

ICF CONVERGE

OCTOBER 23-25, 2025 • SAN DIEGO





Expanding Coaching's Reach Under Budgetary Constraints

Internal Coaching at Scale

Objectives

- Identify and summarize unique challenges and benefits of internal coaching.
- Assess key elements needed to implement internal group coaching at scale in an organization.
- Practice group coaching that builds capacity for inquiry and intentional leadership.

Introduction



Lisa Perlman, PCC,
MSW, Coach Supervisor

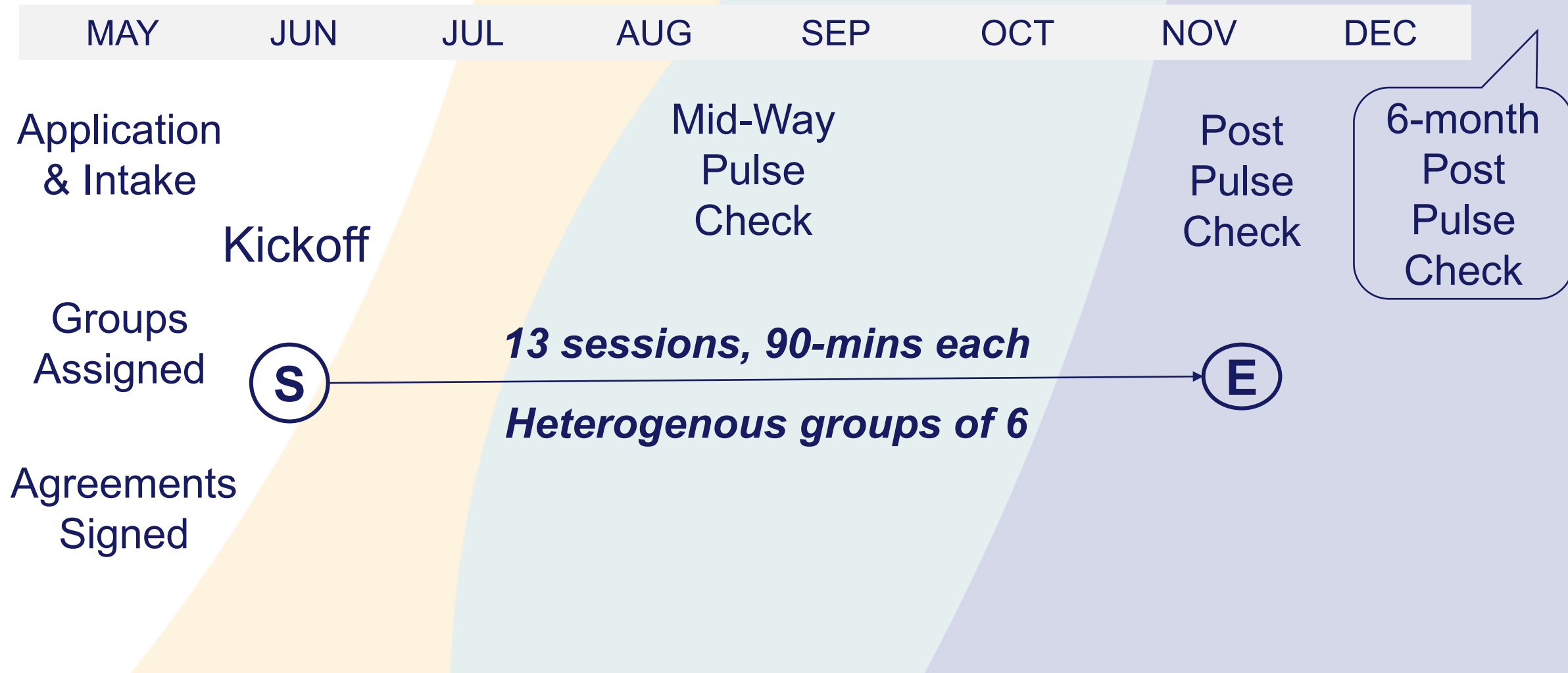


Jen Akuna, PCC, M.A.

