



# **The Future is Coaching:**

## **A Welcome Guide for Aspiring Coaches**

# Introduction

## Greetings,

and welcome to a wealth of possibilities! As a coach, you hold the key to unlocking your clients' potential, and to do so effectively, you must be equipped with the knowledge and tools to help them navigate our dynamic world. This guide is designed to help you integrate futures thinking into your professional coaching practice. By anticipating the future, you can stay ahead of the curve and help your clients:

- Identify emerging opportunities and challenges in their lives and work.
- Build the skills and competencies they need to succeed in a rapidly changing world.
- Develop a clear vision for their future and concrete action plans to achieve their goals.

With this guide, you will also nurture your own capacity for critical thinking and introspection. We invite you to question assumptions, explore innovative methodologies, and refine your own coaching philosophy. This intellectual curiosity can infuse your coaching practice with a dynamic energy that fuels growth — for you, your clients, and society at large. By embracing futures thinking, you are taking a significant step toward becoming a thought leader.

Thought leadership transcends the boundaries of expertise and enters the realm of inspiration, fostering a ripple effect of growth and innovation. Extending beyond individual gains, it has a collective impact. You can possess the insights and tools to guide not just your clients but also your entire community toward a future brimming with possibilities.

Ultimately, thought leadership is a journey rather than a destination. It's a commitment to continuous learning, exploration, and the pursuit of deeper understanding. As you delve into this resource guide, let your curiosity be your guide, and your passion for coaching be your fuel. Remember, you're not merely learning a skill; you're adopting a mindset that will shape the way you view the world and your coaching practice.

Thank you for embarking on this journey with us. The future awaits your coaching prowess and leadership, and we are here to support you every step of the way.

Warmest regards,



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# Part 1

## Welcome to Your Professional Home as a Coach

As you begin your journey as a professional coach, you are undoubtedly focused on the future. Your future clients. The future of your business. The future of the profession itself. Here at the International Coaching Federation (ICF), we are focused on your future because you are the future of coaching.

ICF is the world's largest organization leading the global advancement of the coaching profession and fostering coaching's role as an integral part of a thriving society. We are committed to advancing coaching's excellence, impact, and value worldwide so that coach practitioners like you have the resources and support you need to succeed in a vibrant profession as you empower the world through coaching. Through the work of six unique family organizations, ICF is the hub for all things coaching and can be your professional home as a coach.

We endeavor to push the future of coaching forward by committing to high ethical and practice standards, seeking independent certification, and building a worldwide network of educated coaching professionals. Joining this network allows you to collaborate with peers, thought leaders, experts, and influencers within your industry. By associating yourself with other respected individuals in your field, you can expand your reach, gain credibility, and tap into their networks.

As you take your first steps toward becoming a professional coach, ensuring you have the education to confidently transform your clients' lives is the first — and most important — step into becoming a coach. Education shapes the future coaches of the world, and at ICF, we believe the better the education offerings are, the better the coaches will be. It is our job to ensure high standards in the coaching profession and to continually maintain and adapt these changes to adequately prepare coaches for not only the present, but also the future. **ICF Coaching Education** oversees and manages the accreditation of coaching education providers, giving you the confidence to find top-quality coaching education in alignment with the global gold standard.

ICF Coaching Education oversees and manages the accreditation of coaching education providers. By choosing education opportunities from ICF-accredited programs, you can be confident that you are getting high-quality coaching education. We believe the better the education offerings, the better the coaches will be.

[Learn more about ICF Coaching Education.](#)



Anticipating the future of coaching also means understanding how changes in research and trends impact your everyday coaching practice. The **ICF Thought Leadership Institute** gathers thought leaders interested in reimagining how coaching practices enhance human potential and foster global well-being, covering topics such as [work](#), [education](#), and [planetary ecology](#). This important research shapes the ever-changing coaching profession as thought leadership not only elevates the reputation and visibility of individuals or organizations driving these ideas but also serves as a catalyst for industry-wide advancements and growth.

By embracing ICF as your professional home, engaging in coaching education, and tapping into the ICF Thought Leadership Institute, you position yourself at the forefront of the coaching profession. ICF empowers you to stay informed, continuously learn, collaborate with peers and thought leaders, and make a meaningful impact on the future of coaching. Your journey, success, and advancement as a professional coach are at the heart of ICF's mission. Together, we can shape the future and empower the world through coaching.

ICF Thought Leadership Institute leads futures thinking on how coaching promotes societal well-being. By generating collective wisdom from worldwide experts, our content casts a vision for how coaching can shape a sustainable future for people and planet.

[Learn more about the ICF Thought Leadership Institute.](#)



### In this section, explore:

- The concept of “futures thinking” and its relevance to your coaching practice.
- The ICF Thought Leadership Institute’s Four Pillars of Inquiry.
- The relationship between well-being and coaching.

### What is Futures Thinking?

Have you thought about how the future will impact your coaching practice? Or how it will impact your client’s goals and challenges?

Envisioning the future is at the heart of coaching, which is why the ICF Thought Leadership Institute fosters “futures thinking.” Futures thinking is a uniquely human skill that can boost well-being and productivity, helping us change the world for the better. This approach is a powerful way to enable individuals and organizations to anticipate and prepare for the future. By analyzing trends and signals of change, we can gain insights into the opportunities and challenges that lie ahead, and develop strategies to navigate them successfully.

Futures thinking involves developing a mindset of curiosity, exploration, and experimentation. Beyond prediction, it enables a nuanced understanding of how potential changes could unfold and impact our world. It helps us to embrace uncertainty and ambiguity, and enables opportunities for growth and learning. These are all essential skills to apply in your coaching practice to better serve your clients and your continued professional growth.

As the world rapidly changes, it is essential to think about how the future will impact your coaching practice and your clients, and how your coaching and clients can impact the future.

“Futures thinking is a uniquely human skill that can boost well-being and productivity, helping us change the world for the better.”

## Coaching and Futures Thinking

Futures thinking and coaching are a powerful combination. By integrating futures thinking into your coaching practice, you can support your clients to achieve their vision for the future and develop the strategies they need to thrive in an uncertain world.

This guide is designed to help you integrate futures thinking into your professional coaching practice. By anticipating the future, you can stay ahead of the curve and help your future clients:

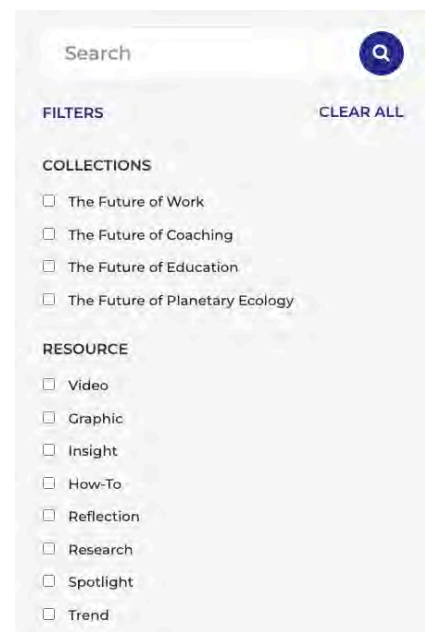
- Identify emerging opportunities and challenges in their lives and work.
- Build the skills and competencies needed to succeed in a rapidly changing world.
- Develop a clear vision for their future and create concrete action plans to achieve their goals.

