Change is already here

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Presented by
Nadezhda Mihaylova
PCC, ECPC

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Meet Nadezhda



Nadezhda Mihaylova is a Professional Certified Coach and trainer with more than 20 years of experience in enhancing leadership capacity. Her background includes 10 years as a training and development manager, leading and empowering high-performing teams in a fast-paced, benchmark-establishing business. She has successfully applied her expertise in large-scale leadership development programs, including executive coaching for Information Technology, Telecommunications, Pharmaceutical & FMCG organizations. Among the companies, Nadezhda has worked with are SAP, Automattic, Google, Nestle, Danone, Coca-Cola, Heineken, Servier, GlaxoSmithKline.

She currently works as a facilitator for Erickson Coaching International, the most global coach training institute in the world, where she trains leaders, executives and teams across Asia, Africa, North America, and Europe to harness the impact of solution-focused coaching.

Meet Eliza



Eliza Chivu is a finance leader, Erickson Certified Professional Coach, and a certified career coach with over 15 years of experience in multinational environments. Combining a strategic mindset with a passion for people development, she explores how coaching can become a powerful leadership approach beyond traditional HR boundaries.

Drawing on her experience as a people manager, mentor and coach, she believes that meaningful change begins with self-awareness, curiosity, and empowering individuals to take ownership of their growth.

Her perspective highlights how leaders across different business functions can contribute to building adaptability, trust, and a greater openness to change.

The question is no longer, “How do we manage this change?” It is, “How do we build an organisation capable of navigating constant change?”

Change is not an event. It is the environment. The challenge is no longer preparing for one change. It is building the capacity to adapt continuously. Not about managing change but being the change.

THE EXPERIENCE OF CHANGE

POLL:

How would you describe the experience of change in your organisation right now?

- *Continuous*
- *Accelerating*
- *Fragmented*
- *Energising*
- *Exhausting*
- *Unpredictable.*

TYPES OF CHANGE

POLL:

Which type of change is currently having the greatest impact on your organisation?

- *AI and technology*
- *Restructuring and efficiency*
- *Strategy or business-model change*
- *Skills and workforce transformation*
- *Leadership and culture change*
- *New ways of working*
- *Regulatory or external disruption*
- *Several changes at the same time*

Visible Psychological Reaction to Current Change

POLL:

Think of one significant change currently happening in your organization.

What is the most visible psychological reaction to this change?

- Anxiety or uncertainty
- Loss of control
- Frustration or anger
- Denial or avoidance
- Confusion or reduced confidence
- Change fatigue
- Curiosity or experimentation
- Hope and excitement

WHAT PEOPLE NEED

POLL:

Think of one significant change currently happening in your organization.

What might people experiencing the CHANGES need the most?

- Greater clarity
- More voice and involvement
- A stronger sense of control
- Time to process
- Skills and confidence
- Trust in leadership
- Permission to experiment
- Connection to purpose
- All of that
- Something else

People do not resist change simply because it is new. They often resist the loss, uncertainty or lack of agency associated with it.

POLL:

Chat waterfall:

Complete this sentence: To help people move from reaction to resourcefulness, organisations need to... [*in one word*]

OUR PREMISES



Which is these three possible leadership responses would you vote for if you were subject to change?

POLL:

A
Tell
Explain the plan again and reinforce what people need to do.

B
Reassure
Tell people that everything will be fine.

C
Coach
Acknowledge the reaction and ask questions that restore perspective, agency and ownership.

People do not resist change simply because it is new. They often resist the loss, uncertainty or lack of agency associated with it.

A coaching mindset helps shift the response from:

Threat → Possibility
Helplessness → Agency
Dependence → Resourcefulness
Silence → Dialogue
Compliance → Ownership

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Change is **already here**

Coaching conversations improve performance

An 18-minute structured debrief improves performance by

~25%

Tannenbaum & Cerasoli, 2013

Coaching strengthens self-efficacy

A randomly selected coached participant had a 59% chance of showing higher self-efficacy than a randomly selected participant who did not receive coaching.

