

JOAN ERMELBAUER

PROFESSIONAL CERTIFIED COACH (PCC)

'Coaching from Joan has led me to being more accountable and positive both as a leader and personally.' AV

LEADERSHIP COACH | TRUSTED ADVISOR | CHANGE SPECIALIST

An accomplished Human Development Coach and Change Leader known for elevating people and systems through trusted partnership, strategic insight and excellence in execution. Known as 'a quiet, credible force for progress,' Joan brings composure, analytical depth, and focus to help leaders and organizations achieve meaningful, measurable outcomes.

Her approach reflects the Integral Coaching™ methodology — attending to both inner and outer dimensions of change. She guides clients in developing new “ways of being” that expand their leadership presence, resilience, and systemic impact. Blending analytics and intuition, she helps people navigate complexity with grounded confidence.

Certified as an Integral Master Coach™ and Professional Certified Coach (PCC) through the International Coaching Federation (ICF), Joan combines deep organizational experience with Integral and developmental frameworks to facilitate growth that is both practical and profound — enabling leaders to think clearly, act courageously, and lead with authenticity.

Joan is consistently sought out as a thinking partner who upholds exacting standards, strengthens leadership capacity, and supports building cultures of stability and growth. Tailors every coaching or change engagement to the unique motivators, learning styles, and goals of each client. Blends analytical precision with imaginative problem-solving to unlock potential and restore confidence in times of uncertainty.

Leads with Strategic Thinking and Executing Strengths — validated by the CliftonStrengths Assessment — combining curiosity, analysis, and an unwavering commitment to excellence to guide individuals and organizations through complex transformation.

'I came to Joan when I was seeking ... to make a change ... more in alignment with my values. Joan was an absolute pleasure to work with and was a key success factor in my moving forward.' HF

SELECTED HIGHLIGHTS

- ✓ Coached leaders in developing individualized leadership blueprints anchored in self-awareness and measurable outcomes, resulting in appreciable gains in self-awareness and influence. (Various, 2017-Present)
- ✓ Coached emerging leaders in an Operational Excellence Leadership Development Program integrating reflection, feedback, and adaptive action; participants reported significant increases in leadership capacity. (City of Ottawa Public Works, 2022)
- ✓ Coached the senior leadership team for a small green energy company, leading to increased alignment, trust and improved working relationships. (Private Client, 2020)
- ✓ Provided pro bono coaching to global change-makers via 57 Coaches Inc., as well as ICF Foundation's IGNITE program, United Way's GAIN initiative, supporting purpose-driven leadership growth. (2020–Present)
- ✓ Led change readiness for ERP implementation affecting 750 employees —aligned senior leaders in Finance and Operations, introduced standardized “one CEDA, one way” processes and ERP Adoption KPIs to measure uptake. (CEDA, 2014 – 15)

JOAN ERMELBAUER
PROFESSIONAL CERTIFIED COACH (PCC)

- ✓ Realized 95% conversion of targeted contractors to employees by aligning vendor and HR strategy on employee conversion strategy. (Suncor, 2013 – 14)
- ✓ Facilitated Myers-Briggs Type Indicator (MBTI) sessions for business teams resulting in improved working relationships. (Suncor, 2013 – 14)

'At the end of my coaching journey with Joan, I had the insights and tools that enable me to make everyday choices that are aligned with my senses, self-worth, goals and aspirations.' JM

PROFESSIONAL WORK HISTORY

ERMELBAUER CONSULTING LTD (RIPPLEEFFECT COACHING)

2001 – PRESENT

CAREER COACH | LEADERSHIP AND TEAM COACH | HUMAN DEVELOPMENT COACH

- Provides executive and career-transition coaching to professionals navigating complex change across industries on behalf of a boutique HR services company.
- Designs and delivers personalized coaching programs for leaders that integrate interior (mindset, values) and exterior (behavioral, relational, organizational) dimensions of development.
- Facilitates individual and team development using MBTI and DiSC® frameworks weaving insight with embodied learning to strengthen communication, collaboration and trust.
- Offers pro bono coaching services to leaders of non-profits through United Way GAIN's (Gaining Advantage, Gaining Insight) initiative, to advance social impact leadership.
- Mentors emerging female leaders through the Women in Leadership (WIL) program, emphasizing sustainable integrated growth.

HUSKY ENERGY (ACQUIRED BY CENOVUS 2021)

AUG 2017 – JUN 2021

HYDROCARBON VALUE CHAIN OFFICE MANAGER | CHANGE MANAGEMENT LEAD

Oversaw Change Management, Communication, and Learning and Development team for the Downstream Operating Model Transformation and Commodity Trading Risk Management (CTRM) implementation.