Part Three of this guide will continue exploring how to integrate futures thinking into coaching.

To help with this integration, the ICF Thought Leadership Institute provides a free, online Global Digital Library, presenting collective wisdom on how coaching promotes societal well-being and human development. Specifically, the ICF Thought Leadership Institute explores how coaching can contribute to the best possible futures of work, education, planetary ecology, and coaching through the following collections:

- **The Future of Coaching:** Activating human potential through reflective growth.
- **The Future of Work:** Elevating views of work to center on meaning and purpose.
- **The Future of Education:** Advancing human development through the evolution of knowledge.
- **The Future of Planetary Ecology:** Casting an expansive vision for our living planet.

The ICF Thought Leadership Institute gathers transdisciplinary, global experts who provide valuable insights useful for helping your clients navigate the present and build a better future. Through thought-provoking content, the ICF Thought Leadership Institute connects inspired thinkers with inquisitive experts. Search the [Global Digital Library](#) by collection and resource, and see the latest insights.



Throughout this guide, discover an overview of each of the four pillars of inquiry and a snapshot of the growing content available through the free Global Digital Library. The Library's collections grow and evolve continually with new contributions and resources, providing insights, reflections, and guides to use directly in your coaching practice. Get updates on the latest content by subscribing to the ICF Thought Leadership Institute monthly email newsletter.

# ICF Thought Leadership Institute Pillars of Inquiry



**1** **The Future of Coaching:** Activating human potential through reflective growth.



Technological innovation, workplace transformation, shifts in education, and ecological change call for universal action. Coaching can answer that call.

The Future of Coaching Collection explores evolving trends within the coaching discipline, such as coaching supervision, team and niche coaching, the roles of technology and artificial intelligence, social return on investment and measuring impact, and neuroscience insights. This collection is based on findings from the 2021 convening, [Shaping the Future of Coaching](#).

## [Global Digital Library | Future of Coaching Collection](#)

Each collection contains a variety of resources grouped into categories, such as reflections, insights, multimedia, and more.

- **Insight Article:** [Brain Activity Confirms the Benefits of Positive Coaching Experiences](#).

*The process of conducting coaching research has historically relied on asking coaches and their clients questions that reveal aspects of their experience. Instead, Angela Passarelli, PhD, explores what happens in the brain on an unconscious level.*

**Insights articles summarize the challenge, opportunity, and impact of the topic discussed.**

### **Challenge:**

In the past, coaching and neuroscience have operated independently

### **Opportunity:**

Neuroscience can uncover insights into how coaching benefits people

### **Impact:**

Understanding brain impact helps coaching continue to develop effective methods

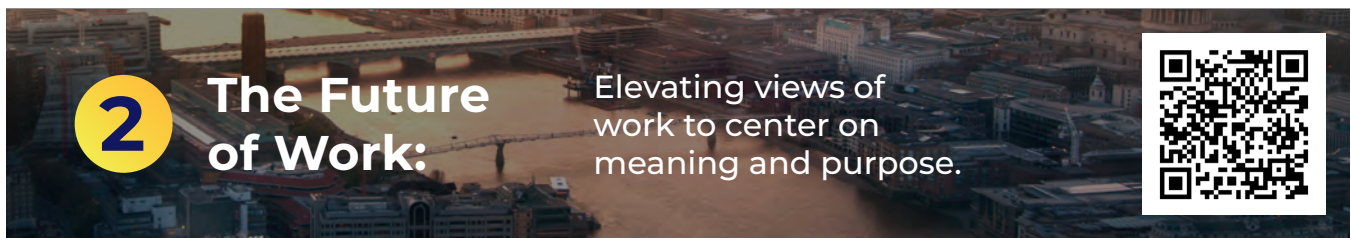
**Topic Video:** [Shaping the Future of Coaching Convening: Dr. Angela Passarelli](#) (1 of 3)

*Dr. Angela Passarelli uses fMRI images to illustrate how researchers have only begun to understand how coaches and clients process the coaching experience on a neurobiological level.*



Other insight articles on additional topics in the Future of Coaching Collection:

- [Transdisciplinary Collaboration Bridges the Gap Between Coaching Practice and Research.](#)  
*Listen to a clip from contributing author, Jonathan Passmore, DOccPsync. ([embed audio](#))*
- [Racial and Cultural Barriers Impact the Coaching Profession.](#)  
*Wisdom Weavers discuss the impact of systemic racism on coaches who are persons of color. They further reflect on how the historical origins of coaching span cultural boundaries.*
- [Understanding the Role of Trauma in the Client's Journey.](#)  
*In the midst of global and climate crises, research can guide coaches to show care for clients through trauma-informed coaching principles and awareness.*



Rapid technological innovation, globalization, and demographic shifts in workforces worldwide influence the future of work. This collection gathers valuable information alongside insights gleaned from the [Quest for Meaning in the Future of Work Convening](#), focusing on the role of coaching as a positive mechanism for achieving the United Nations Global Goals.

### [Global Digital Library | Future of Work Collection](#)

Explore the following insights and reflections to learn more about this collection.

- **Insight Article:** [Coaches Can Help Business Leaders Navigate the Transition to a More Human Work Culture.](#) *Coaches are helping new and established leaders create a more human workplace to support a culture of well-being, purpose, and collaboration.*

#### **Challenge:**

Leaders are balancing new roles as they work to support employee well-being and human-centered culture

#### **Opportunity:**

Coaches can help clients navigate changing leadership roles to support resilient and authentic leadership

#### **Impact:**

Leaders who can overcome fears and engage with employees on a human level model human-centered culture

This insight article includes research to reference in your work, as well as resources and transformational questions to apply immediately in your coaching practice:

## Transformational Questions

Coaches can help business leaders navigate their business toward human-centered work by encouraging self-reflection:

- *What is your personal vision for a human-centered organization, and how does it align with the current vision of your company?*
- *Why is a human-centered work culture important for your business?*
- *How well do you understand the needs and expectations of your employees, customers, and other stakeholders?*
- *How can you model human-centered behaviors in your own leadership style?*
- *How might your current organizational structure either support or hinder a human-centered approach?*
- *What resources and support can you provide to help employees enhance their skills and capabilities?*
- *What measures can you put in place to assess the impact of human-centered initiatives on employee well-being, customer satisfaction, and business performance?*

Snapshot of additional topics to explore in the Future of Work Collection:

- **Why Purpose is Significant for the Future of Work.**  
*ICF Thought Leadership Institute Digital Content Writer Catherine Galli, MPH, explores how coaches can connect people to purpose and energize purpose-driven transformation in the future of work.*
- **Energizing Purpose is the Key to Future-Proof Workplaces.**  
*Marcus Ranney, MBBS/BSc, shares how energizing purpose as a catalyst for change can unify, strengthen, and inspire people as we face the future.*
- **Harnessing Artificial Intelligence and Technological Innovation Can Foster a More Human Workplace.**  
*Ongoing technological innovation and artificial intelligence advancements are reshaping the future of work. Coaches can help guide business leaders toward integrating technological solutions that foster a more human workplace.*

# 3

## The Future of Education:

Advancing human development through the evolution of knowledge.



