

# Future proof your organization

How a coaching culture stimulates  
business results, innovation and well-being

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# Welcome at the Inspire & Connect Webinar by Competence Training Institute



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**Camiel Gielkens** is CEO of Schouten Company. As a global expert in developing talent and leaders, Camiel is passionate about connecting strategy with people and creating transformational change.

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# Agenda

- Coaching culture; what is it and why is it important
- Key skills needed to develop a coaching culture
- Experiences from the field
- How to create a coaching culture
- Experiences from the field
- Conclusions



**Table 1.** Definition of a Coaching Culture.

Author(s)	Definition of a coaching culture
<b>Clutterbuck</b> et al. (2016, p. 9)	“The principles, beliefs and mindsets driving people’s behavior in the workplace are deeply rooted in the discipline of coaching”
<b>Vesso and Alas</b> (2016, p. 308)	“An organizational development model that provides the structure that defines how the organization’s members can best interact with their working environment, and how the best results are obtained and measured”
<b>G. Jones and Gorell</b> (2014, p. 16)	“Where people are empowered and where coaching happens at every level. And not only does it happen at every level, but it adds to bottom line performance. It is the recognized development tool that touches every part of the employee lifecycle”
<b>Hawkins</b> (2012, p. 21)	“When a coaching approach is a key aspect of how the leaders, managers and staff engage and develop all their people and engage their stakeholders in ways that create increased individual, team and organizational performance and share value for all stakeholders”
<b>Lindbom</b> (2007, p. 102)	“A coaching culture is one in which the regular review of performance and just-in-time feedback is expected”
<b>Clutterbuck</b> and Megginson (2005, p. 19)	“Coaching is the predominant style of managing and working together, and where a commitment to grow the organization is embedded in a parallel commitment to grow the people in the organization”
<b>Hart</b> (2003, p. 2)	“An organizational setting in which not only formal coaching occurs, but also, most or a large segment of individuals in the organization practice coaching behaviors as a means of relating to, supporting and influencing each other”

A **coaching culture** is an organizational environment where coaching is a core part of how people interact, lead, and grow—across all levels. It emphasizes continuous learning, feedback, and development, rather than top-down command and control.

**So why is this important?**

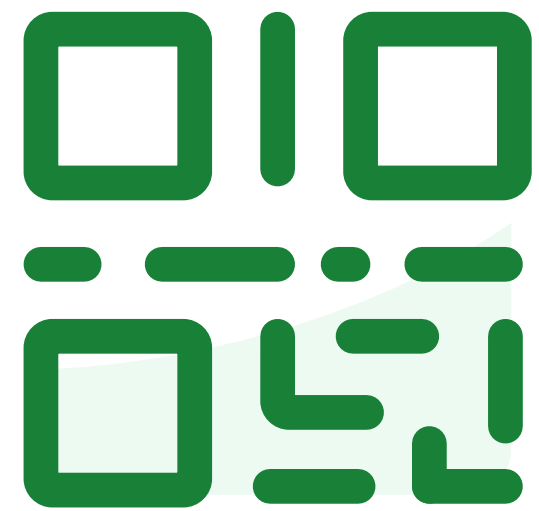
Employee disengagement costs  
the average S&P 500 organization  
between 5-10% of their turnover.

(McKinsey, 2024, State of the Organization)

# Some clear answers in relevant academic literature:

- Coaching culture positively impacts business results, innovation, engagement and well-being (Bainbridge et al., 2018 and Trullen et al., 2016).
- Improved business outcomes of individual managers adopting a coaching approach to their interactions with individuals and teams (de Haan et al., 2016; Grover & Furnham, 2016; Otter, 2017)
- Increased creativity and innovation (Herrmann & Felfe, 2014), empowerment (Fong & Snape, 2015), and engagement (Crabb, 2011)
- Linking coaching cultures with positive results (e.g., Gormley & van Nieuwerburgh, 2014; Leonard-Cross, 2010). Managers have been identified as an important group with regard to establishing a coaching culture.

