

TRUST · CONNECTION · IMPACT



From Intention to Impact

Coaching Leaders to Build Trust and Connection
in Complex Environments

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Land Acknowledgement

ICF Toronto Charter Chapter acknowledges that we gather on the traditional territory of many nations, including the Mississauga's of the Credit, the Anishinabek, the Chippewa, the Haudenosaunee, and the Wendat peoples. This land is now home to many diverse First Nations, Inuit, and Métis peoples from across Turtle Island.

We acknowledge that Toronto is covered by Treaty 13 with the Mississauga's of the Credit, and the Williams Treaties with multiple Mississauga and Chippewa bands. We are grateful to live, work, and gather on this land, and we honour the enduring presence and resilience of Indigenous peoples whose relationship with this territory spans over 10,000 years.

ICF Toronto is grounded in the coaching values of dignity, inclusion, and respect for every human being. We welcome people of all backgrounds, cultures, identities, and lived experiences. As coaches, we commit to creating spaces where everyone is seen, heard, and valued — in the spirit of unity and shared humanity.

Human Centered Leadership

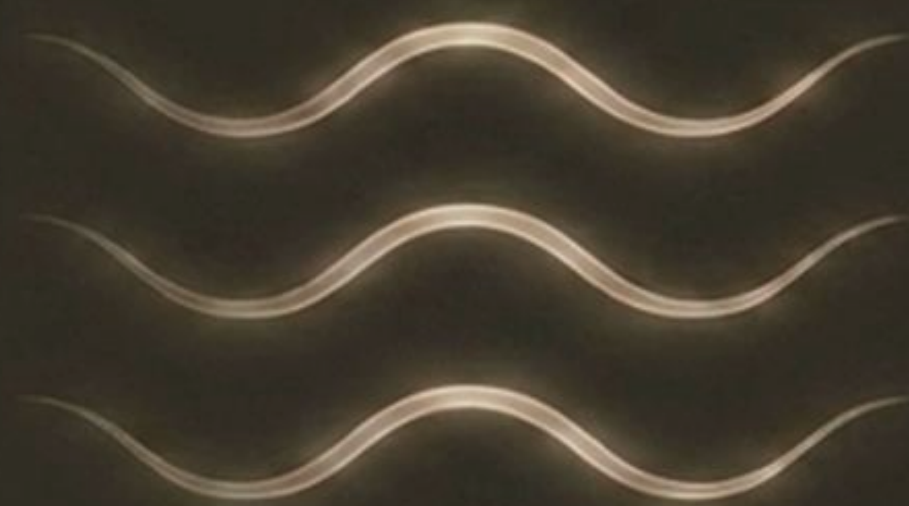


**20 + Years of HR
Experience**




**Leadership
certified**

- PCC
- Leadership Circle Profile
- Hogan
- MBTI
- Situational Leadership



Deep Breath.

Before we begin. Most of us arrived here still
somewhere else. Everything we explore today requires
you to be present with yourself. So, let's ground ourselves.
One deep breath in and one deep exhale out.



Think of a leader who made you feel truly
seen and valued. What did they do?

Take 60 seconds. Write it down. Put it into the chat box.

That leader and the experience you had? That is what Impactful Leadership looks like.

MY INTENTION FOR YOU DURING THIS SESSION

An expanded understanding and awareness of how intention fosters impactful leadership.

My hope is that you leave able to hold space for yourself and the leaders you support ...the awareness that elevates impact.

TODAY'S AGENDA

Why Now

AI, the skills economy, and what's shifting under our clients' feet

The Gap

The blind spot between leaders' intention and the impact others feel

The Patterns

The three habits that distinguish high-impact leaders

Breakout & Close

Getting honest about our own gaps, then committing to one shift

In an accelerating skills economy, **human connection** is the **ultimate competitive advantage**.



39% of core skills will change by 2030 (WEF)

AI is commoditizing technical skills faster than leaders can adapt, while lowering the barriers to entry for new ventures.



As technical execution becomes automated, **human skills**: trust, connection, and self-awareness become the **most portable, durable asset** a leader owns.

