



AGUIDEFORCOACHES&LEADERSHIPTEAMS

Alignment Readiness Guide

The Aligned Coach — why energy and process, held together, are the future of team coaching.

WRITTEN BY

Alina Kirshon-Goldman

Associate Certified Coach (ACC), ICF

Founder & CEO, Aligned On Purpose

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THE PROBLEM



A change effort, interrupted

Every organization eventually asks its people to change. Sometimes it's a new operating system introduced to bring structure to a growing company. Sometimes it's a restructuring, a merger, or an acquisition that redraws the org chart overnight.

Sometimes there's no single trigger at all — just a company trying to move faster, and a few people who quietly won't move with it.

The company brings in a coach, implementer, or consultant. And still, resistance holds.

Consider a leader we'll call Carol — a composite drawn from many real executives, familiar to anyone who has led or coached inside a change effort. Carol is capable. She has run her department well for years, and she has the scars to prove it. When change arrives — a new process, a new reporting line, a new owner in the boardroom — Carol doesn't sabotage it outright. She just doesn't quite come along. Questions turn into a familiar phrase: "We've always done it this way." Meetings that should move things forward take longer. When someone gently asks whether she's still the right fit for her seat, she gets defensive rather than curious.

From the outside, this looks like stubbornness — a performance problem, maybe a fit problem. But coaches who have sat with enough Carols know it is rarely that simple.



Resistance rarely announces itself. It shows up as a capable person who simply doesn't come along.

And Carol's resistance rarely stays contained to her. Every hour a leadership team spends managing around her is energy pulled away from the work itself. Other leaders watch how her resistance gets handled — or doesn't — and quietly recalibrate what's actually safe to say in that room. And the values the company just spent months articulating — accountability, ownership, transparency — stay theoretical, because the behaviors underneath them were never actually addressed.

One unresolved Carol can quietly stall a culture change leadership believes is already underway.

02 THEFRAME

The false choice between energy and process

Most approaches to a moment like this pick a side.

Process frameworks — EOS chief among them — give leadership teams language for structure: Right People, Right Seats. They're excellent at diagnosing whether someone fits a role, whether accountability is clear, whether the org chart matches how work actually gets done. What they weren't built to explain is why a demonstrably capable person resists a role she is, on paper, still qualified for.

Energy and coaching frameworks — iPEC's Energy Leadership among them — go the other direction. They give language for what's happening inside a person. iPEC describes Level 2 Catabolic Energy as a state where the core thought is conflict and the core action is defiance — a strikingly accurate description of Carol in the room. But on its own, this framework doesn't tell a leadership team what to do about the org chart, or how to keep the business moving while someone works through it.

PROCESS · COOL

EOS — Right People, Right Seats

Diagnoses fit, accountability, and structure. Read alone, Carol looks like a *seat problem*.

ENERGY · WARM

iPEC — Energy Leadership

Names what's happening inside a person. Read alone, Carol looks like someone who needs *support* — with no structural path forward.

READ THROUGH BOTH

A capable person in a state of self-protection, inside a structure that hasn't yet given her a way back to safety.

Neither lens alone explains what's happening with a Carol. Read through both at once, a different picture appears. This is the bridge most frameworks miss: organizational transformation and personal transformation aren't sequential. They have to move together — or the space between them is exactly where capable people get lost: reorganized around, worked around, or eventually let go, not because they couldn't change, but because no one paired the diagnosis with the support.



Two tools you can use this week

You don't need a platform to start reading resistance differently. Two simple habits, borrowed from the energy-and-process lens above, are usable in your very next session — no subscription required.

1

Ask which kind of resistance you're looking at

Before treating a "Carol" as a performance or fit issue, sit with three possibilities. Is this a **skill gap** — she doesn't yet know how to operate the new way? A **will gap** — she understands it, but doesn't agree with it? Or a **fear response** — she experiences the change as a threat to her identity or standing, regardless of the facts? Each calls for a different conversation. Skill gaps need training. Will gaps need alignment on why the change matters. Fear responses need something process frameworks rarely name directly: safety, before anything else.

2

Name the energy before you name the behavior

The moment a leader gets defensive, resist the instinct to address the behavior first ("you're being resistant to this"). Instead, name the energy you're observing, neutrally and out loud: "It seems like this feels like a threat right

now — is that fair?" Surfacing the emotional state instead of debating the content often lowers defensiveness enough that a real conversation about the seat, or the process, becomes possible. It's a small shift — but it's the difference between confronting someone and meeting them.

Neither tool requires certification in EOS or training in iPEC's full methodology. They simply require treating energy and process as two views of the same person — not two separate conversations.