- Conducted iterative stakeholder assessments to capture impacts to functional groups' roles and workflow (e.g., Accounting, IT, Treasury, Tax, Credit) across commodities (oil, natural gas, refined products) for both Canada and U.S. offices.
- Created development opportunities to enhance employee capabilities and promote organizational mobility.
- Mitigated transformation and project impacts through a well-designed change management strategy, communication, and training plans, ensuring stakeholders had the knowledge and skills to be successful.
- Switched individuals fulfilling Learning and Development Lead and Individual Contributor roles to take advantage of skill sets and reduce employee stress.

TC ENERGY (TCE) (FORMERLY TRANSCANADA)

MAR 2016 – AUG 2017

CHANGE MANAGEMENT LEAD

Guided change efforts for the Columbia IT Integration Program to amalgamate acquired company's and TCE's Information Technology's systems and processes. 2500 employees and contractors affected.

- Conducted impact assessments for approximately 75 software applications to understand how employee day-to-day jobs were affected.

JOAN ERMELBAUER
PROFESSIONAL CERTIFIED COACH (PCC)

- Worked in partnership with Communications to prepare for and roll out Program Road Shows explaining the integration initiative (slide deck, FACT Sheets, banners, illustrative diagrams) to Columbia staff in key U.S. cities to improve employee engagement.
- Executed change and communication plans to ensure approximately 2500 Lotus Notes users had the necessary skills and knowledge to migrate to Outlook in less than 100 days.
- Coached executives and leaders on sponsorship behaviours and change readiness best practices.

CEDA

JUN 2014 – OCT 2015

BUSINESS READINESS LEAD, ENTERPRISE RESOURCE PLANNING (ERP)

Accountable to EVP Corporate Services for change, people, and business readiness project activities for the successful implementation of an ERP system for a medium sized oil field service company. Multiple locations across Canada. 750 staff affected.

- Identified and engaged stakeholders, and conducted change impact assessments to detail how jobs were affected by the new system.
- Assessed risks and mitigated impact of implementing a new ERP system by developing and executing organizational change management plans.
- Introduced standard 'one CEDA, one way' processes; transitioned staff from paper-based job activities to using an automated system, leading to the improved quality and timeliness of customer and management reports.
- Stewarded the development of an ERP Adoption Key Performance Indicator (KPI) report to identify adoption issues, trends, and best practices; facilitated learning opportunities to address deficiencies.

SUNCOR ENERGY

APR 2013 – JUN 2014

CHANGE LEAD, MAINTENANCE CENTRALIZATION STRUCTURE CHANGE

Supported the successful Oil Sands Maintenance Department reorganization. 1500 staff affected. Initiative nominated for Suncor President's Operational Excellence Awards.

- Conducted change impact assessments to understand how employee and contractor jobs were affected by organizational re-design and communicated findings.
- Collaborated with Communications and Learning Capability and Development teams to develop an integrated change management, communication, and training plan to ensure employees and contractors had the necessary information to flourish during the transition.
- Advised and coached VP of Maintenance Integration, Directors and Managers for Planning and Scheduling, Turnaround and Maintenance on their role in obtaining employee buy-in.

PAST ENGAGEMENTS

Encana	Project Manager, Change Management Lead	2011 – 2013
TC Energy	Change Management Lead	2010 – 2011
Roesler & Associates	Project Manager, Change Management Lead	2008 – 2010
Husky Energy	Business Process Lead	2004 – 2008
Encana	Quality Assurance Lead, Business Analyst	2002 – 2004
Spectra Energy	Quality Assurance Lead	2001 – 2002
American School of Doha, Qatar	Information Specialist, Business Analyst	1998 – 2001
Nova Gas Transmission	Technical Writer, Quality Assurance Lead	1993 – 1998

PROFESSIONAL DESIGNATIONS AND AFFILIATIONS

JOAN ERMELBAUER
PROFESSIONAL CERTIFIED COACH (PCC)

- Professional Certified Coach (PCC), International Coaching Federation (ICF)
- Integral Master Coach™, Integral Coaching Canada
- Prosci Change Management (ADKAR™)
- Certified Positive Intelligence Coach (CPQC), Positive Intelligence Inc.
- Certified Professional Retirement Coach (CPRC)
- Principles & Practices of Organizational Development, Teacher's College, Columbia, NY, NY
- Immunity to Change Facilitator, Harvard, Cambridge, Mass.
- Project Management Professional, PMP™ (retired)
- Everything DiSC® Certified Practitioner
- Myers Briggs Type Indicator Facilitator (MBTI)

POST-SECONDARY EDUCATION

- Master of Information and Library Science, Western University, London, Ontario
- Bachelor of Arts (Honors), Queen's University, Kingston, Ontario

COMMUNITY ENGAGEMENT

- United Way GAIN and ICF Foundation IGNITE — Pro Bono Coach
- Women in Leadership (WIL) — Mentor for Aspiring Leaders
- 57 Coaches Inc. – The Kairos Project — Volunteer Coach for Global Impact Change-Makers
- Canadian Change Management Think Tank (CCMTT) — Board Member & Past Co-Chair