The rapid transformation of technology, communication, and work presents complex challenges for education systems around the globe. One of the most pressing challenges is ensuring equitable access to quality education for all people, which is a United Nations Global Goal. The ICF Thought Leadership Institute initiated the [Manifesting the Future of Education Convening](#) and research to reveal the opportunities and risks inherent in the future of education. The findings from the Convening inspired a working group of experts to craft a call to action — a [Manifesto for the Future of Education](#) — that establishes a vision for transforming education around the world while integrating the practice of coaching as a catalyst for positive change.

### [Global Digital Library | Future of Education Collection](#)

Explore the following insights to learn more about this collection.

- **Insight Article:** [The Quest for Meaning at Work Begins by Teaching Lifelong Learning in the Classroom.](#)

*People in increasing numbers are [craving meaning and purpose at work](#). New insights gleaned from our [Future of Education Convening](#) indicate that adopting attitudes of lifelong learning in the classroom benefits students later in life as they navigate professional development.*

#### **Challenge:**

Many people lack a sense of meaning and purpose in the workplace

#### **Opportunity:**

A coaching lens can help foster lifelong learning approaches that bridge education and work

#### **Impact:**

Empowered students become purpose-driven adults who affect social good

This insight article outlines how coaching can serve the education sector, from enabling meaning and purpose in students’ transition, to the workforce and preparing young people for change, to fostering teacher well-being.

*As social metaphors about work continue to evolve and become centered on meaning and purpose, the role of education will need to adjust accordingly. Starting in the earliest phases of childhood education, teachers can implement [lifelong learning systems of student empowerment](#). Social investment in education should also prioritize teacher satisfaction and well-being. When teachers feel empowered and supported in their professional development, they can model lifelong learning skills to their students.*

### Coaches can address teacher burnout by:

- Supporting administrators and teachers to implement open lines of communication.
- Providing teachers with diversified support in the classroom.
- Guiding teachers to embrace self-care as an essential component of career success.

Snapshot of additional topics to explore in the Future of Education Collection:

- [Students Are a Forgotten Stakeholder in Education Design.](#)  
*The future of technology, work, and environmental sustainability is rapidly evolving. Coaching can support the education system, empowering students to help create that future.*
- ['Meta-Skills of the Future' Will Help Youth Navigate a Future of Complexity and Change.](#)  
*"Soft skills" in the workplace, such as critical thinking, leadership, and adaptability, are in increasing demand. Integrating meta-skills in formal education will prepare the next generation to thrive in times of uncertainty.*
- [Computers Will Never Replace the Role of Classrooms in Supporting Student Wellbeing](#)  
Skilled teachers use classrooms to inspire collaboration, foster community, and instill a sense of belonging. Classroom social and emotional benefits are not fully realized in a digital learning environment.



Extreme weather events help all people realize the urgency of climate action. Sustainability meets the needs of the present without sacrificing opportunities for the future. As deadlines for the United Nations Global Goals and the Paris Agreement draw near, the need for positive and constructive action becomes acute. The Future of Planetary Ecology Collection explores how coaching can support sustainability efforts.

### [Global Digital Library | Future of Planetary Ecology Collection](#)

Explore the following insight, how-to, and spotlights to learn more about this collection.

- **Insight Article:** [Coaches Examine Their Role in Supporting Planetary Health.](#)

*Greater ecological awareness is prompting a discussion among coaches regarding how their work contributes to planetary sustainability. As a result, a growing number of coaches are shifting their practices to prioritize planetary health.*

**Challenge:**

Some coaches feel conflicted about supporting business models that harm the natural environment

**Opportunity:**

Coaches are creating new business models and communities to support planetary health

**Impact:**

New thinking in coaching ethics and practice can help generate positive changes for coaching clients

This article discusses how coaches are grappling with client needs and personal ethics, and transforming coaching practice to support planetary health. It will spark critical thought on your role as a coach and in your responsibility to continuing education.

**Coaching professionals can support climate-responsive coaching practices by:**

- *Joining peer learning groups or enrolling in continued education to deepen their understanding of environmental topics.*
- *Participating in research to examine the impact of ecological and climate-conscious coaching models.*
- *Volunteering pro bono or reduced-cost services to environmental entrepreneurs, nonprofits, and other underserved community groups.*

This article also includes transformational questions for your own reflection as a coach:

**Transformational Questions for the Future of Coaching and Planetary Ecology**

- As a coach, what matters the most to you when it comes to planetary health? Why is that?
- What does it mean for an individual, team, organization, or community to be ecologically aware?
- What is the role of coaches in supporting planetary health?
- In what ways can coaches reveal and challenge planet-harming paradigms in business and culture?
- How can coaching approaches be expanded to facilitate community dialogue and support underrepresented voices?

**Written Reflection**



Snapshot of additional topics to explore in the Future of Planetary Ecology Collection:

- [\*\*Systemic Coaching: Coaches Explore Connection to Imagine a Sustainable Future.\*\*](#)  
*Globalization and technological innovation are rapidly transforming policy, business, and the environment. Systemic coaching aims to meet complex and changing client needs with a future focus.*
- [\*\*Climate Coaching Alliance: A Global Coaching Community Deepens Awareness to Support Planetary Health.\*\*](#)  
*The Climate Coaching Alliance (CCA) helps coaches deepen their ecological awareness by holding space for curiosity and collaboration. Josie McLean, PhD, and Eve Turner share how coaches are reimagining the relationship between people and the planet.*
- [\*\*How a Coaching Approach Can Help Business Leaders Clarify Their Sustainability Goals.\*\*](#)  
*Consumers are demanding greater environmental accountability from businesses. Leaders can use coaching approaches to design sustainability goals that support a company's core values.*

## Coaching and Artificial Intelligence

As artificial intelligence (AI) technology permeates different industries, it is increasingly important to consider its role and impact in coaching.

The ICF Thought Leadership Institute's Coaching and Technology Collection shares several resources on this topic, including [\*\*Emerging Technology Will Augment the Future of Coaching Practice\*\*](#) and [\*\*Standing at the Crossroads of Coaching and Technology: A Reflection.\*\*](#)

Specifically, The Future of Coaching article below discusses the role of AI in coaching and the potential ethical challenges it may pose:

- **Trend Article:** [\*\*More Work Can Be Done to Understand the Ethical Use of AI in the Future of Coaching\*\*](#)

*Coaching bodies and professionals will need to create clear guidelines for the ethical use of AI technologies that address challenges such as data security, bias, and information credibility.*

This article explores various applications of AI in the coaching industry such as marketing, identifying development needs, and matching coaches with clients. It also addresses the limitations of AI — it cannot replace the emotional intelligence and empathetic understanding of human coaches. The author highlights several ethical considerations, including the need for coaching professionals and regulatory bodies to develop clear guidelines regarding AI coaching, reliability of information, data security and privacy, and bias and discrimination.