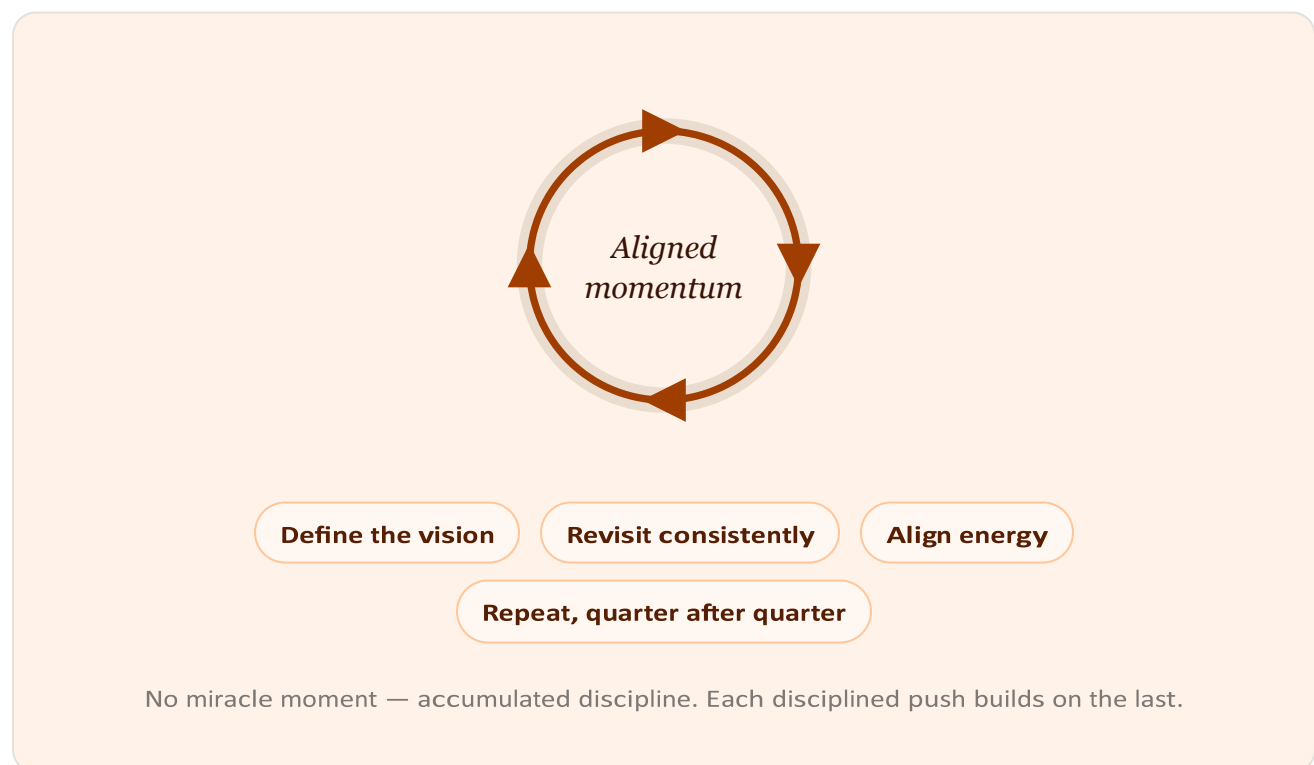
04 • THE LONG GAME



Building the vision, one turn at a time

EOS and iPEC start from different places but arrive at a similar conviction: an organization moves only as far as its people are aligned around a shared purpose. EOS calls this a company's Core Values and Vision. iPEC calls it operating from Anabolic energy — a state where the core thought is possibility rather than conflict. Different vocabulary, same underlying claim: sustainable performance follows from alignment, not enforcement.

Jim Collins' research in *Good to Great* offers a useful caution here. The companies that made a lasting leap rarely pointed to a single defining moment, a single new leader, or a single program launch. Instead, transformation looked like a flywheel — a series of consistent, disciplined pushes in the same direction, each building on the last, until momentum became difficult to stop. There was no miracle moment. There was accumulated discipline.



The same is true for the Carols inside a change effort, and for the culture around them. A values statement doesn't shift behavior on its own. Neither does a single coaching conversation. What moves a Carol — and moves a company — is a long-term plan: a defined vision, revisited consistently, paired with the patient, repeated work of aligning energy and execution, quarter after quarter, until the culture leadership wants to see becomes the culture that's actually there.



Aligned On Purpose

This is precisely the discipline Aligned On Purpose was built to support.

A coach using AOP doesn't need to be a certified EOS Implementer or an iPEC-trained energy coach — the platform is already trained on both, giving every coach a way to see energy and process together, and to track the long-term plan a Carol, and her leadership team, actually need.

Aligned On Purpose gives expert coaches an AI-augmented platform that unites energy and process — so they can see exactly where each client stands, prove tangible progress, retain clients longer, and transform whole leadership teams at scale.

Ready to see it in practice? **Book a discovery call at alignedonpurpose.com**

