

Larraine Chang



Founder, Ascension Associates |

Building legacy with leaders and family business through strategic foresight, CEO readiness & performing teams

Larraine Chang works with leaders, teams, boards and family businesses at consequential moments—when leadership responsibilities evolve, organisational direction needs translating into action, or succession requires thoughtful preparation. Her work connects individual leadership with the wider questions of how people work together, make decisions and sustain organisational continuity.

She is the founder of Ascension Associates, a business strategy and human capital consultancy bringing together strategy implementation, organisational design and leadership development. Drawing on more than eight years in executive search, alongside coaching, facilitation and advisory experience, she brings a perspective that extends beyond developing individual capability: how leaders are selected, what organisations expect of them, and what enables them to succeed in context.

Executive leadership and transitions

Larraine has coached CEOs through leadership transitions and supported C-1 executives preparing for CEO responsibilities. A particular focus is women leaders navigating career decisions, workplace dynamics and the expectations that accompany greater influence and accountability.

Her contribution is to connect the person, the role and the organisational context—not simply to offer coaching sessions. She helps leaders clarify the decisions at stake, recognise patterns shaping their responses, and develop more deliberate ways of leading.

Clients describe her approach as direct, insightful, practical and non-judgmental. Their feedback highlights attentive listening, probing questions and an ability to notice what lies beneath the words. They report gaining greater clarity about internal pressures, seeing familiar situations differently, and developing the confidence and practical steps needed to move forward.

Larraine combines constructive challenge with warmth, curiosity and humour. She creates room for honest reflection without losing sight of action, drawing on questions, frameworks and creative approaches according to the situation rather than following a rigid script.

Facilitation, collective learning and team development

Alongside individual coaching, Larraine designs and facilitates learning experiences that help people examine real workplace challenges together. Her experience includes manager-as-coach and new people-leader programmes for financial services clients, and a bespoke learning journey for a medical device company’s surgical sales teams.

Her workshop participants particularly valued facilitated peer exchange, real workplace scenarios, role-play and opportunities to hear different perspectives. Their feedback describes an approachable, engaged facilitator who makes complex ideas relatable, responds to participants’ needs and uses questions and constructive feedback to encourage reflection.

20/F, 14 Tai Koo Wan Road, Quarry Bay, HK

Email: hello@ascension-associates.com

Tel: 852-2688-2623

Her workshop style brings the participants’ experience into the learning process. Rather than treating frameworks as answers in themselves, she uses them to help people interpret situations, consider stakeholders and explore alternative responses. Participants highlighted the value of applying these ideas to conversations with managers, direct reports and other colleagues.

This combination of individual coaching, group facilitation and workplace learning forms the foundation for her team-coaching practice. The focus is on the team as a collective: its shared purpose, relationships, decision-making and patterns of interaction. Her approach seeks to help teams turn reflection into shared commitments and more intentional ways of working together.

Family businesses and board succession

Lorraine’s wider advisory work encompasses family charter development for family businesses and board succession planning. These engagements bring attention to shared values, expectations, responsibilities and leadership continuity.

She supports the conversations needed to clarify what stakeholders want to preserve, what needs to evolve, and how responsibilities can be carried forward. Her approach connects the human dimensions of succession with the organisational need for clarity and preparation.

Perspective and background

Lorraine begins with the situation rather than a predefined programme. She works to understand the underlying need, whose perspectives matter and what conditions would make the engagement worthwhile before shaping the work.

Her executive-search background also informed the development of a strategic talent acquisition framework supporting employee value propositions, company culture statements and internal communication mechanisms. Earlier roles included Recruitment Director for an insurance desk and Life Actuarial Consultant at Gravitas Recruitment Group Asia.

Based in Hong Kong, Lorraine works bilingually. She has studied and worked in Hong Kong, Calgary, London and California, and graduated from the University of Hong Kong in European Studies in 2009.

Beginning an engagement

All enquiries begin with a 45-minute meet and greet as the required first step before further discussions or proposal development. This conversation allows both parties to understand the situation, explore mutual fit, and establish whether the timing, stakeholder support and available investment provide a sound foundation for working together.

For organisational, team, board and family-business enquiries, this also includes identifying the relevant participants, sponsors and decision makers, so that any subsequent discussion is grounded in a shared understanding of the work.

Certificates and qualifications

- Leader Play Facilitator — 2025
- EMCC Accredited Practitioner — 2025

- ICF Associate Certified Coach — 2023
- OKR Practitioner, OKR International — 2022
- Scrum Master, Scrum Alliance — 2022
- Appreciative Inquiry Facilitator, Center of Appreciative Inquiry — 2022
- IECL Certified Team Coach — 2020
- Gallup Certified Strengths Coach — 2019

Additional professional training

- Association of Talent Development: Training Design and Delivery; Creating Leadership Development Programs — 2021
- ICA UK: Group Facilitation Methods; Participatory Strategic Planning — 2023
- ICA Taiwan: Client Care and Design — 2023
- ICA Taiwan: Transformative Action Planning — 2025