

## Appendix 3

### ICF Strategic Plan

**Vision Statement:** Coaching is an integral part of a thriving society and every ICF Member represents the highest quality of professional coaching.

**Mission:** ICF exists to lead the global advancement of the coaching profession.

We fulfill this with our strategic goals.

Following a planning session in January, the ICF Board approved the new ICF Strategic Plan in March 2016. This document will provide the direction for decision-making, and the framework of support for ICF's vision and core purpose through 2017.

Below is a top-level outline of the document. There are many operational and detail steps that will occur in partnership with members, chapters and others.

Areas highlighted in blue designate 2016 priorities.

#### **Strategic Goals**

##### **I. ICF Members represent excellence in professional coaching**

**ICF researches, develops, and implements robust standards and requirements for membership in the organization.**

- Research potential impact of new members who completed non-ICF accredited/approved coach training to pass Coach Knowledge Assessment (CKA) as a membership requirement
- Provide resources and guidance to assist ICF coaches in maintaining a high ethical standard
- Research and offer guidelines to assist ICF Members in building successful coaching practices
- Promote ICF Credentials to new and renewing members ensuring higher annual retention
- Research and offer guidelines to members to stay fit for purpose
- Develop best practices in creating Centers of Excellence

**ICF researches, develops, and implements robust standards, governance and operational procedures/structures, and applicant requirements for all aspects of the Credentialing Program**

- Review and strengthen standards and expectations for credential renewal

- Review and strengthen qualifications for credential applicants
- Strengthen assessment processes for all credential offerings
- Revise CKA blueprint
- Implement credentialing process solutions (workflow and technology solutions)

**ICF researches, develops, and implements robust standards for different modalities of coaching (i.e., team coaching, virtual coaching)**

- Review available research, training programs, and applied competencies in team coaching, virtual coaching, and other coaching modalities in order to understand the application of existing competencies and possible new competencies in order to promote the use of coaching skills in additional areas

**ICF establishes standards around managers and leaders using coaching skills**

- Conduct qualitative/quantitative research (e.g. approved curriculum scan, in-depth interviews, HCI survey) to evaluate current training environment supporting the organizational deployment of managers/leaders using coaching skills

**ICF explores a different framework for credentialing and other designations**

- Collect information regarding how other organizations recognize, attract, affiliate with practitioners
- Evaluate position and standards for supervision
- Consider options for an advanced designation
- Identify and contract with consultant to conduct gap analysis and to make recommendations regarding ISO and NCCA accreditation
- Apply for a ISO 17024 and/or NCCA accreditation for PCC Credentialing process

**ICF researches, develops, and implements robust standards, governance and operational procedures/structures, and applicant requirements for all aspects of the Accreditation Program**

- Implement accreditation process solutions (workflow and technology solutions)
- Implement independent governance of accreditation
- Finalize standards for University based education accreditation process
- Convene SME's to develop learning continuum map for coach education

**II. ICF is the most relevant professional coaching organization**

**ICF assumes a thought-leadership role for the evolution of global coaching**

- Review emerging coaching trends (e.g. coach demographics, coach preparation, coaching business, coaching applications, evolution of coaching theory, etc...)

- Examine trends offering prioritized topics, white paper discussion points
- Disseminate topical outcomes that are identified to be emergent in coaching conversations
- Create a Thought Leadership Institute (TLI)

### **ICF develops process for attracting Millennial coaches to the organization**

- Research professional associations for best strategies to attract Millennials
- Research coach training programs on how they attract younger coaches and Millennials
- Leverage data from the Global Coaching Study and the Global Consumer Awareness Study to develop strategies that will help attract Millennials to the coaching profession

### **ICF increases leader engagement within experienced coach community**

- Identify gaps in global/local value proposition for experienced coaches
- Create opportunities for experienced coaches to provide a thought leadership role

### **ICF expands its value proposition by providing credible, academic coaching research**

- Gain credibility on coaching science amongst those in the academic community
- Appeal to a diverse segment of coaching-related research stakeholders

