

ICF CONVERGE

OCTOBER 23-25, 2025 • SAN DIEGO



**The war for talent is a zero-sum game.
No one is winning it.**

So, why are we still trying to fight it?

Why not try something else instead?

AI is changing the workplace like never before – disrupting, displacing, decluttering.

But it cannot yet replicate human wisdom, instinct and intuition.

How can organizations tap into these innate human qualities to maintain their edge?



Organizations are sitting on untapped potential worth millions in performance gains.

They just don't know it yet.

And even if they do, most don't know how to leverage it

Most organizations invest millions in external coaching for their top 5%, while 95% of their talent remains untouched.





Transforming Organizational Culture through Coaching Centers of Excellence

Preeti Dmello & Toni Benner

At  The **Fulfillment** Institute



Preeti Dmello



Toni Benner

At **The Fulfillment Institute**, we partner with organizations to overcome the coaching exclusivity trap - building Centers of Excellence that democratize development and unlock potential at every level.



Today, we will illustrate how The Fulfillment Institute partners with organizations to create Coaching Centers of Excellence as our answer to the developmental crisis facing every industry and country.





Coaching Center of Excellence

A Coaching Center of Excellence (CCoE) is an organizational capability that designs, develops, deploys and sustains coaching across every layer of the system, **so that coaching permeates into the cultural fabric of the organization.**

It embeds learning and improvement into daily operations, turning coaching into a *strategic function* rather than a limited benefit.



Coaching Center of Excellence

...Why Bother?

- Employees expect continuous development
- In an AI-driven world, how people think will be their differentiator
- Traditional training isn't creating mindset or behavior change
- A multi-generational workforce, dominated by Gen Z, expects leadership to build bridges - have more empathy, collaboration, openness and trust
- Learning on the job is the most logical and practical solution
- Conventional coaching is unsustainably expensive and unscalable

Given the pace of change, the most effective way for people to grow and learn is not through episodic training but by **sharpening their mindset and skill set through real-time experiences at the workplace**



CCE: A Systems View

We see the Coaching Center of Excellence (CCE) as a ***Socio-Technical System*** that integrates **Coaching, Lean Thinking and Organization Development** to create sustainable, adaptive learning cultures.