This article also includes transformational questions for your own reflection as a coach:

## **Transformational Questions for Potential Applications, Challenges, and Implications of AI in the Coaching Profession**

- *How can AI chatbots be effectively integrated into the coaching process without compromising the personalized and human-centered aspects of coaching?*
- *How might the introduction of AI chatbots impact the relationship between coaches and clients, and what steps can coaches take to maintain a strong rapport and trust with their clients in this new context?*
- *How can coaches leverage the data collected by AI chatbots to enhance their understanding of clients' progress, preferences, and patterns, and how might this data be effectively utilized in the coaching process?*
- *In what ways can coaches collaborate with AI chatbots rather than viewing them as competitors, and how might this collaboration lead to new coaching opportunities or innovations?*
- *Should there be regulations or licensure for AI coaches? What are the implications of allowing unregulated AI coaching systems to operate without oversight, and how can ethical standards be enforced?*
- *In the context of on-demand AI chatbots, should there be safeguards in place to prevent clients from becoming overly reliant on AI coaches, hindering their ability to develop self-efficacy and autonomy?*

### **Written Reflection**

## **The Impact of Coaching on Well-Being**

While improved well-being is not always the primary or obvious reason a client is pursuing coaching, it is often a thread woven into coaching conversations and a potential side effect and is certainly a topic integrated across the future of coaching, work, education, and planetary ecology. Well-being is a front-and-center topic as the world becomes more and more complex — how do we navigate the uncertainty and not only mitigate human suffering in the process but also promote human flourishing?

“ ... how do we navigate the uncertainty and not only mitigate human suffering in the process but also promote human flourishing?”

Anecdotally, coaching clients report positive impacts on their well-being, and formal research confirming this connection continues to grow. As a supportive and non-judgmental process, coaching enables people to work toward achieving their personal and professional goals, resulting in increased life satisfaction and overall well-being.<sup>1</sup> The positive impact of coaching also extends beyond goal attainment, with the potential to improve self-awareness, skill development, self-confidence, and resilience.<sup>2</sup>

Coaching conversations focus on harnessing clients' strengths and resources, enhancing resilience and adaptive capacities. Studies find coaching to be associated with increased resilience, enabling individuals to manage adversity effectively.<sup>3</sup> Through techniques such as solution-focused discussions, cognitive restructuring, and mindfulness exercises, coaching can help individuals transform challenges into opportunities for growth, leading to improved mental well-being.<sup>4</sup>

Stress management is another area where coaching can serve a valuable role. Coaching interventions have been shown to improve stress management skills, which can impact physical health and mental well-being.<sup>5</sup> By helping clients understand their stress triggers, coaches can guide the development of personalized coping strategies.

Coaching can also impact well-being in the workplace, contributing to job satisfaction and reduced work-related stress.<sup>6</sup> Effective coaching may help align personal goals with organizational objectives, foster a sense of purpose, and equip people with strategies to manage work-related challenges, ultimately improving overall well-being.

The impact of coaching on well-being is multifaceted and may depend on factors like the quality of the coach-client relationship, the client's readiness for change, the specific coaching techniques used, and the context of coaching.<sup>7</sup>

As an aspiring coach, it is important to consider your influential role in enhancing your future clients' well-being, whether as an intended goal or an unintended byproduct of the process. This is particularly important as well-being emerges as a top concern in the future of work and education.



<sup>1</sup> Grant, A. M. (2012). An integrated model of goal-focused coaching: An evidence-based framework for teaching and practice. *International Coaching Psychology Review*, 7(2), 146-165.

<sup>2</sup> Theeboom, T., Beersma, B., & van Vianen, A. E. M. (2014). Does coaching work? A meta-analysis on the effects of coaching on individual level outcomes in an organizational context. *The Journal of Positive Psychology*, 9(1), 1-18.

<sup>3</sup> Green, L. S., Oades, L. G., & Grant, A. M. (2006). Cognitive-behavioral, solution-focused life coaching: Enhancing goal striving, well-being, and hope. *The Journal of Positive Psychology*, 1(3), 142-149.

<sup>4</sup> Spence, G. B., & Oades, L. G. (2011). Coaching with self-determination in mind: Using theory to advance evidence-based coaching practice. *International Journal of Evidence-Based Coaching and Mentoring*, 9(2), 37-55.

<sup>5</sup> Gyllensten, K., & Palmer, S. (2005). Can coaching reduce workplace stress? A quasi-experimental study. *International Journal of Evidence-Based Coaching and Mentoring*, 3(2), 75-85.

<sup>6</sup> Jones, R. J., Woods, S. A., & Guillaume, Y. R. F. (2016). The effectiveness of workplace coaching: A meta-analysis of learning and performance outcomes from coaching. *Journal of Occupational and Organizational Psychology*, 89(2), 249-277.

<sup>7</sup> de Haan, E., Culpin, V., & Curd, J. (2011). Executive coaching in practice: what determines helpfulness for clients of coaching? *Personnel Review*, 40(1), 24-44.

## For Reflection:

- How will I foster a supportive and non-judgmental environment that enables clients to feel comfortable in exploring their personal and professional challenges?
- In what ways can I help clients increase their self-awareness and self-confidence to improve their well-being? How can I equip clients with effective stress management strategies?
  - What strategies have I learned in my training so far?
  - What has worked effectively for me in the past, as a coaching client?
- What strategies can I use to help clients align their personal goals with their professional roles, helping to cultivate their job satisfaction?
- How can I stay informed about the latest research and effective coaching techniques that contribute to client well-being? Where are my go-to resources to stay ahead of the curve?

### Written Reflection

## Curious to Learn More?

The appendix includes research articles related to the impact of coaching on well-being, including critical perspectives that caution us to consider the paradox of the growth of the coaching industry coinciding with the surge of mental health issues in Western societies.

Additionally, explore research articles on the [ICF Research Portal](#).



### In this section, explore:

- Your role in creating the futures of work, education, planetary ecology, and coaching.
- Your own meaningful practice of well-being as a professional coach.
- Your own sense of purpose in pursuing a professional coaching practice.

## From Big Picture to Everyday Action: Activating Futures Thinking and Coaching Mindset

### Futures Thinking in Professional Coaching

In a time of exponential change, futures thinking is becoming increasingly important. It serves as a navigational tool to prepare us for the always-uncertain complexity of the future. It empowers individuals and organizations to move beyond reactively coping with the future to proactively shaping it. Anticipating and preparing for the future activates a strategic mindset and fosters resilience, agility, and a readiness to adapt in the face of the unknown.

Coaching catalyzes individuals to achieve their personal and professional goals. When combined with futures thinking, coaching becomes even more effective in bringing about transformative change.

The goal of a coach with a futures thinking focus is to help clients gain an in-depth understanding of emerging trends in their respective fields, identify and strategize prospective opportunities, and confront challenges along the way. This supports clients in flourishing amidst accelerating change. Coaching informed by futures thinking can support clients in honing these essential skills and competencies, crafting a future-oriented vision, and building a concrete roadmap to achieve their goals.