### **ICF supports sustainability across global networks**

- Conduct reviews of global governance and infrastructure to identify any potential gaps in relevance
- Develop strategies for emerging global markets to ensure long-term impact
- Evaluate support, roles, and expectations for Regional structures
- Support sustainable governance and infrastructure development for Chapter communities
- Develop and offer measures of enhanced development for Chapter communities

### **ICF will deliver and maintain presence at high-quality global events**

- Plan and deliver ICF Advance: Science of Coaching event September 15–17, 2016 in Tempe, Arizona, USA
- Evaluates partnering with appropriate allied organizations (coaching and non-coaching)
- Conducts a review of the current ICF Global/Regional/Topical event strategy

## **III. ICF has the strongest global brand**

### **ICF empowers its Members and Credential-holders to be the Association's foremost brand advocates**

- Examine NPS data from Member Value Survey to identify ways that experienced coaches might agree to serve as brand advocates
- Provide ICF Global brand training to chapter leaders
- Provide social media "cheat sheets" for events and conferences to highlight influencers' profiles and sample content
- Develop case studies for "star" ICF coaches
- ICF Members and Credential-holders promote themselves/their businesses by using ICF brand elements

### **ICF is the preferred "go-to" for coaches seeking to advance their credibility**

- Produce and disseminate brand-enhancing content to coaches
- Publicize ICF's role as a thought leader in the coaching community

### **ICF to provide leading-edge technology resources and applications for all coaching stakeholders (i.e., coaches, public, organizations)**

- ICF unveils and communicates value of newly enhanced Coach Credential Finder (CCF)
- ICF unveils and communicates value of newly created Learning Management System (LMS)
- ICF will consider producing a family of relevant apps

### **ICF positions itself to be distinct from other organizations**

- Distribute information/coverage about the Thought Leader Institute via social, news and media
- Stimulate awareness of ICF standards and desire to elevate profession as a whole to the business/organizational community through adoption and promotion of the standards
- Develop ICF-branded content to advance consumers' understanding and awareness of coaching and of what sets ICF coaches apart

### **ICF International Prism Award is recognized as the "gold standard" for organizations using coaching and coaches working in organizations**

- Increase advance promotion of Prism process
- Enhance evaluative criteria and evaluation process
- Identify additional opportunities to celebrate award-winning organizations and nominating coaches

- Clarify and strengthen the relationship between chapter- and Global-level Prism programs

### **ICF pursues an enhanced global media strategy to increase brand awareness**

- Utilize negotiated media partnerships to increase awareness of ICF and coaching
- Expand engagement with professional societies, associations and other groups relevant to key audiences
- Utilize PR firm and network to enhance media presence in and outside of North America
- Place print, digital and broadcast advertisements in appropriate publications targeting coaches and consumers

## **IV. ICF promotes professional coaching**

### **ICF advances consumer awareness and engagement of professional coaching**

- Leverage a variety of media to increase consumer awareness of coaching and its benefits
- Strengthen International Coaching Week (ICW) offerings
- Develop approaches to attract millennial clients

### **ICF supports the growth of organizational coaching cultures**

- Develop a clear value proposition for building coaching cultures
- ICF develops standards and provides guidance for organizations looking to build coaching cultures

### **ICF supports the growth and recognition of life vision and enhancement coaching**

- Add a new "Life Vision and Enhancement Coaching Community of Practice" to the ICF Global CPs
- Establish "life vision and enhancement" coaching as the market nomenclature for personal coaching
- Provide marketing and information resources to the training programs promoting life-vision coaching

### **ICF investigates mechanisms for innovative approaches to regulation**

- Encourage and instigate new regulatory approaches where feasible and advisable
- Conduct an analysis of the global regulatory environment and identify opportunities for input, guidance and innovation.
- Provide marketing and information resources to the training programs promoting life-vision coaching

## **V. ICF fosters the application of coaching for societal change**

### **ICF Clarifies the role between Foundation and ICF in accomplishing Strategic Goal**

- Initiate conversations between Foundation and Board to determine interest and capability for investment in social change
- Offer financial investment in ICF Foundation

Determine ICF support of Foundation beyond financial investment