59%

Nicolau et al., 2023

Listening impacts trust, relationships, performance

High-quality listening was strongly connected to trust, relationship quality and performance

400,000+

Kluger et al., 2024

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Change is **already here**

READY

- **Change is constant.**
- **Culture enables adaptability.**
- **Coaching develops the mindset and behaviours needed to navigate uncertainty.**
- **READY** sits at the centre as an organisational capability that is continuously renewed.

Key takeaway

Readiness is not a communication plan or a project phase. It is a capability embedded in how people think, talk and work together.



OUR PREMISES



COACHING CULTURE

A Continuum of Possibilities

From individual leadership behaviour to an organization-wide cultural capability



WHERE IS YOUR ORGANISATION TODAY?

Choose the point that best reflects the everyday reality-not the stated ambition.

These are possible expressions of coaching culture-not a rigid or universal sequence.

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Explore: What Can a Coaching Culture Look Like?



Pedja Jovanovic, MCC · 1st
Co-Creator @My Identity Journey & My Leadership Journe...
View my newsletter
19h ·

Found this SAP post from 2020.
559 coaches. 41 countries. 91% NPS.
Impressive numbers.... more

23 6 2

Share your support...

Most relevant

SAP Global Coaching Program



Welcome 34 future SAP Coaches!

"The whole coaching journey was very insightful for me, because I was able to learn a lot of things for myself. Just when I thought coaching is just all about talking to people it's not, going through the training dispelled the whole concept of coaching. Coaching is all about being able to uncover the best potential from the other people."

"Having a manager that is coach is wonderful because the manager really gets to know you and really opens up all the possibilities for you. And that is what being a coach is, I discovered a lot about myself and I help right now, others to discover more about themselves. Being a coach is having the ability of using powerful tools that we get to know on the Erickson program solution focused, of course."

"This is really a huge investment that SAP is making for you but it's also a huge investment that you can make for yourself. I started to realize that, my greatest success is enabling the success of others and seeing others succeed."

"The coaching training was an experience with insights and awareness largely around myself but the amount of value that I've achieved from being able to support and see the changes and differences in my colleagues has been very rewarding for me in particular."

"My favorite coaching question is what else or asking tell me more about … as it allows coachees to expand their awareness. My advice is to practice, because you're going to feel that conscious in competence and you will feel insecure about it and you know that when the insecurity sets in you're going to stop. Practice is going to help you overcome that."