This is an exciting time to become a credentialed professional coach. By infusing coaching practices with futures thinking, **we facilitate a paradigm shift from being future-aware to being future-prepared.** As we embrace this evolution, professional coaching strengthens its ability to equip individuals and organizations with the strategies and tools needed to constructively shape their future.





## Coaching Mindset

A coaching mindset embodies the core principle of fostering growth rather than directing change. A person with a coaching mindset is not a problem-solver for others, but rather a facilitator who empowers others to solve their own problems and reach their goals. As coaches, we believe in the potential of others, continually seek opportunities for their development, and guide them to unlock their own abilities and answers. Embodying a coaching mindset is a foundational [ICF Core Competency](#). The ICF Core Competencies were developed to support a greater understanding of the skills and approaches used within today's coaching profession as defined by ICF. These competencies are organized into four domains based on commonalities and interdependencies between competencies within each domain.

### **ICF Core Competency 2: Embodies a Coaching Mindset<sup>1</sup>**

Definition: Develops and maintains a mindset that is open, curious, flexible, and client-centered.

1. Acknowledges that clients are responsible for their own choices.
2. Engages in ongoing learning and development as a coach.
3. Develops an ongoing reflective practice to enhance one's coaching.
4. Remains aware of and open to the influence of context and culture on self and others.
5. Uses awareness of self and one's intuition to benefit clients.
6. Develops and maintains the ability to regulate one's emotions.
7. Mentally and emotionally prepares for sessions.
8. Seeks help from outside sources when necessary.
9. Acknowledges that clients are responsible for their own choices

“ A person with a coaching mindset is not a problem-solver for others, but rather a facilitator who empowers others to solve their own problems and reach their goals.

Embodying a coaching mindset is categorized in the domain, Foundation. The four domains used to categorize the ICF Core Competencies are as follows:

1. Foundation: Understanding and consistently applying the principles of coaching. It includes ethical guidelines, professional standards, and the coaching agreement.
2. Co-Creating the Relationship: Building a strong coaching relationship with the client, establishing trust and intimacy with the client, and maintaining a coaching presence.
3. Communicating Effectively: Active listening, powerful questioning, and direct communication – facilitating a rich conversation that helps the client gain new insights.
4. Facilitating Learning and Results: Creating awareness, designing actions, planning and goal setting, and managing progress and accountability — supporting the client in learning from their experiences and taking action to achieve their goals.

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<sup>1</sup> <https://coachingfederation.org/credentials-and-standards/core-competencies>

## For Reflection:

- How would you describe your own coaching mindset? How do you know when you are operating from a coaching mindset?
- Where do you see futures thinking in the ICF Core Competencies?
- What does “thought leadership” mean to you? In what ways are you a thought leader in your professional practice?
- How do you currently stay “ahead of the curve?” What practices might help you engage in futures thinking to ensure you are supporting your clients in anticipating and preparing for the future? (i.e., How will you stay informed? Hone your futures thinking skills? etc.)

### Written Reflection

## Additional Resources:

- ICF Article by Mukul Dhawan, ACC: [A Powerful ICF Core Competency: Embodies a Coaching Mindset](#)
- Article by Tracy Sinclair, MCC: [Embodying a Coaching Mindset](#)

## From Big Picture to Everyday Action

As an aspiring coach, we know you are committed to translating theory and research into practice! How will you activate futures thinking in your professional practice as a coach? How do you fit into each of the ICF Thought Leadership Institute's four pillars of inquiry in your work as a coach? For example, how does the future of planetary ecology impact you as a coach? What role do you play?

### For Reflection:

Below are reflection prompts designed to facilitate a deeper connection to your role in the future of coaching, work, education, and planetary ecology. Consider these questions in creating a plan that integrates futures thinking into your coaching practice.

#### The Future of Coaching

1. In what ways might my coaching approach evolve to stay current with future coaching trends? How will I stay connected to current trends and research?

2. Which technological advancements have the potential to reshape the coaching landscape, and what strategies could I adopt to embrace these changes?
3. What innovative methods could I introduce to contribute to the evolution of coaching approaches and meet emerging client needs?
4. What vision do I have for my role in promoting coaching as a pathway to personal and organizational transformation?

### **The Future of Work**

5. What strategies can be developed to equip my clients with the skills and mindset needed to flourish in the future of work?
6. Are there new coaching services I could provide to support individuals and organizations navigating remote work, AI, automation, or other future work trends?
7. What modifications could be implemented in my coaching approach to support the well-being of clients in an increasingly digital and remote work environment?
8. As changes in the nature of work create new challenges for my clients, what proactive measures could I take to prepare them?

### **The Future of Education**

9. What role does my coaching play in supporting learners in an increasingly digital, personalized, and lifelong learning environment?
10. What initiatives could I undertake to contribute to the evolution of educational systems for better preparedness of learners for the future?
11. What aspects of experiential and self-directed learning could be integrated into my coaching approach to support the growth of my clients?
12. How can my coaching help individuals remain adaptable and lifelong learners in a rapidly changing world?

### **The Future of Planetary Ecology**

13. What methods could be incorporated to integrate sustainability and ecological awareness into my coaching practice?
14. What steps could be taken in my role as a coach to promote ecological responsibility and sustainability within the organizations I work with?
15. How can I support my clients in developing an understanding of the ecological challenges facing our planet and their role in addressing them?
16. How can I model sustainable practices in my own life and business to inspire my clients and other coaches?

Reflecting on these questions invites you to consider your influence on the future trajectories of coaching, work, education, and planetary ecology. Through proactive engagement with emerging trends and challenges, we encourage you to intentionally craft a coaching practice that is future-focused, adaptable, and socially responsible.

## Written Reflection

## Coach Well-Being | Being Well as a Professional Coach

Coaching is a rewarding profession. In a large-scale survey of ICF members, coaches reported high levels of job satisfaction and well-being, with many indicating they found their work to be meaningful and fulfilling (Grant & Zackon, 2004).<sup>2</sup> Maintaining well-being as a professional coach is crucial to ensure that you can provide the best support to your clients while taking care of yourself and experiencing longevity and fulfillment in your career.

Explore resources written by fellow coaches with practical tools for prioritizing your well-being, including the articles below from the ICF Coaching World Blog:

- [10 Hacks for Coaches to Improve Their Well-being](#) by Badri Bajaj, PCC, PhD
- [Wellness and the Coach](#) by Christopher Paterson
- [The Emotionally Attuned Coach](#) by Daniel Aytes, PCC
- [How Mindfulness Can Improve Your Wellbeing in Challenging Times](#) by Kate Greenslade, ACC
- [Setting Realistic Goals Can Improve Well-being](#) by Lisa Cunningham
- [Refueling Your Own Tank: Resiliency for Coaches](#) by Marilyn Orr, CEC, PCC
- [Let's Talk... About Mental Health and Mental Illness](#) by Verity Symcox
- [How to Stress Less](#) by Eric Larson

Building and sustaining a meaningful well-being practice as a professional coach is a continuous process that requires **intention**.