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**When you think of an organization with a coaching culture, what kinds of behaviors come to mind?**

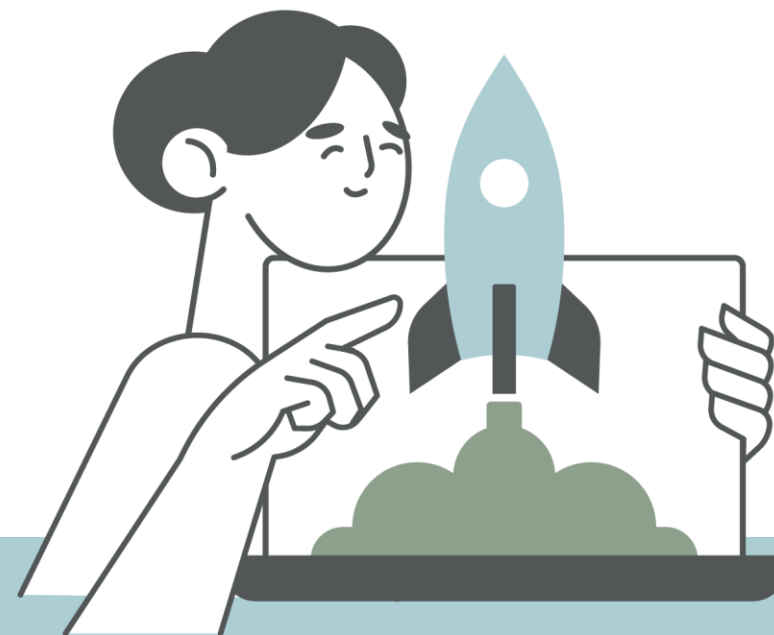
# Key features of a coaching culture

- **Leaders act as coaches:** Managers focus on developing their team members' potential, not just directing their work.
- **Regular feedback:** Constructive feedback and open conversations are normalized.
- **Growth mindset:** Employees are encouraged to learn, take ownership, and improve continuously.
- **Psychological safety:** People feel safe to ask questions, take risks, and admit mistakes without fear of blame.
- **Employee empowerment:** Individuals are supported in finding their own solutions, rather than being told what to do.

# Stories from the field



# Goals of a Coaching Culture and Stories from the Field



## **GOAL:**

**Strengthening manager/employee relationships through active listening and asking powerful questions that drive a coaching culture**

## **STORY:**

**Team Development**

Valuing the distinctive talents and perspectives of all employees is particularly vital as generative AI and other technologies take over routine tasks and leave room for people to bring higher-level, more creative thinking and skills to the table.

# Key skills your employees need to create a coaching culture

- Deep listening
- Powerful questioning
- Giving and receiving feedback
- Building trust and psychological safety
- Goal setting and accountability
- Systemic thinking / listening to the 3<sup>rd</sup> identity

# Stories from the field



# Goals of a Coaching Culture and Stories from the Field



## GOAL:

Fostering employee engagement through the power of  
Why and Purpose

## STORY:

Knowledge Transfer & Knowledge Retention

## Exercise (Groups of 5)

What is the key quality of you as a Group / System?

What's a metaphore?

Share your answer in the chat (1 person per team)

In any sort of transformation initiative, there can be a sense among employees that change is happening *to* them rather than *by* or *for* them.

This is especially true in culture transformations.

# The determinants of creating a coaching culture have been identified by Mansor et al., 2012:

- Involvement of all employees; everybody has a voice and is an owner of the change
- Manager commitment
- A link between business strategy and developmental focus
- Recognition and reward of coaching behaviors
- Training for coaches

# Stories from the field



# Goals of a Coaching Culture and Stories from the Field



## GOAL:

Improving business performance and aligning training with business goals

## STORY:

Skills for the future

# How to implement a coaching culture / coaching culture roadmap

- Stage 1 :** **Awareness building.** Clarify the purpose. Define the why of implementing a coaching culture. Share success stories / data to illustrate positive impact.
- Stage 2:** **Engage key stakeholders.** Gain the buy-in of senior leaders – role modelling.
- Stage 3:** **Understand.** Assess the current culture and readiness for coaching.
- Stage 4:** **Develop an integrated strategy.** Link with talent development, HR processes and organizational goals.
- Stage 5:** **Training.** Build coaching capability at all levels
- Stage 6:** **Embed coaching in organizational systems.** Align coaching with performance reviews, leadership development programs, onboarding programs and change initiatives.
- Stage 7:** **Showcase success stories.** Measure and review impact.  
Have clear KPI's in place to track the effectiveness of coaching initiatives.

# Share your answer in the chat

What is your coaching superpower you want to grow after today?

# Q&A

Thank you for joining!

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