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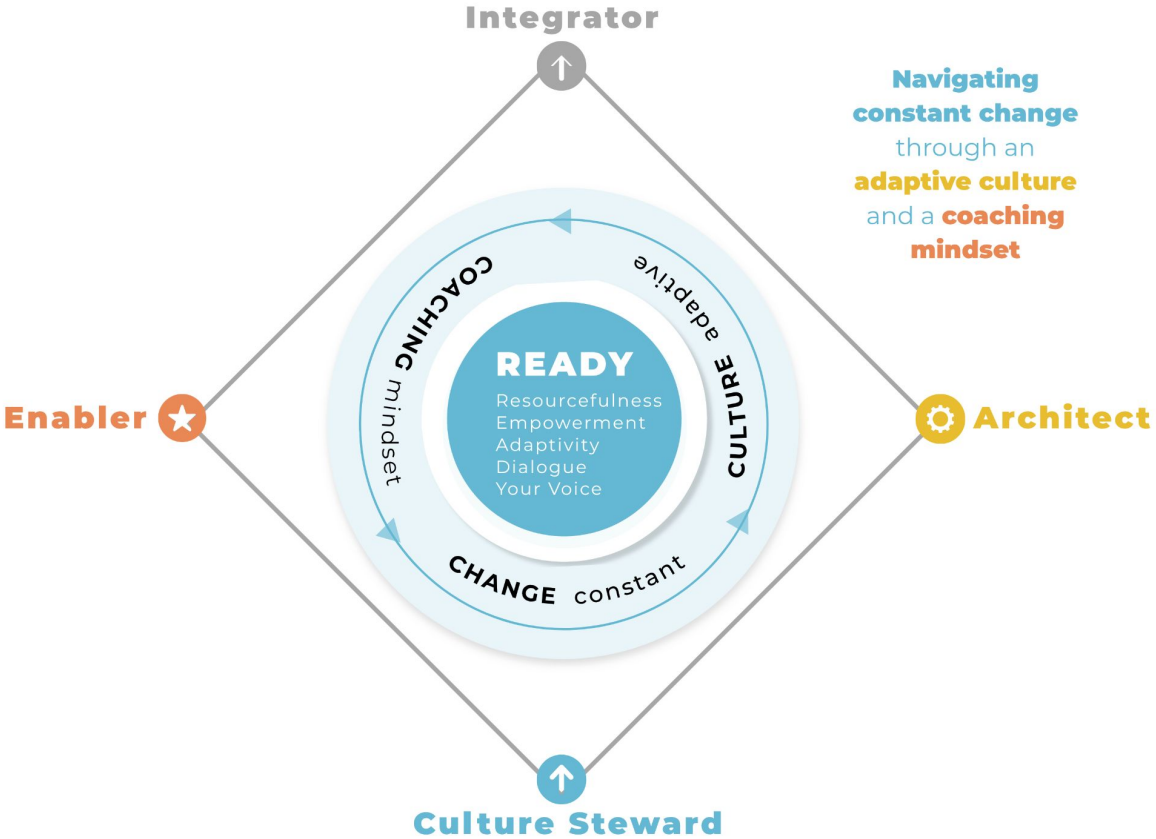

Navigating constant change through an **adaptive culture** and a **coaching mindset**

CHANGE-READY BY DESIGN

Four HR Archetypes



ALIGN

ARCHITECT

Give the future a shape.

Connect coaching culture to strategy, values and the capabilities the future requires.

VISION | DIRECTION | ALIGNMENT



EQUIP

ENABLER

Unlock confident action.

Equip leaders with coaching skills, practifal tools and a solution-focused mindset.

SKILL | AGENCY | POSSIBILITY



EMBED

INTEGRATOR

Make it how work happens.

Connect coaching to leadership, talent, performance, learning and organisational change.

CONNECTION | SYSTEM | PRACTIVE



SUSTAIN

CULTURE STEWARD

Grow what helps people thrive.

Protect psychological safety, employee voice, learning and shared accountability.

TRUST | VOICE | GROWTH

CHANGE-READY BY DESIGN

Four HR Archetypes



ALIGN

ARCHITECT

What future organisational capability are we trying to build?

How does coaching support our strategy and values?

What does change readiness mean in our specific context?

Which stakeholders need to share ownership of this work?

What is the clearest case for action?

VISION | DIRECTION | ALIGNMENT



EQUIP

ENABLER

What do leaders need to be able to do differently?

Which coaching behaviour would create the greatest immediate value?

How can leaders practise safely and receive useful feedback?

What existing strengths can we build on?

How will we help leaders apply the learning under pressure?

SKILL | AGENCY | POSSIBILITY



EMBED

INTEGRATOR

Where should this behaviour live in our organisational systems?

Which existing process offers the strongest starting point?

How can we make the desired behaviour easier and more natural?

What would reinforce it consistently?

How will we prevent it from becoming another temporary initiative?

CONNECTION | SYSTEM | PRACTIVE



SUSTAIN

CULTURE STEWARD

What conditions help people speak, learn and take ownership?

What are leaders currently rewarding—intentionally or unintentionally?

How can we strengthen trust and psychological safety?

How will employee voice influence the work?

What stories and evidence will help the new culture take root?

TRUST | VOICE | GROWTH

Q&As



Turn insight into action.

Complete the statement:

“To strengthen change readiness in my organisation, the first coaching or culture shift I will initiate is…”

- in one word in chat

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Commit: One Step Towards READY

Change is constant. Culture determines how the organisation responds. **Coaching develops the mindset and capability to move forward.**



THANK YOU

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