### **For Reflection:**

Use the questions below to start crafting your action plan for a personally relevant and sustainable well-being practice as a professional coach:

- Nurturing self-care: What does “self-care” mean to **you**? How are you able to set aside time for activities you enjoy and that help you relax and recharge?
- Stress management: When have you most effectively managed your stress at work? What practices were you able to use? For example, regular mindfulness practices can help manage stress, enhance focus, and help you stay present with your clients.

- Setting boundaries: Are you clear on the boundaries you will set with your clients, regarding time, availability, and the scope of your coaching role? When we overstep our boundaries it can cause unnecessary stress — creating realistic boundaries is proactive.
- Peer and mentor support: How will you stay connected to your peers and mentors? These exchanges can provide valuable insights, be a source of emotional support, offer new perspectives, help you navigate difficult situations, and prevent feelings of isolation.
- Continuous learning: This is a big one! How do you plan to keep up with the latest research in coaching and human development? ICF Coaching Education and the ICF Thought Leadership Institute are two examples of resources. Continuous learning not only benefits your practice but also keeps you engaged and passionate about your work.
- Self-reflection and personal coaching: Regular self-reflection can help you stay aware of your feelings and prevent burnout. You might consider hiring your own coach to support your personal growth and to better understand the coaching process from the client’s perspective.
- Celebrate successes: In what ways do you acknowledge and celebrate your own successes? How will you do the same for your clients? This boosts your morale and motivation and serves as a reminder of the positive impact of your work.
- Work-life harmony: From your own perspective and experience, what does it mean to have your work and your life operating in harmony? How will you intentionally prioritize time with loved ones, to pursue hobbies, and for downtime?

### Written Reflection

## Digital Well-Being

Digital well-being is the optimal state of overall health and functioning we cultivate through balanced, mindful use of digital technology and online platforms. These healthy habits and behaviors are particularly important given the increase in digital engagement in the future of coaching, work, education, and planetary ecology.

Coaches can help individuals and organizations foster a positive digital practice and culture. According to the [Digital Wellness Institute](#), this “digital flourishing” enhances productivity, engagement, and overall well-being. They offer relevant resources, including current research and a Digital Flourishing Wheel you may find useful in your coaching practice. Additionally, an ICF webinar resource is available to you in the ICF Learning Portal: [Are You and Your Clients Digitally Well?](#)



Your own digital well-being also matters. You may want to use digital tools in your practice and model healthy habits to clients. Explore the questions and resources below to strengthen your understanding and approach to digital well-being.

### **For Reflection:**

- *How would you describe your current state of digital well-being? Which of your habits and behaviors contribute positively to your digital well-being?*
- *Consider taking the free [Digital Flourishing Survey](#) from the Digital Wellness Institute, “based on the newest scientific findings on what type of phone, screen, and social media use leads to the best outcomes for a consumer’s mental, physical, and emotional health and well-being.”*
- *Are your results surprising? In what ways?*
- *What structures and practices might you use to help model digital well-being to clients (i.e., email and communication norms)?*
- *Identify 1-2 new habits or behaviors you would like to implement to enhance your digital well-being.*

### **Written Reflection**

## **Compassion is a Superpower: Cultivating Sustainable Compassion**

You may be familiar with the term “compassion fatigue” and warnings of its potentially damaging impact on helping professions. How might this impact coaches? What does research suggest?

Studies show that compassion and empathy are [distinct experiences](#). Empathy involves feeling what another person feels and mirroring their emotional state. Compassion, on the other hand, involves recognizing their suffering and feeling a proactive desire to help, without taking on their emotional experience.

Research suggests that empathy and compassion involve different brain circuits and can result in different impacts on well-being. Empathy for another person’s pain activates areas in the brain associated with negative emotions, while compassion activates areas associated with positive emotions and actions.

While “compassion fatigue” is commonly used, [emerging research](#) suggests that this experience may be mislabeled. Through more recent MRI studies, neuroscientists argue this burnout is actually from excessive empathy and could be renamed “empathic distress.”

One study by Singer and Klimecki (2014) found that compassion can actually be strengthened through training — like a mental muscle and ongoing process — rather than a finite resource that gets depleted. Genuine compassion has been linked to [positive emotions and well-being](#).

This distinction is potentially important. Compassion might actually be our built-in superpower and an antidote to the distress we feel when we empathize with people who are suffering, with the potential to [reduce burnout and be a source of energy](#).

### **For Reflection:**

- How have you experienced the term “compassion fatigue?” Has it been a concern for you as an aspiring coach?
- If compassion is empathy plus action, what is the positive and proactive action you would be able to take in a coaching conversation, activating this energizing resource while also supporting your client?
- Consider your experience and practice with **self**-compassion. Are you able to treat yourself as you would a dear friend? Kristin Neff, PhD, offers [free self-compassion resources](#) on her website ([self-compassion.org](#)). Choose one to try, and consider how you might infuse self-compassion as a regular practice in your coaching.

#### **Written Reflection**

## **Boundary Setting**

Setting boundaries is an essential task for the benefit of your well-being as a coach and of the professional coaching relationship. Boundaries help to define roles, responsibilities, and mutual expectations, which are integral to a safe, effective, and productive coaching environment.

The [ICF Code of Ethics](#) requires that coaches demonstrate professional conduct with clients and other stakeholders, respect clients’ rights and dignity, and maintain confidentiality and privacy,

among other responsibilities. The act of setting boundaries as a coach ensures that these ethical requirements are met, fostering a relationship based on trust, respect, and safety.

For example, co-creating and clarifying the nature of the coaching relationship — including roles, responsibilities, the distinction from other support professions, and the extent of confidentiality — is fundamental to setting boundaries and is a proactive strategy, preventing potential confusion or misinterpretation (ICF Core Competency 3 – Establishes and Maintains Agreements). Boundaries also reinforce a safe space necessary for clients to fully express themselves and feel understood, valued, and comfortable sharing their emotions and experiences (ICF Core Competency 4 – Cultivates Trust and Safety). Boundaries demonstrate the commitment of the coach to demonstrate ethical practice (ICF Core Competency 1), and promote a broader culture of integrity within coaching.

“Setting clear boundaries as a coach not only benefits the client and professionalism within the field, but it also plays a significant role in supporting your own well-being as a coach.”

Setting clear boundaries as a coach not only benefits the client and professionalism within the field, but it also plays a significant role in supporting your own well-being as a coach. For example, by setting limits on the time and energy dedicated to each coaching session, you are proactively ensuring you do not overextend yourself, building in the necessary time for rest and recovery.

Below are potential benefits of setting clear boundaries as a coach:

- Reduces stress: Unclear boundaries can lead to misunderstandings, overcommitment, and conflict — all sources of stress. By setting boundaries, you can mitigate those potential stressors and foster peace of mind.
- Promotes professional satisfaction: Prevent role confusion by establishing the scope of responsibility for you and your client, while ensuring you are working within areas of expertise and passion, fostering greater job satisfaction.
- Enhances confidence and autonomy: Boundaries allow you to assert your professional authority, boosting your confidence and autonomy. This allows you to control the coaching process more effectively and create space to savor the meaning of the role.
- Supports emotional health: Clear boundaries can prevent emotional over-involvement with clients. While empathy and compassion are part of the process, boundaries ensure you do not absorb your clients' emotional challenges, protecting their emotional health.
- When we attend to our own well-being, we can bring the best of ourselves to our work, ultimately leading to more effective and impactful coaching relationships.