86%

of leaders
of leaders believe
they communicate
clearly

The
Intention-Impact
Breakdown

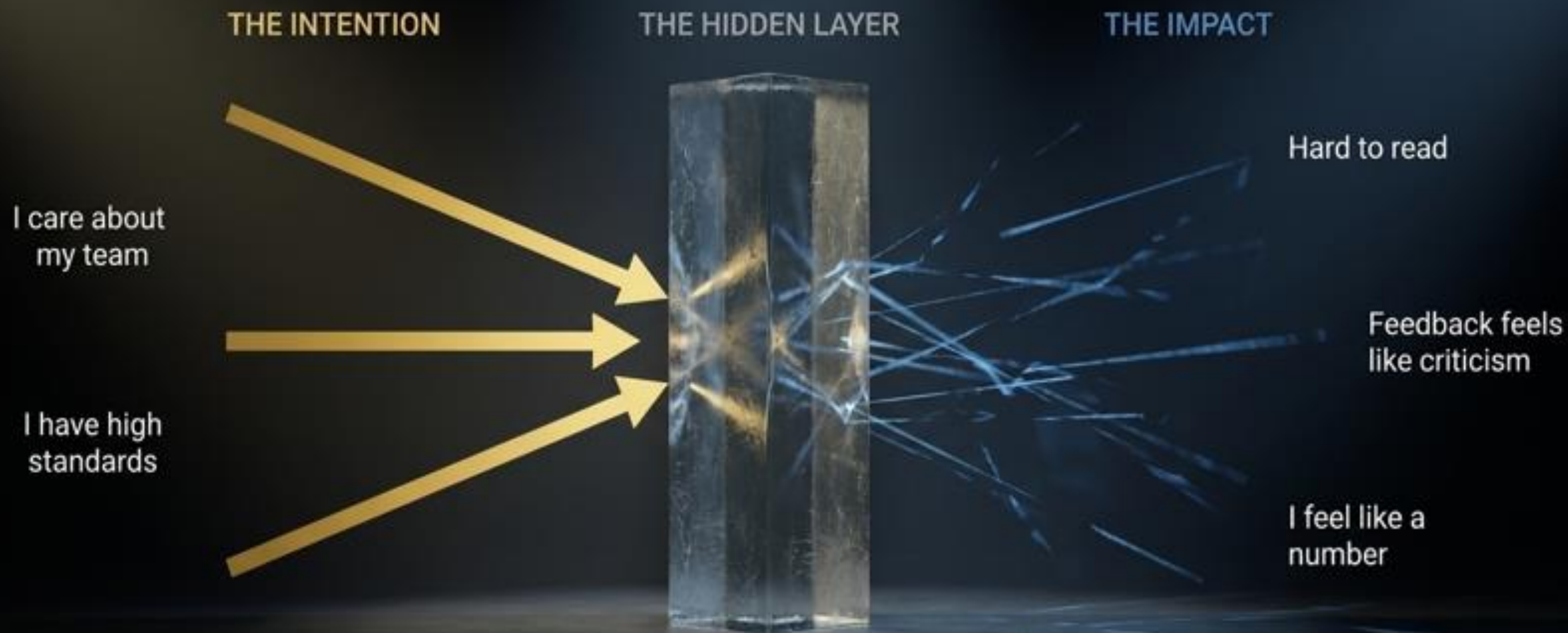
53%

of employees say
their leader is
hard to read

70% of team engagement is driven by the manager

The current workforce is
seeing a break down in
trust and connection.

The Intention-Impact Gap™



Cognitive dissonance explains why: when self-image and impact conflict, the mind protects the self-image. (Festinger, 1957)


The 3 Patterns of High-Impact Leaders

Strategic Self-Awareness

They know how they land. They actively seek the gap between intention and others' experience.

Human Connection

They lead through relationship, not just role. They create psychological safety, especially under pressure.



Leadership
That Lands

Consistent Presence

They show up the same whether stakes are high or low. The team never has to guess which version is walking in.

The Coach's Ear: What to Listen For

1. Misaligned Intention & Impact

The leader describes what they meant to do. Listen for what actually happened.

2. Patterns Under Pressure

Which of the four hidden layers is driving the reaction? (Derailers, Bias, Favouritism, Scripts).

3. Defending What Isn't Working

The behaviour they most fiercely defend is usually generating the gap. This is Festinger's dissonance in real time.