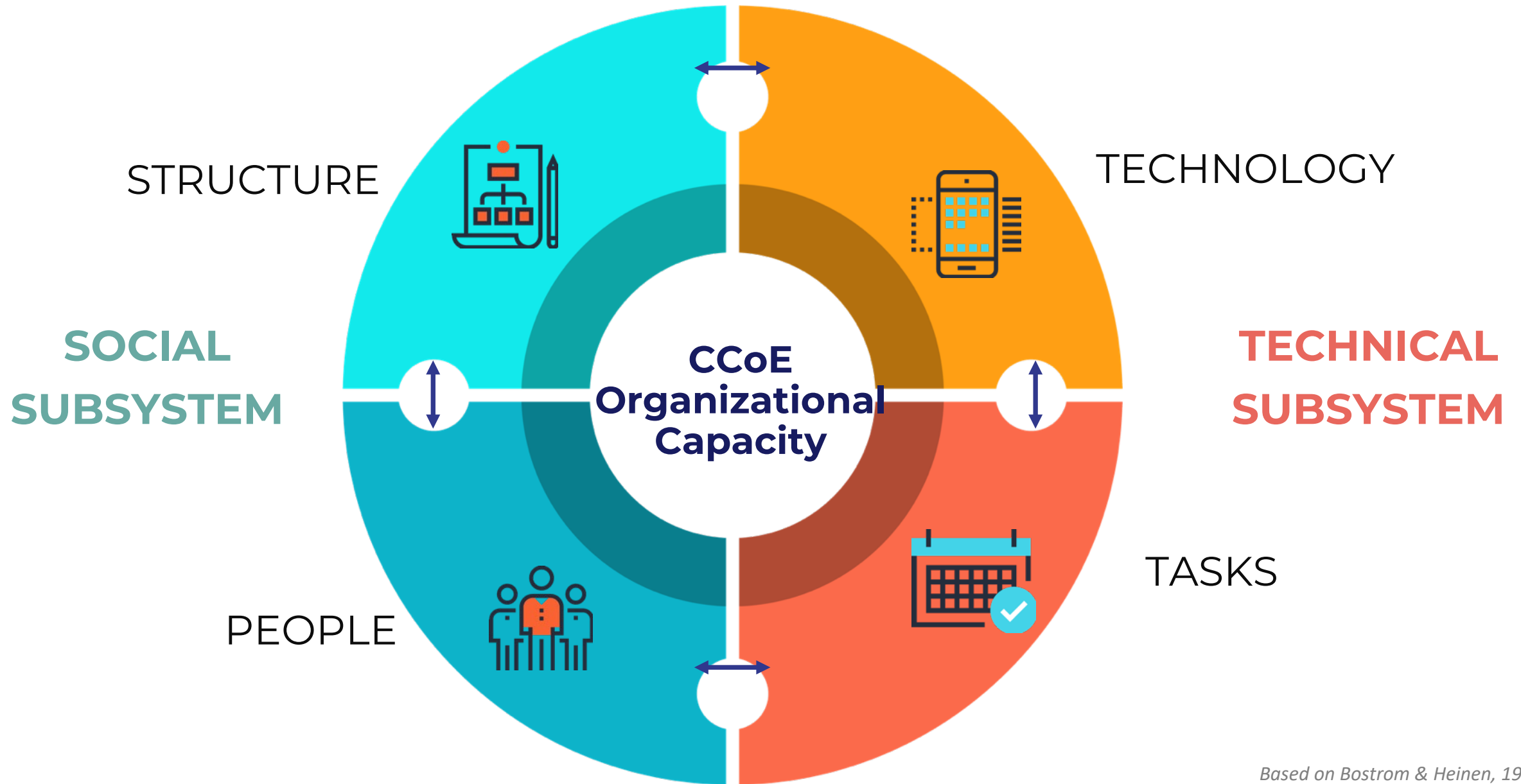


Healthy organizations try to achieve a balance between **SOCIO** (human systems: trust, inclusion, psychological safety), and **TECHNICAL** (work systems: process design, standard work, experimentation).

Coaching becomes the bridge between these two domains, aligning process reliability with human creativity.

CCoE embodies collective coherence — the state in which people, purpose, and process move as one. It transforms improvement initiatives into living systems of learning and growth.

From Individual Excellence to Collective Capability



Coaching in the workplace has seen significant shifts in recent years.

Big disconnects between employees and organizations fuel resignations and cost businesses millions of dollars in lost productivity and talent.

Research shows businesses grappling with retention challenges find a solution in scaled employee coaching programs.

- **93%** of employees **feel open and receptive to new job opportunities**. This holds true across generations, gender, and geography.
- **87%** employees who want to **change roles** would **prefer to do so in their current organization**.
- **99%** of employers see **coaching** as having a **positive or very positive impact on the wider business**.
- **93%** of employers would offer coaching to all employees **if money or resources were no object**.
- **88%** of employees surveyed would be interested in **learning and development opportunities** if their employer offered it
- **90%** of employees would engage with an **employer's coaching program** if offered the opportunity to do so.
- **85%** of employees say an **employer-funded coaching program** shows their **employer cares about them**.

Imagine walking into an organization where...



- Every leader has the ability to adopt a coaching stance
- Employees seek coaching proactively to develop their ideas and resolve challenges
- Performance conversations are developmental and an ongoing part of the culture
- Innovation happens through coaching conversations
- The culture self-corrects and readies itself for the future through coaching

Vision

Your Organization's Sailing Journey

Imagine your organization as a sailboat on the ocean...



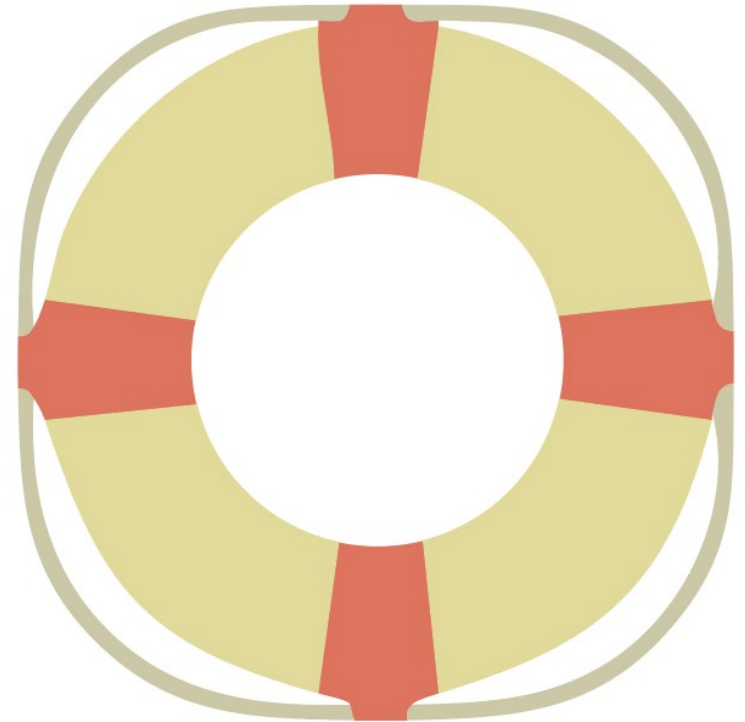
Your Sails

What catches the wind and moves you forward? What are your organization's greatest strengths? The talents, resources, capabilities that propel you... See them billowing in the wind.



