Designing the conditions for meaningful change across teams, organisations, services and ideas.

Roxana Bacian

Perspective / Bio

I believe the effectiveness of organisational systems depends on the quality of the relationships and behaviours that shape them.

With 14 years of experience across human-centred design, leadership and organisational coaching; my work has focused on helping leaders and teams develop human-centred organisational processes and foster the relationships and cultures that sustain them.



Selected clients and collaborators:

TPX Impact (formerly FutureGov), NEC Digital (formerly Snook), Shift Design, Huddlecraft, NEON, Know You More, On Purpose, MOE Foundation, Forum for the Future, Dot Everyone and CoachBright.

“Roxana has been a fantastic organisational coach for our team as well as coaching individual team members.

She has helped us navigate a time of significant organisational change and we have come out of the other side a more cohesive team with stronger shared sense of - and processes for - working together.”

Mark Walton, Founder & Previous Executive Director, Shared Assets

Selected Work.

Service Design

Re-designing the Care Information Scotland service to increase its reach to carers and those cared for.

Location: Glasgow, 2013 (9 months)

Client: NHS24 + Scottish Government

Role: Co-Designer with Valerie Carr

**Project shared with consent from Snook*

What I did

Care Information Scotland is Scotland's national information service for people who provide or receive care. In 2013, NHS24 and the Scottish Government wanted to understand why the service was underused.

Working alongside Valerie Carr, Senior Designer at Snook, I travelled across Scotland to facilitate user research workshops with carers and people receiving care.

Our research revealed both practical and systemic barriers: from website accessibility and language to gaps between support services and carers' reluctance to ask for help or recognise themselves as people entitled to support.

Impact

Bespoke Research Methods:
Developed research workshops to explore the experiences and needs of carers.

National Research Insights:
Identified accessibility, language and service-navigation barriers affecting carers' ability to find support.

Recommendations Report:
Produced a recommendations report and service blueprint to inform improvements across digital and in-person services.

Designed immersive workshop materials to facilitate a systems-mapping workshop with The Scottish Government.





Designed a magnetic toolkit to support senior carers to propose a new design for the Care Information Scotland website.

Organisational Development

Helping Shared Assets design new processes and cultural norms for self-governance.

Location: London, 2024 (7 months)

Client: Shared Assets via NEON

Role: Organisational Coach

**Project shared with consent from Shared Assets*

“Roxana provided a solid structure for keeping us on track and moving forwards after an already extended transitional period – gently encouraging us to delve into some things deeper.

She was a great support to move us through decisions and discussions which we had previously been getting stuck on.”

Shared Assets Team

What I did

The team at Shared Assets needed to decide upon key aspects of how they wanted the organisation to work in the future.

Diagnostic and Programme Goals — Decided areas of focus and desired outcomes together with the team.

1-2-1 and Team Coaching Sessions — Delivered structured 7 x team coaching sessions and 10 x 1-2-1 sessions.

Role play and Scenario Testing — Used practical exercises to test out conflict resolution and feedback.

* Co-led with Carrie Magge, Head of Coaching at NEON.

Impact

Policies for Self-Governance:
The six-person team developed new policies across operations and culture.

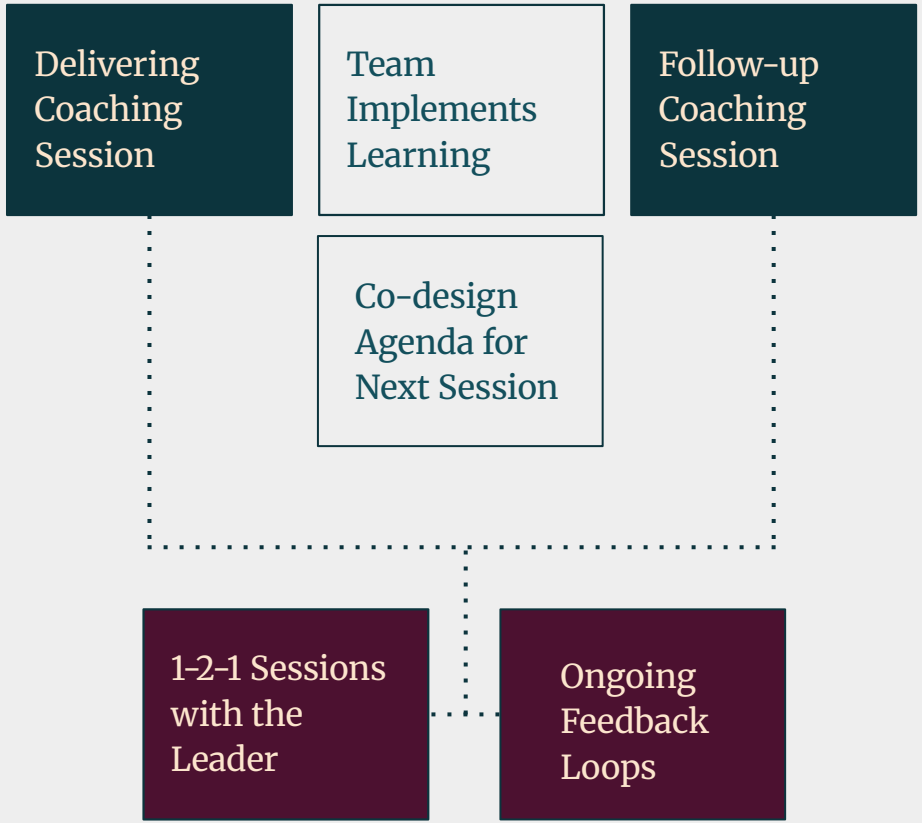
Conflict Resolution Framework:
The team tested different grievance scenarios and mapped out how they would resolve these in practice.