## For Reflection:

- How will you prioritize your well-being practice when you become a coach?
- What challenges do you anticipate facing with work-life harmony? What might help you prepare to manage those challenges?
- How do you envision healthy boundaries in your coaching practice? What steps can you take to ensure you effectively set and maintain these boundaries?
- What has been effective for you in the past when creating well-being routines?

### Written Reflection

## Crafting a Coaching Purpose Statement

Purpose is about fulfillment. It is the driving force that gives meaning and direction to our lives — a core intention that motivates our actions, choices, and goals. We are more likely to feel fulfilled, resilient, and motivated when we are aligned with our purpose — with our own sense of “why.” While growth and coaching mindsets reflect the belief “*I can learn*,” a [purpose mindset](#) reflects the belief “*I can be fulfilled*.”

Research has demonstrated the value of cultivating a strong sense of purpose. For example, purpose [energizes creativity and collaboration](#). In the ICF Thought Leadership Institute’s collection on [Energizing Purpose for the Future of Work](#), compelling insights and perspectives help make the case for purpose.

For example, in the article [Purpose in the workplace improves engagement and retention for employees](#), ICF Thought Leadership Institute Wisdom Weavers create a business case for purpose at work and the influential role of coaches to foster it:

### Challenge:

Employees are choosing positions based on a desire to support local and global well-being

### Opportunity:

Coaches can help organizations identify and foster a shared sense of purpose as a North Star for company culture

### Impact:

Employees that find purpose in their work are more likely to remain engaged with their current company and encourage others to join

The writers share, “When organizational purpose resonates with employee values, employees are more **engaged, happier, and ultimately more productive**. Increased **employee engagement** is associated with reduced absenteeism, accidents, turnover, and product defects, leading to an improvement in sales, profitability, and brand loyalty.”

What is your role as a coach in building organizational purpose? Coaches can help business leaders build a sense of shared purpose that supports engagement and retention by:

- *Facilitating meaningful conversations with team members to explore and articulate the organization’s “North Star.”*
- *Identifying concrete steps and initiatives that align with purpose and translate it into tangible behaviors and practices.*

### **Transformational Questions**

- *What does an authentic shared organizational purpose look like for our business?*
- *How well do we understand the needs, motivations, and aspirations of our employees? What steps can we take to enhance our understanding of what drives them and align their individual purpose with the organization’s purpose?*
- *What opportunities do we provide employees to actively contribute to and shape our purpose? How can we empower them to take ownership and make meaningful contributions aligned with our purpose?*
- *How are we integrating organizational purpose into brand identity and recruiting strategies?*
- *What recognition and rewards systems do we have in place to acknowledge and appreciate employees who exemplify our purpose in their work? How can we celebrate and highlight purpose-driven behaviors and achievements?*

Beyond the workplace, coaches play a crucial role in supporting their clients to discover and align with their own purpose on an individual level. This transformative process enables clients to make significant life changes, set meaningful goals, and achieve greater fulfillment. Facilitating this journey toward purpose is a rewarding aspect of the coaching profession.

Do you know what drives **you**? As a coach, developing a purpose mindset, a clear understanding of and belief in your own purpose can amplify the impact of your work. It can guide your decision-making, fuel your passion, increase your resilience, help you navigate career decisions, and enable you to provide more meaningful and effective support to your clients.

## **Why Craft a Purpose Statement?**

A purpose statement is a succinct and powerful declaration of your purpose as a coach. While purpose itself is a process that guides action rather than a mere statement, writing down your purpose serves as a reminder of why you do what you do, helping you stay aligned with your core values, maintain focus on your goals, and inspire you and your clients.

## **Step 1: Reflection**

Take a moment to reflect on the following questions:

- What inspired you to become a coach?
- What do you find most fulfilling about coaching? Or, what do you anticipate will be the most fulfilling aspects of coaching?
- What values guide (or will guide) your coaching practice?
- How do you hope to impact your clients' lives and the broader world through your coaching?
- What motivates you about futures thinking and exploring the futures of coaching, work, education, and planetary ecology? How will these inform your coaching?

## **Step 2: Brainstorming**

Using these personal reflections, brainstorm phrases or sentences that reflect your sense of purpose as a coach. Let go of perfection and let your ideas flow freely. Write down anything and everything that comes to mind.

## **Step 3: Crafting Your Ever-Evolving Purpose Statement**

Narrow down your brainstorming ideas and craft a concise, powerful purpose statement. Aim for one or two sentences that clearly express your personal purpose as a coach. This should resonate deeply with you and reflect the essence of your coaching practice.

*Note: This is a starting place. Your purpose statement may naturally evolve as you continue your coaching education and embark on your journey as a practicing coach!*

## **Step 4: Refining Your Purpose Statement**

Review your purpose statement. Does it feel authentic and inspiring? Does it provide clear direction for your coaching practice? Refine your statement as needed until it feels like a good fit for this moment.

## **Step 5: Embodying Your Purpose Statement**

Once you are satisfied with your purpose statement, make a commitment to embody it in your coaching practice.

- Consider how you might align your coaching strategies, client interactions, and professional development with your stated purpose.
- Record these intentions in your journal. If you would benefit from a visual reminder, create something to post near your workspace.

### **Written Reflection**



### In this section, explore:

- Reflection activities to prime and activate a critical-thinking mindset.
- An invitation to share your perspective and hopes for your engagement with ICF overall, including ICF Coaching Education and the ICF Thought Leadership Institute.
- Opportunities to stay connected with ICF — your professional home as a coach.

## Your Perspective Matters | Activating Critical Thinking

Thinking critically helps us make sense of the world around us. Curiosity and critical thinking are central to everyday life as a coach, **and** to help foster an effective and connected global community at ICF. **Your voice matters!**

First, let's use reflective thinking to help set the stage for critical thought. Call to mind a recent problem, disagreement, or decision that really challenged you. Explore the list of reflective prompts below, designed to engage your critical thinking muscles. Use these questions to help your clients think critically, too.

- **Challenge your assumptions:** What assumptions have I made about this situation or problem? Are they reasonable, or should they be challenged? *Question their validity.*
- **See through others' eyes:** How might others perceive this issue differently? How would this situation appear from a different viewpoint? What other viewpoints should I consider? *Consider alternative perspectives.*
- **The evidence:** What hard evidence supports my conclusions? What additional information might I need to make an informed decision? *Identify any further information you require to strengthen your decision.*
- **Consider consequences:** What domino effect could my decision cause? What are the possible consequences of my perspective? How might this affect others involved? *Envision its impact beyond your own experience.*
- **Find the links:** How does this issue connect with past experiences? How does this situation connect to others I have encountered? *Seek recurring themes and patterns.*
- **Consider counterarguments:** What is the most compelling argument against my current perspective? How would I defend my position?
- **Spot your bias:** Could personal prejudice impact my viewpoint? How might my own experiences or beliefs influence my thinking? *Get to know your biases.*

- **Alternative options:** Have I overlooked any solutions or possibilities? What other options or solutions might exist that I haven't considered? *Explore new possibilities.*
- **Question the source:** How credible is the source of information? Is there any reason to doubt its accuracy or integrity? *Be your own detective — scrutinize its reliability.*
- **Retrospective wisdom:** What wisdom can I take from this situation for future use? Based on this situation, what have I learned that could be applied to future situations?
- **Reality check:** If my conclusions are correct, what else would I expect to observe? If they are incorrect, how would a growth mindset respond?