Your Leaks

Every boat has them. Where is energy draining away? What slows your progress? Maybe it's silos, turnover, lack of development, disengagement... Feel where the water seeps in.



The Weather

What external forces are you navigating? Market pressures, technological change, competition, workforce expectations... Is it stormy or calm? Headwinds or tailwinds?



Your Destination

Where are you sailing toward? What does organizational success look like in 3 years? See that point on the horizon...



Now imagine: What if every person in your organization - from the C-suite to the front line - had this same clarity about:

- **The winds that move you forward**
(strengths to leverage)
- **The leaks that need attention**
(challenges to address)
- **The weather you're navigating**
(context to understand)
- **The destination you're sailing toward**
(vision to pursue)

And what if they didn't just have clarity, but also had someone to help them:

- **Patch their individual leaks**
- **Adjust their sails to catch the wind**
- **Navigate through their storms**
- **Stay oriented toward the shared destination**

What would be different about your organization?

(turn to someone sitting next to you and share)

For this to be possible...

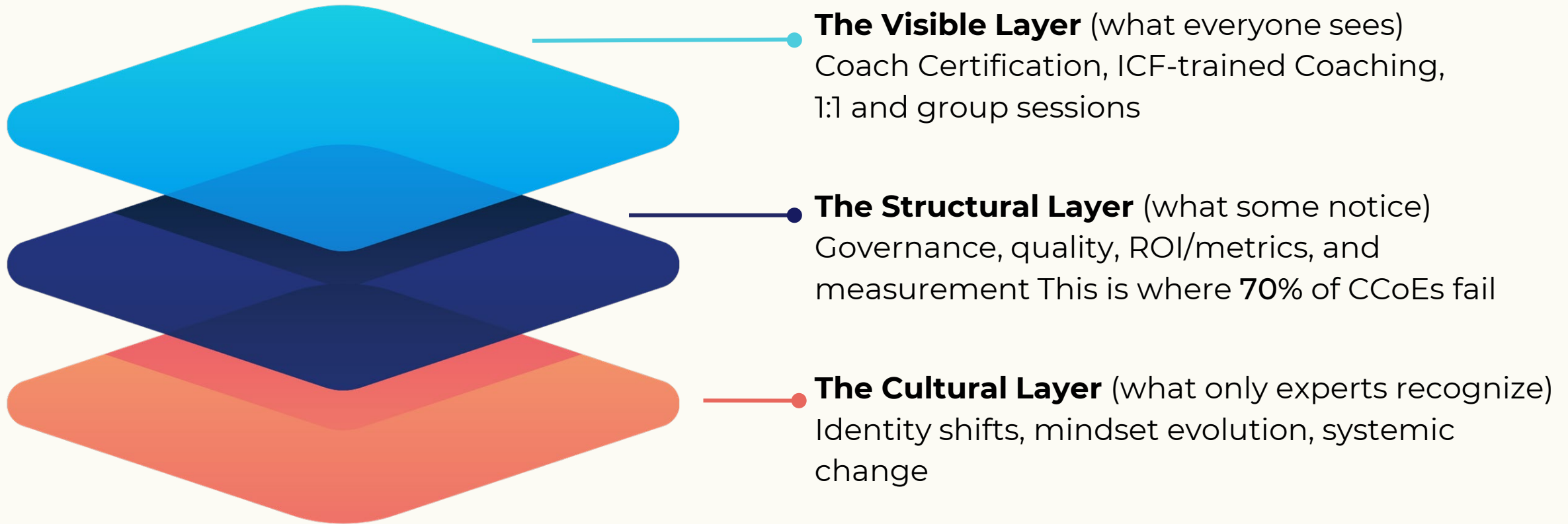
You need something that stands constant regardless of weather... something that helps every boat navigate... something that illuminates the path for all...

This is what a Coaching Center of Excellence provides

Not coaching for the few, but navigation support for all.
An internal lighthouse that's always there - for your people, for your organization.



Every successful Coaching Center of Excellence has 3 Layers



The Visible Layer: Practices and Access

- Purpose: Build visibility, accessibility, and professional credibility.
- Focus: What everyone sees.