Background

- Pandemic-era hospital leader burnout risk
 - *Particularly those impacted by organizational changes*
- Developed pilot, then gained c-suite support to launch
- Evolved into an evergreen offering

The Program: Sample Cohort

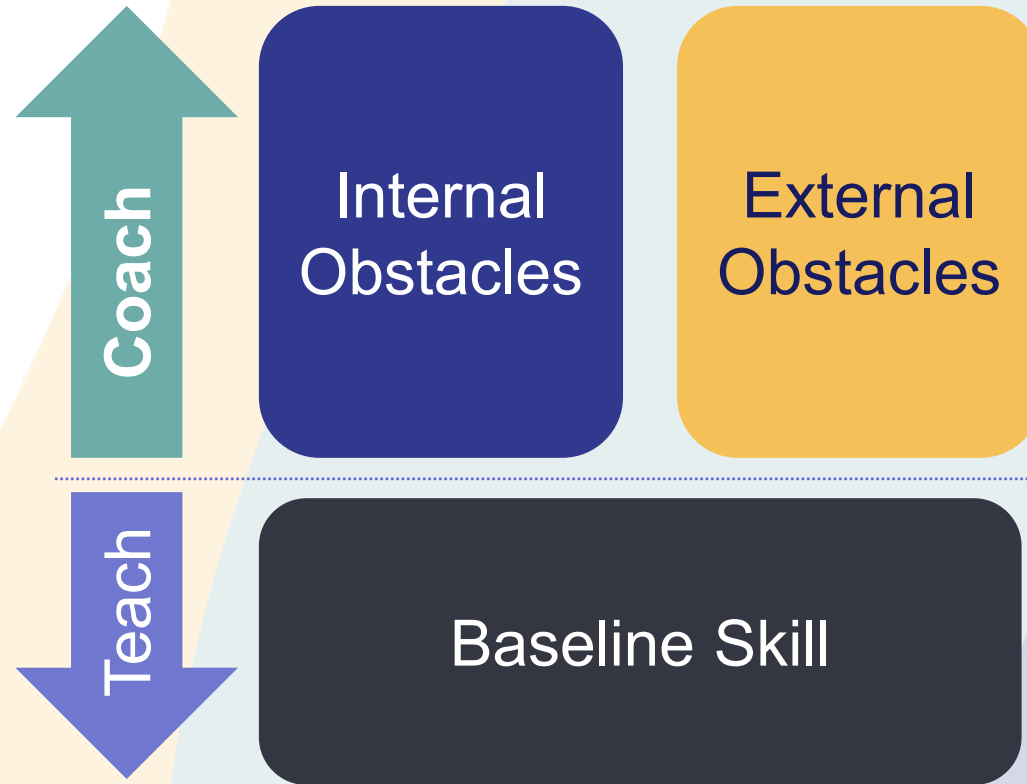


Results to Date

- 4 years of internal coaching, 30+ groups ,~180 leaders
- Universality and Solidarity
- Confidence & Curiosity
- Avg. 13.8% ↑ PsyCap (protects against burnout)
- Authentic Engagement

Hope
Self-Efficacy
Resilience
Optimism

Kickoff: Leader as Coach



Practice

- Table groups
- 10-minute coaching session



Thinker



Peer
Coach



Peer
Coach



Peer
Coach

Lessons Learned & Learning

- Voluntary
 - Clear Agreements
 - Heterogenous groups
 - ICF-certified coaches
 - Testimonials
 - Evaluation - **\$2 million saved**
- Dedicated program staffing
 - Sponsor commitment
 - Coach/group choice
 - Self as instrument

Shared Testimonials

"I am very happy to be part of this coaching group for my professional development. The sessions have helped me to achieve a more cohesive and mature functioning

environment with my L. sharing of work challenges, collaboration to Depts, encouragement from peers in expanding strategic similar challenges."

"It has been such an amazing resource to connect with other leaders and hear the similarities and differences between departments. As someone not on the clinical side of CHLA, it's also really nice to have this opportunity to work with clinical leaders and feel more connected to CHLA as a whole organization. The feedback, support and coaching from my peers has been so helpful."

"This coaching program has been so incredibly helpful for my leadership development. Our facilitator has

life, inclusive that has made it really e, learn, and grow. I commend this program

Let's Connect!



Lisa Perlman, PCC,
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