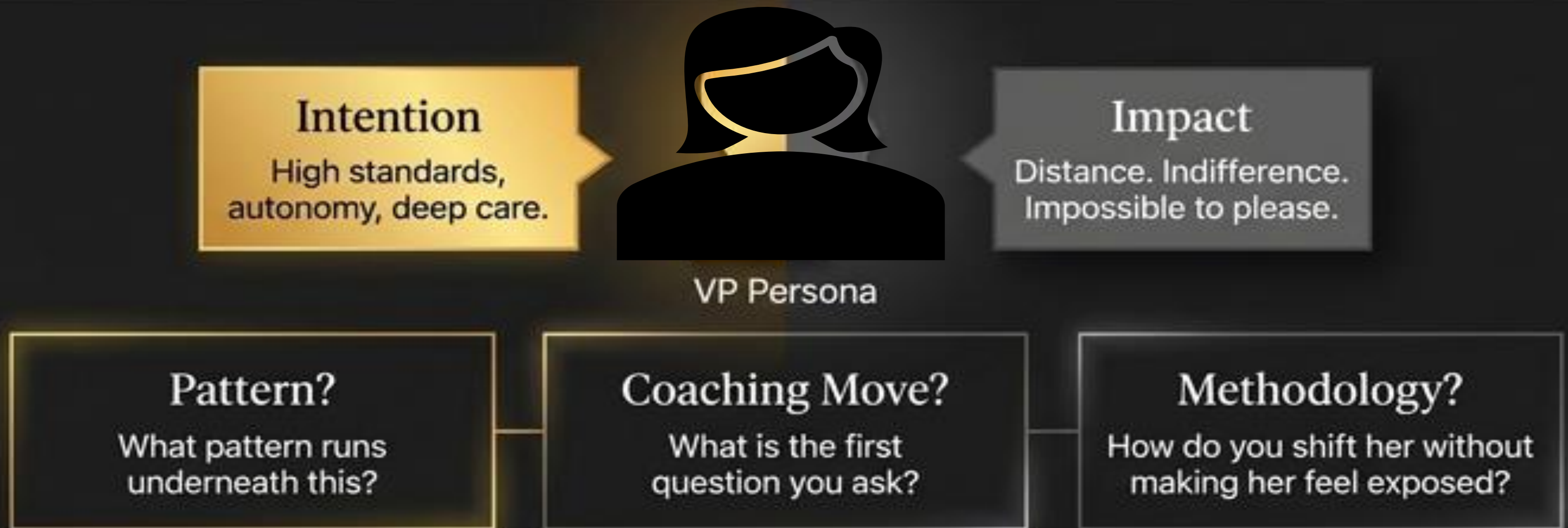
The move isn't to challenge the belief directly. It's to make the evidence visible enough that the leader resolves it themselves.

Why Change Doesn't Stick

 Surface Coaching 	Deep Coaching 
Focus	Focus
Coaching the story (following the content).	Coaching the pattern (revealing the generator)
Target	Target
Staying at behaviour.	Shifting the identity and invisible scripts.
Pacing	Pacing
Moving to solutions too quickly.	Holding the mirror until the gap is fully seen.

The Gap in Practice: A Case Study

VP of Operations. 14 years in. Promoted for delivering results. High performers are disengaging.



She didn't need more training, she needed someone in a non-judgmental way to make the invisible, visible

Where is Your Gap?

A few minutes in small groups, no roles, no report-back

Where in your leadership right now might your intention and your impact not be matching and what is the impact?

Small groups

3 to 4 people.
Auto-assigned

5 minutes

Take the question.
Share as much or as little as you want.

Stays with you

No report-back.
What's said in the room stays in the room.

You don't have to fix it today. You only have to see it.

The Inner Intelligence Method™

"The measure of intelligence is the ability to change." — Albert Einstein

1
KNOW

Strategic Self-Awareness

Understand how you're wired. Know your patterns, triggers, and blindspots.

2
SEE

Close the Gap

Identify the distance between your intention and your impact in real time.

3
SHIFT

Human-Centred Action

Make the leadership move that builds trust, not just authority.

4
SUSTAIN

Consistent Presence

Embed the shift. Build a culture where connection is the standard.

The Final Shift

Leadership doesn't change when people try harder. It changes when they see themselves more clearly.

The **ONE** gap you're committing to close.

The **ONE** person who will feel the difference.

The **ONE** action you'll take before next week.

You are not just listening for the problem.
You are listening for the gap underneath it.



THANK YOU!

Let's Stay Connected

Shilpa Bains · PCC · CHRL

Executive coaching, team facilitation & leadership assessments.

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Leadership Intelligence Inc.