SOCIO (People Subsystem)	TECHNICAL (Work Subsystem)
Trust in coaching as a developmental process	Visible standards: ICF credentialing and role clarity
Inclusion in access to coaching across roles	Scheduling systems, session tracking, and coaching dashboards
Dialogue in 1:1 and group settings	Documentation templates, learning portals, analytics
Psychological safety for experimentation	Consistent structures for delivery and feedback

◆ Coaching Bridge Function: Connects skill development with organizational visibility: transforming coaching from an exclusive intervention into an inclusive organizational practice.

The Structural Layer: Governance and Integration

- Purpose: Ensure reliability, alignment, and measurement.
- Focus: What some notice — the scaffolding of sustainability.

SOCIO (People Subsystem)	TECHNICAL (Work Subsystem)
Relational accountability and shared purpose among leaders	Governance frameworks and defined CCoE operating model
Inclusion of diverse perspectives in CCoE design and oversight	Standard work for coaching processes and reporting
Dialogue in review sessions; feedback loops for improvement	Metrics dashboards, ROI tools, alignment with Lean/Quality systems
Psychological safety in surfacing failures or improvement needs	Continuous improvement mechanisms and audit cycles

- ◆ Coaching Bridge Function: Translates metrics into meaning: helping leaders interpret data through dialogue, reflection, and shared sensemaking.

The Cultural Layer — Mindsets and Identity

- Purpose: Enable transformation through collective coherence.
- Focus: What only experts recognize — the invisible infrastructure of learning.

SOCIO (People Subsystem)	TECHNICAL (Work Subsystem)
Evolving identity: from “I coach” to “We are a coaching culture”	Embedding coaching routines into strategic planning and daily work
Deep trust, inclusion, and mutual respect across functions	Shared language and frameworks linking coaching to organizational strategy
Dialogic leadership and reflective practice	Integrating coaching into digital tools, team dashboards, and improvement boards
High psychological safety enabling adaptive learning	Institutionalized feedback and adaptive process cycles

◆ Coaching Bridge Function: Aligns process reliability with human creativity: cultivating a learning culture where coaching becomes “the way we do things around here.”

**CCoEs are for Organizations
that want to be ahead of the
curve of change**



Depending on the maturity of an organization, CCoE can be the right fit

1 **Reactive**

→ Remedial coaching for performance issues

2 **Emerging**

→ Executive coaching for select few

3 **Structured**

→ Coaching as a development program

4 **Strategic**

→ Coaching Center of Excellence

5 **Regenerative**

→ Coaching as cultural DNA



Reflection & Discussion (*Mentimeter*)

What would need to be true for your organization to move up a level?



How we establish CCoEs

Step 1:
Evaluate
Organizational
Readiness

Step 2:
Strategic
Design &
Alignment

Step 3:
Coach
Development
& Certification

Step 4:
System
Integration,
Governance
Frameworks and
ROI metrics

Step 5:
Cultural
Embedding



Real-World CCoE Impact: A Global Technology Leader



How many people were trained?

- **875** internally certified coaches (deliver formal coaching)
- **2,500+** leaders trained in Leader as Coach program (coaching skills for leadership)
- **20,000+** employees trained in Coaching Fundamentals (coaching awareness)
- Total: **23,375+** people equipped with various levels of coaching capability



How many people were coached as a result of this training?

- **50,000+** employees received coaching from the **875** certified coaches
- Delivered through **42,000** coaching hours annually (4 hours of coaching a month per coach)
- Reached across 49 countries

The Coaching Field:

How did it change the culture?

In an organization of several hundred thousand employees, this CCoE initiative created a coaching ecosystem where **23,375** people now possess coaching capabilities. This represents a critical mass where virtually every team, department, and business unit has someone who can facilitate developmental conversations.

Some other significant culture shifts include:

From Directive to Developmental:

