

CLAUDIA COENJAERTS, ACC, CPC

Leadership Advisor | Executive Coach | Founder, InsideOut Coach LLC

Miami, USA | Global Clients

English • Dutch • French • Spanish

PROFESSIONAL PROFILE

Helping leaders and organizations regain effective functioning after disruption.

Leadership Advisor and ICF-credentialed Executive Coach with 33 years of international experience, including more than two decades of senior executive leadership across the International Labour Organization (ILO) and the Fair Labor Association (FLA).

My career has included serving as Acting Regional Director for the Americas at the ILO and President & CEO of the Fair Labor Association, alongside other senior leadership responsibilities across international and multicultural environments.

Throughout my career, I have led organizations and teams through periods of change, crisis and transition, navigated complex stakeholder relationships, strengthened organizational effectiveness and helped restore stability, trust and confidence in challenging institutional environments.

Today, I combine this executive experience with leadership advisory and executive coaching to support leaders navigating organizational strain, leadership transitions and the aftermath of significant change.

My approach recognizes that leadership challenges are both personal and systemic. I help leaders understand the organizational realities they face, examine how their own assumptions, behaviors and choices influence those realities, and translate insight into more effective leadership action.

LEADERSHIP ADVISORY & EXECUTIVE COACHING

I partner with leaders facing consequential organizational and leadership challenges, with particular emphasis on three areas.

Organizational Recovery & Leadership Under Strain

Supporting leaders when organizational functioning has deteriorated or when significant change has left teams and relationships unsettled.

Typical situations include:

- Rebuilding trust, engagement and collaboration following restructuring, organizational reform or significant disruption.
- Restoring alignment and effective functioning where conflict, strained relationships or disengagement are affecting organizational performance.
- Helping leaders stabilize difficult organizational environments, strengthen accountability and rebuild confidence.
- Supporting leaders as they translate organizational change into renewed direction, collaboration and momentum.
- Navigating complex stakeholder relationships, competing expectations and institutional constraints.

Leadership Transition

Supporting newly appointed executives and leaders assuming greater responsibility, particularly when they inherit complex organizational environments.

Typical areas of support include:

- Helping newly appointed CEOs, executive directors and senior leaders establish credibility, understand organizational dynamics and build critical relationships.
- Supporting leaders through the first months of a new role as they clarify priorities, navigate expectations and strengthen their leadership effectiveness.
- Providing leadership continuity and organizational stabilization during transitions between outgoing and incoming executives.
- Helping leaders adapt their approach as their scope, authority and responsibilities increase.
- Strengthening stakeholder alignment, delegation, accountability and team effectiveness during leadership transitions.

Executive Coaching & Leadership Effectiveness

Combining reflective coaching with practical leadership advisory to help leaders strengthen their capacity to lead effectively within complex organizational systems.

Areas of focus include:

- Developing self-awareness, emotional agility and greater choice under pressure.
- Strengthening executive presence, judgment and decision-making.
- Recognizing and challenging assumptions, habitual reactions and limiting leadership patterns.
- Building trust, strengthening relationships and navigating difficult conversations.
- Increasing stakeholder influence and effectiveness across organizational boundaries.
- Translating insight into practical leadership action and sustainable behavioral change.

PROFESSIONAL EXPERIENCE

International Labour Organization (ILO)

Deputy Regional Director, Latin America | Lima, Peru | 2020–2025

Acting Regional Director for the Americas | 2022–2023

Senior regional leadership responsibilities within a complex international and tripartite institutional environment, working across governments, employers, workers' organizations and international development partners.

Provided leadership across diverse teams and institutional stakeholders, navigating organizational complexity, competing priorities and significant political and socioeconomic challenges.

Director, Caribbean Office & Decent Work Team | Trinidad and Tobago | 2015–2020

Led multidisciplinary teams and represented the ILO with governments, employers, workers' organizations and development partners across the Caribbean.

Strengthened organizational effectiveness, supported policy dialogue and advanced cooperation across diverse national and regional stakeholders.

Fair Labor Association (FLA)

President & CEO | Washington, D.C. | 2013–2015

Provided strategic leadership during a period of significant organizational challenge.

- Restored financial stability and strengthened organizational functioning.
- Rebuilt stakeholder confidence and strengthened relationships with the Board and key institutional partners.
- Strengthened staff engagement and organizational alignment.
- Developed a new strategic direction for the organization.

This experience informs my current work supporting leaders navigating organizational strain, recovery and transition.

International Labour Organization (ILO)

Deputy Regional Director, Africa | Addis Ababa | 2012–2013

Chief, Management Support Unit – Employment Sector | Geneva | 2007–2011

Senior Specialist, Crisis Response & Reconstruction | Geneva | 2005–2007

Director, Office for Sri Lanka & Office for Bangladesh | 2000–2005

Specialist Roles: Child Labour, Gender and Project Management | 1991–2000

Across these roles, I led diverse, multicultural teams, shaped policy dialogue, provided strategic direction and advanced organizational and development objectives across regions undergoing political change, crisis and significant socioeconomic transformation.

Earlier in my career, I also designed and delivered leadership and capacity-building programs for women trade union leaders in Vietnam, Indonesia, Cambodia and Thailand, supporting women's leadership and participation in the world of work.

SELECTED LEADERSHIP EXPERIENCE & EXPERTISE

- Organizational stabilization, recovery and leadership through disruption
- Executive leadership and leadership transitions
- Organizational culture, trust and team effectiveness
- Stakeholder engagement, alignment and influence
- Governance and board relations
- Crisis leadership and organizational change
- Executive coaching and leadership development
- Strategic communication and difficult conversations
- Cross-cultural leadership and international institutional environments
- Leadership in humanitarian and development contexts
- Women's leadership and capacity development

EDUCATION & PROFESSIONAL CERTIFICATIONS

Master's Degree in Sociology – Catholic University of Leuven, Belgium

Associate Certified Coach (ACC) – International Coaching Federation (ICF)

Certified Professional Coach (CPC) – iPEC, ICF-accredited training

Energy Leadership Index Master Practitioner (ELI-MP)

COR.E Dynamics Leadership Specialist

COR.E Dynamics Transition Specialist

EQ-i 2.0 & EQ-i 360 Certified Practitioner – Emotional Intelligence

COACHING LANGUAGES

English • Dutch • French • Spanish

LOCATION & DELIVERY

Based in Miami, USA.

Serving clients globally through in-person and virtual executive coaching and leadership advisory engagements.

InsideOut Coach LLC

www.insideoutcoachllc.com