Understanding begins with the courage to question. Engage with these prompts to ignite critical thinking, challenge your perspectives, and navigate complex problems with an open mind.

## Your Perspective Matters | Share It With Us!

Now that you are in the zone of curiosity and critical thought, we invite you to share your perspectives with us.

ICF Coaching Education strives to practice what it promotes by embodying a growth mindset. We seek to understand how we can best serve our community — which now includes you! Thank you in advance for sharing your valuable insights. Please click [here](#) or use the QR code to complete a short survey:



## Stay Connected

By now, we hope you are feeling at home here at ICF. ICF is the hub for all things coaching and has six family organizations within its ecosystem to best serve you on your journey as a professional coach. We hope you will take the time to connect with the ICF ecosystem and ICF community to continue your learning and growth.



### ICF Coaching Education:

Your learning journey as a coach is ongoing. Visit the ICF [Education Search Service \(ESS\)](#) to find continuing education opportunities and grow your coaching skills with ICF-Accredited Providers. The search for a coach education program is a highly individual process that depends greatly on your personal preferences and goals. The ESS is designed to offer basic information about all ICF-Accredited Education Providers.



### **ICF Credentials and Standards:**

Anyone can call themselves a coach. But ICF-credentialed coaches are professionals who have met stringent education and experience requirements and have demonstrated a thorough understanding of the coaching competencies that set the standard in the profession. Additionally, they adhere to strict ethical guidelines as part of ICF's mission to protect and serve coaching consumers.



### **ICF Thought Leadership Institute:**

Get involved today and become a [Global Digital Library Patron](#) to receive alerts when new insights are posted in addition to a bimonthly newsletter with insider information on the newest advancements around the four pillars of the future of work, coaching, education, and planetary ecology. Through thought-provoking content, the ICF Thought Leadership Institute connects inspired thinkers with curious-minded experts.



### **ICF Professional Coaches:**

Become an [ICF member](#). ICF members enjoy benefits like plentiful networking opportunities and extensive resources to help you be a better coach and run a better business. Don't miss out on the available discounts, professional development opportunities, and more. Most importantly, we're here to ensure the entire coaching profession maintains high standards and a stellar reputation.

- **Find your local ICF Chapter using the [Chapter Map](#):** Through your local ICF chapter, you can network with peers, enjoy valuable education offerings, and help your community flourish through events and pro bono coaching initiatives. To date, there are more than 140 chapters located in 75+ countries around the world. ICF Chapters offer coaches regular occasions to meet face-to-face, attend programs, and get more involved with the ICF.
- **Find additional learning in the [ICF Learning Portal](#):** Our webinars, podcasts, networking and collaboration events offer continuing coach education (CCE) credits. Visit the ICF Learning Portal to learn more about these offerings and sign up for fantastic professional development opportunities and communities of practice.



### ICF Foundation

The [ICF Foundation](#) connects and equips professional coaches and organizations to accelerate and amplify impact on social progress through coaching. Through these transformational partnerships, we demonstrate that coaching works by building capacity in organizations around the globe and making coaching an integral part of the thriving society. Together, we will move the world forward.



### ICF Coaching in Organizations

[ICF Coaching in Organizations](#) partners with organizations to foster the development of coaching in the workplace, which has been tied to improved business outcomes and increased employee engagement. When an organization joins ICF Coaching in Organizations, their employees gain access to best practices, opportunities for collaboration with other coaching-minded companies, and ongoing educational opportunities.

### Global ICF Events and Publications:

Connect. Learn. Inspire. [ICF events](#) are designed to inspire, educate, and connect the coaching community. These valuable learning and networking opportunities benefit individual coaches and help advance the profession. We believe in coming together to learn from and support each other while we develop bonds and have an unforgettable experience at our branded events and conferences. Explore our offerings and get involved with the global coaching community today!

**Publications:** Explore [academic research and white papers on coaching published by ICF](#).

Cutting-edge research can help you make more informed business decisions, verify your coaching knowledge and practices, and help you answer questions you may receive from prospective coaching clients. ICF invests in research to demonstrate the highly effective nature of coaching and to help coach practitioners better understand the issues that impact them and find solutions to their professional challenges.

# APPENDIX

## Additional Research to Explore from Part Two: The Impact of Coaching on Well-Being

### Coaching Focus:

- Nacif, A. P. (2021). [BeWell: a group coaching model to foster the wellbeing of individuals.](#) *International Journal of Evidence Based Coaching and Mentoring* 15, 171-186.
- Bachkirova, T., & Borrington, S. (2020). [Beautiful ideas that can make us ill: Implications for coaching.](#) *Philosophy of Coaching: An International Journal*, 5(1), 9-30.
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- O'Connor, S., & Cavanagh, M. (2013). [The coaching ripple effect: The effects of developmental coaching on wellbeing across organisational networks.](#) *Psychology of Well-Being: Theory, Research and Practice*, 3(2), 1-23.

### Education Focus:

- Hobson, A. J., & van Nieuwerburgh, C. J. (2022). [Extending the research agenda on \(ethical\) coaching and mentoring in education: embracing mutuality and prioritising well-being.](#) *International Journal of Mentoring and Coaching in Education*, 11(1), 1-13.
- Dulagil, A., Green, S., & Ahern, M. (2016). [Evidence-based coaching to enhance senior students' wellbeing and academic striving.](#) *International Journal of Wellbeing*, 6(3), 131-149.
- Larcus, J., Gibbs, T., & Hackmann, T. (2016). [Building capacities for change: Wellness coaching as a positive approach to student development.](#) *Philosophy of Coaching: An International Journal*, 1(1), 43-62.
- Gibbs, T., & Larcus, J. (2015). [Wellness coaching: Helping students thrive.](#) *Journal of Student Affairs*, 24(23), 23-34.
- Kutsyuruba, B., & Godden, L. (2019). [The role of mentoring and coaching as a means of supporting the well-being of educators and students.](#) *International Journal of Mentoring and Coaching in Education*, 8(4), 229-234.

### Workplace Focus:

- Jarosz, J. (2021). [The impact of coaching on well-being and performance of managers and their teams during pandemic.](#) *International Journal of Evidence Based Coaching and Mentoring*, 19(1), 4-27.
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- Grant, A. M. (2012). [ROI is a poor measure of coaching success: towards a more holistic approach using a well-being and engagement framework.](#) *Coaching: An International Journal of Theory, Research and Practice*, 1-12.