Processes for Ongoing Feedback:
The team developed greater awareness of communication styles and embedded feedback loops into project streams.

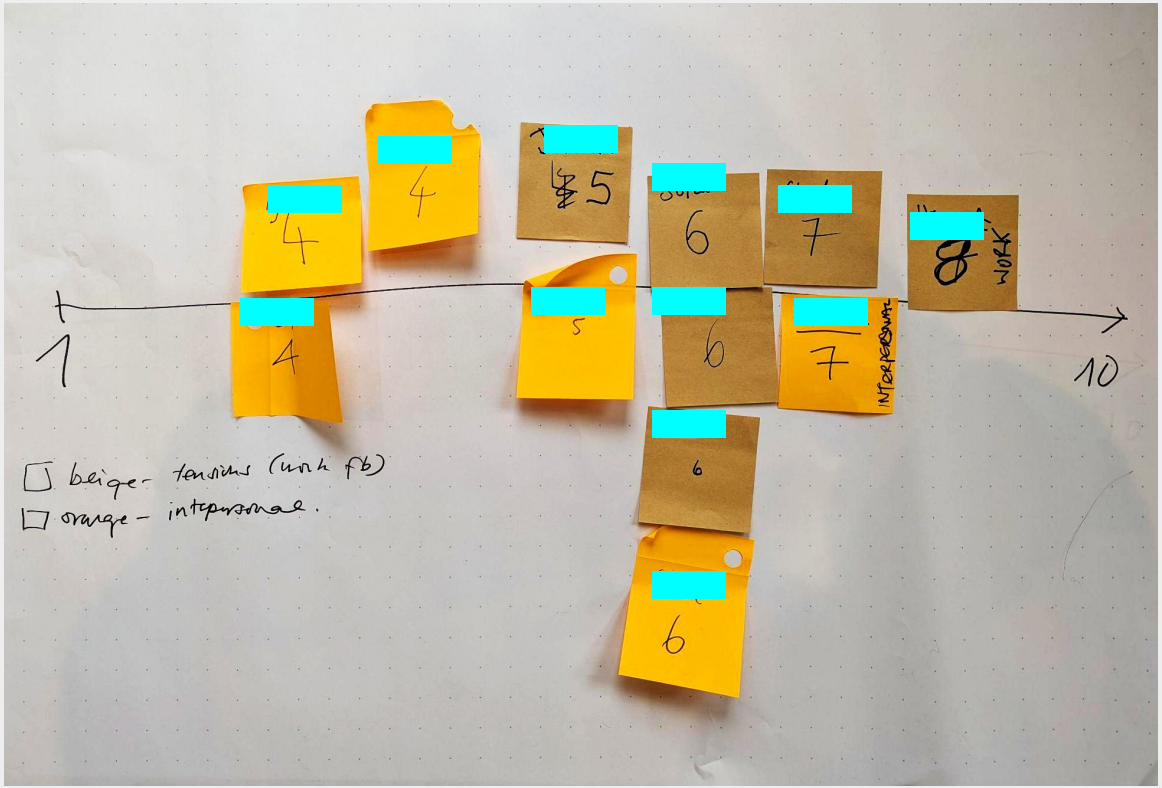
Setting up the Foundations:

- Introduction Call with the Team
- Coaching Agreement
- Culture Diagnostic
- Co-designing Programme Goals

The Coaching Process:



Example of interactive exercise with the team. Mapping comfort levels with giving and receiving feedback.



➔ *What* does this process look like? What is expected and is everyone clear about this?

➔ How do we offer informal/formal feedback for quality outcomes?

➔ What mindsets, values and behaviours do these standards encourage?

Example of a coaching session agenda prompts. In this session we developed a framework for assessing quality standards in the organisation.

Thought Leadership

Designing three principles for coaching that delivers meaningful change safely.

Location: London, 2026 (9 months)

Journal: BACP's Coaching Today

Role: Concept Development/Writer

What I did

'Embracing Imperfection: the coach as client' first appeared in the July 2026 issue of Coaching Today, published by the British Association for Counselling and Psychotherapy.

Concept Development — Drew on my own experience as a psychotherapy client to inform coaching work at depth.

Research & Evaluation — Developed a case study and evaluation approach to demonstrate the risks in this type of work and propose possible ways to mitigate these.

Writing & Editorial Development — Developed the central argument, structured the narrative and communicated complex personal and professional insights.

Impact

Journal Circulation: 11,000
Published in BACP's Coaching Today, reaching thousands of practitioners.

A Framework for Working at Depth:
Articulated three principles for ethical coaching practice at depth, encouraging reflective practice across the field.

Professional Reach:
The article was distributed by leaders across the social impact leadership, coaching and psychotherapy fields.

Photos of the printed article *'Embracing Imperfection: the coach as client'*. Published in BACP's Coaching Today, July 2026.



Through my personal experience of psychotherapy, I now see incremental behaviour shifts as an incredible human achievement



Embracing imperfection:

the coach as client

Roxana Bacian draws on her own experience as a therapy client to consider how this can inform and enrich her coaching practice

“It’s interesting to think about the different relationships here, yours with your therapist, yours with your coaching client, and how something learned in one context finds its way into another.

That’s a kind of mutual learning and regulation that crosses the boundary between roles rather than staying inside either one. Lovely piece.”

David Sibley
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Ways to connect.

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