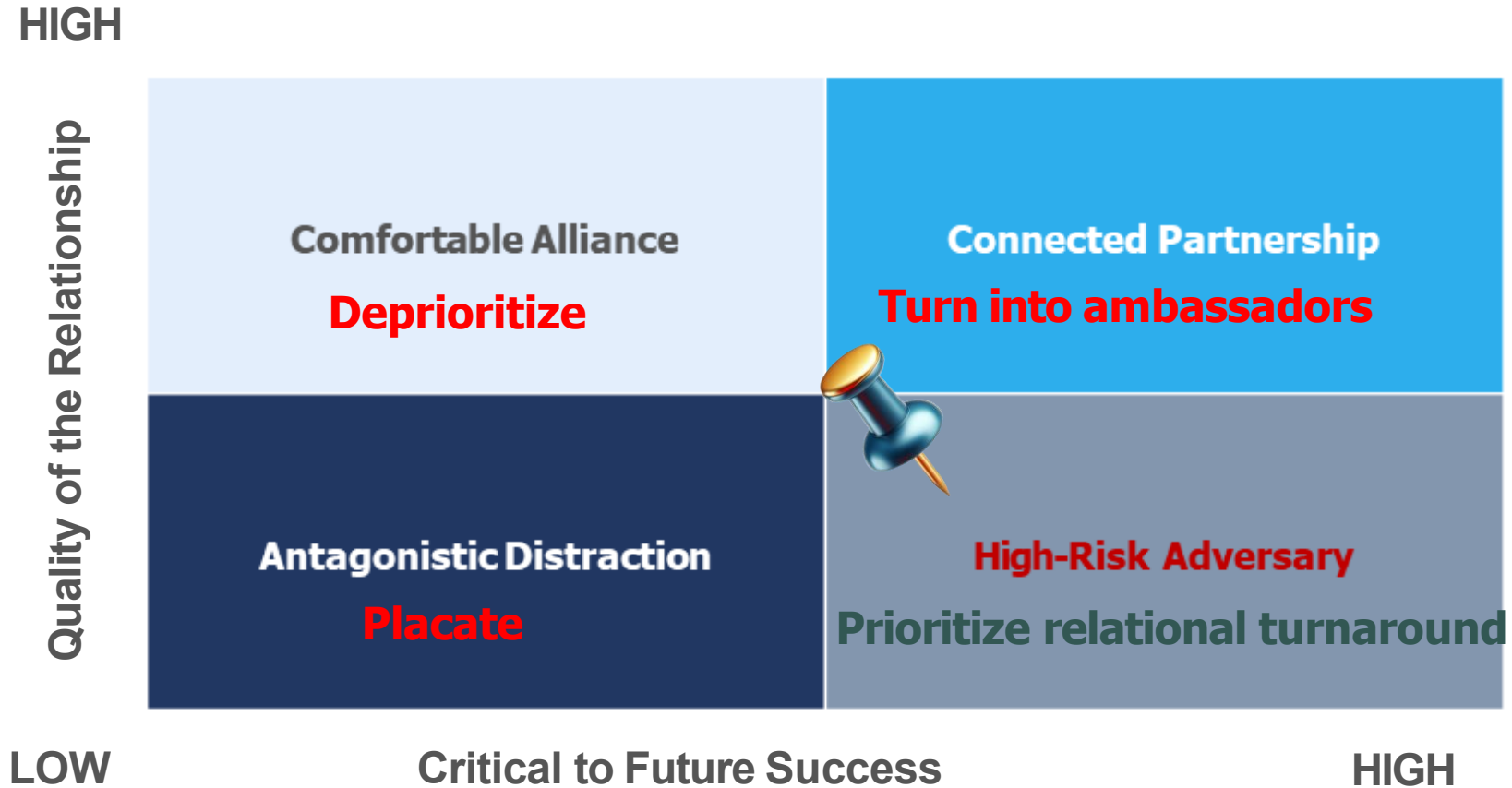
LOW

Critical to Future Success

HIGH

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Stakeholder Prioritization Plan



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Case Illustration #2 – Global Pharmaceutical Organization Complex Systemic Transformation - Objectives

1. Build leadership team capability to drive transformation across and within Pods.
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.

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Value Area	Key Benefits	Transformation Impact
Builds Alignment Around Transformation Goals	• 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	• 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	• 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	• Break down silos • One-team thinking • Stronger cross-team problem-solving	Accelerated innovation and reduced bottlenecks
Builds Leadership Resilience and Change Capacity	• Manage complexity and resistance • Strengthen emotional intelligence • Model adaptive leadership	Greater stability and morale during transformation
Drives Measurable Business Impact	• Improved speed to market • Fewer costly missteps • Higher employee engagement	Sustainable performance improvements

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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

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ICF/ACMP Joint Task Force

- 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
- Now transitioning the work to the associations

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



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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

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

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

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

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

Key Learning Summary

1. “Neuroscience shows we’re wired for survival, not transformation. Team coaching provides the conditions that make transformation safe, shared, and sustainable.
2. Team coaching supports teams to align, own transformation and embed accountability.
3. Tools like stakeholder mapping, team charters and “secrets” are simple but powerful.

What’s one action that you will take in your coaching to help a team fuel transformation beyond change?

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