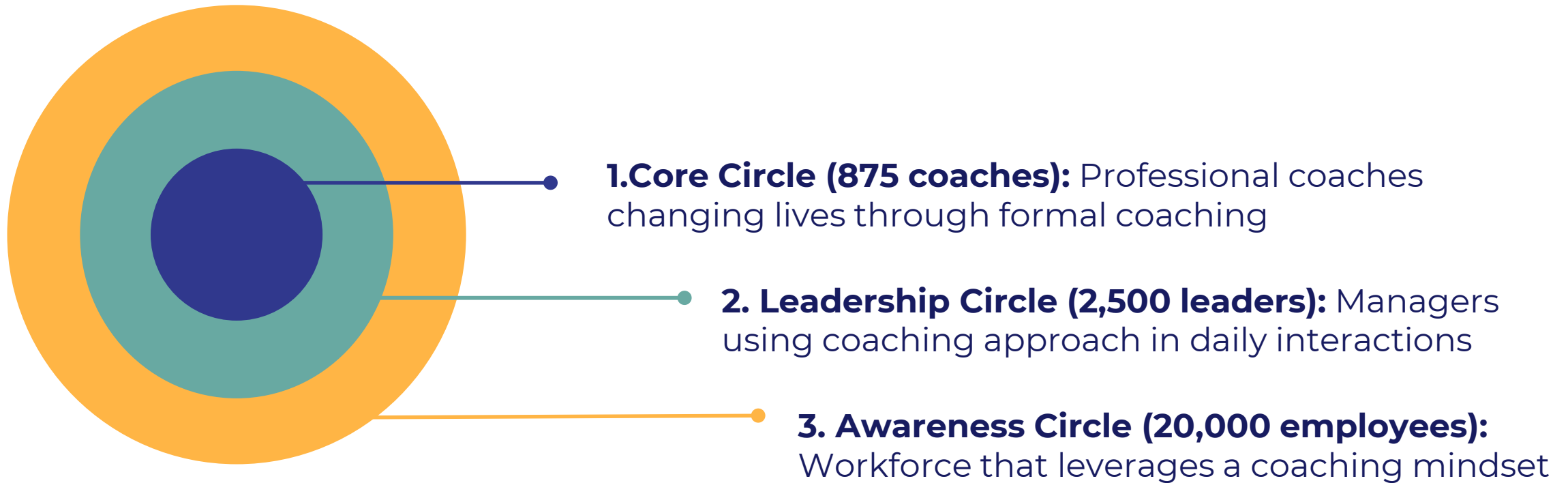
- Performance conversations shifted from evaluation to growth
- Problem-solving became collaborative rather than hierarchical

From Exclusive to Inclusive:

- Development opportunities democratized across all levels
- Special programs signal that everyone's growth matters

The Multiplier Effect:

With **23,375 people** trained at various levels, we created three circles of influence:



Reflection & Discussion

What are your learnings from successful coaching programs that could help sustain a CCoE?

Our Learnings

- Start small to stay sustainable: manage the polarity of quality and scale
- Ensure sponsorship and stakeholder alignment across functions
- Develop fast and consistently upskill
- Deploy measurement metrics from the get go
- Integration is crucial
- Focus on specific outcomes
- Measurement matters: success has many sponsors
- Highlight the cost: result ratio
- Strategize to build internal credibility
- Build to embed, not to run
- The initiative has to be managed: the enemy is not intention, but time
- The system is busy: showcase successes however small
- Don't keep it open-ended

The CCoE Math: Your First Year

Let's run the numbers for a modest CCoE start...

Year 1 Cohort:

- 20 internal coaches certified
- Each coach takes 6 coachees per year (conservative, given their other roles)
= 120 employees receiving 1:1 coaching

Culture Impact:

- Each coach facilitates 2 team sessions quarterly (average team size: 8 people)
= 320 additional employees touched through team coaching

Informal Coaching Moments:

- Each coach has 10 "corridor coaching" conversations monthly
= 2,400 coaching conversations annually

Total First Year Reach: 440 employees directly impacted per coach



The question isn't whether you can
afford to build a CCoE, it's whether
you can afford not to





How people think, connect, and learn together will be the ultimate differentiator. Coaching, when integrated as a socio-technical system, becomes the cultural architecture for resilience, adaptability, and human fulfillment.

The Sophisticated Choice:

Building Your Coaching Portfolio

The most successful organizations don't choose between **external** and **internal** coaching - they strategically deploy both:

External Coaches for:

- C-suite and senior executives
- Specialized situations (transitions, crisis)
- Board-level coaching
- Confidential/sensitive issues
- Fresh outside perspective

Internal Coaches (via CCoE) for:

- Middle management development
- High-potential programs
- Team coaching
- Scale and accessibility
- Cultural transformation
- Ongoing development conversations

Reflection and sharing?
(Maybe mentimeter)

**Would your
organization's goal
achievement and
culture benefit
from democratized
development?**



If you were to design your first year of a CCOE

Peer discussion: **5 minutes to design, 5 minutes to share**

- **WHO would your first coaches be?**
(High potentials? Influencers? Volunteers?)
- **WHO would they coach?**
(New managers? High performers? Struggling teams?)
- **WHAT specific problem would you target?**
(Onboarding? Retention? Innovation?)
- **WHAT metric would prove success?**
(Engagement? Retention? Performance?)

Let's connect



Preeti D'mello

@ preeti@tfimail.com



Scan QR code to
visit

TFI Website



International
Coaching
Federation

coachingfederation.org