

Global Coaching Insights

Outcomes from the 2025 ICF Coaching Job Analysis and Competency Updates

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Session Objectives



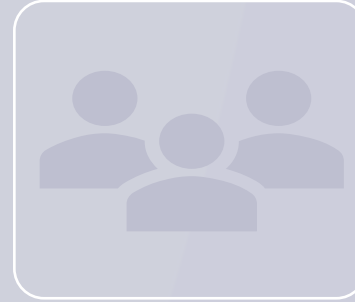
Purpose of
(*another*)
coaching job
analysis?



How we
conducted the
research



Outcomes and
impacts for the
ICF Core
Competencies



Implications
for the
community



Quiz Time!

How familiar are you with the ICF Core Competencies?

- I could recite them in my sleep!
- Pretty familiar. I've read them once or twice ... (probably).
- Umm, what are the ICF Core Competencies, again?

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 Mentimeter

Menti

How familiar are you with... 

Choose a slide to present

How familiar are you with the ICF Core Competencies?

0 0 0
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How familiar are you with the ICF Core Competencies?

0

I could recite them in my sleep!

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Pretty familiar. I've read them once or twice ... (probably).

0

Umm, what are the ICF Core Competencies, again?



Why update the competencies?

Because **professions are dynamic** – and change can be driven by many forces, including:

- Client needs and preferences
- Who is entering the profession, and how they are trained and educated
- Competition / cost pressures
- Technology
- Legal and regulatory updates
- Cultural, social, and political forces

But how do we really know which factors drive how a profession evolves?

Mapping changes within a profession....

Job analysis (also known as practice analysis) is a structured, rigorous way to address the following questions:

- What behaviors do workers engage in?
- What sort of knowledge, skills, abilities, and "other characteristics" (e.g., personality, interests) do workers need to have to perform the work behaviors?
- Where does the work occur?
- What training and education do most incumbents have?

How are these questions answered? And by whom?

What steps does a job analysis involve?

ICF's 14-month approach was **evidence-based**, **inclusive**, and **global**



Subject Matter Expert (SME)
Involvement: 2784

Job Analysis Themes

- Coaches are applying **new technologies** in their practice
- Rise of **somatic** coaching practices
- Importance of **exploring client readiness** generally and specifically: Are they ready for coaching, *and* for the specific approach a particular coach offers?
- Importance of fostering continued **client growth post-coaching**
- **Coach development** and **self-care** should be called out more clearly
- Coaches must be flexible, **adapting** to different client styles
- Coaching often involves an eclectic **mix of approaches** (i.e., blending client-directed and coach-informed)

What do we mean by “coach informed” practices?

- A coach ***sharing objective information, knowledge, and/or resources*** (e.g., models, frameworks, research) ***without attachment***, offered as a tool to spark client reflection
- What it is not? The coach:
 - Advising or encouraging the client to do something
 - Being invested in a certain outcome for the client
 - Promising an outcome (“things will improve if you do this”)
 - Saying “this works for most/many clients; you should try it”
- The goal is to create new learning for the client—***they*** decide whether and how to use what the coach shares

A background image showing concentric ripples on a light blue surface, resembling water. The ripples are centered on the left side of the slide and fade out towards the right.

The 2025 ICF Core Competencies

- **No new** competencies
 - Updated definition – Competency 2
 - 5 new subcompetencies
 - 11 revised subcompetencies

2. Embodies a Coaching Mindset (2019)	2. Embodies a Coaching Mindset (2025)
Definition: Develops and maintains a mindset that is open, curious, flexible and client-centered	Definition: Engages in ongoing personal and professional learning and development as a coach. Works with coaching supervisors or mentor coaches as needed. Develops and maintains a mindset that is open, curious, flexible and client-centered.
2.01. Acknowledges that clients are responsible for their own choices	2.01. Acknowledges that clients are responsible for their own choices
2.02. Engages in ongoing learning and development as a coach	2.02. Engages in ongoing learning and development as a coach, including remaining aware of current coaching best practices and use of technology
2.03. Develops an ongoing reflective practice to enhance one's coaching	2.03. Develops an ongoing reflective practice to enhance one's coaching
2.04. Remains aware of and open to the influence of context and culture on self and others	2.04. Remains aware of and open to the influence of biases , context and culture on self and others
2.05. Uses awareness of self and one's intuition to benefit clients	2.05. Uses awareness of self and one's intuition to benefit clients
2.06. Develops and maintains the ability to regulate one's emotions	2.06. Develops and maintains the ability to manage one's emotions
2.07. Mentally and emotionally prepares for sessions	2.07. Maintains emotional, physical, and mental well-being in preparation for, throughout, and following each session.
2.08. Seeks help from outside sources when necessary	2.08. Seeks help from outside sources when necessary
N/A	2.09. Nurtures openness and curiosity in oneself, the client, and the coaching process.
N/A	2.10. Remains aware of the influence of one's thoughts and behaviors on the client and others

2. Embodies a Coaching Mindset (2019)

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

2.02. Engages in ongoing learning and development as a coach

2.04. Remains aware of and open to the influence of context and culture on self and others

2.06. Develops and maintains the ability to regulate one's emotions

2.07. Mentally and emotionally prepares for sessions

N/A

N/A

2. Embodies a Coaching Mindset (2025)

Definition: **Engages in ongoing personal and professional learning and development as a coach. Works with coaching supervisors or mentor coaches as needed.** Develops and maintains a mindset that is open, curious, flexible and client-centered.

2.02. Engages in ongoing learning and development as a coach, **including remaining aware of current coaching best practices and use of technology**

2.04. Remains aware of and open to the influence of **biases**, context and culture on self and others

2.06. Develops and maintains the ability to **manage** one's emotions

2.07. Maintains emotional, physical, and mental well-being in preparation for, throughout, and following each session.

2.09. Nurtures openness and curiosity in oneself, the client, and the coaching process.

2.10. Remains aware of the influence of one's thoughts and behaviors on the client and others

3. Establishes and Maintains Agreements (2019)

Definition: Partners with the client and relevant stakeholders to create clear agreements about the coaching relationship, process, plans and goals. Establishes agreements for the overall coaching engagement as well as those for each coaching session.

3.01. Explains what coaching is and is not and describes the process to the client and relevant stakeholders

3.02. Reaches agreement about what is and is not appropriate in the relationship, what is and is not being offered, and the responsibilities of the client and relevant stakeholders

3.03. Reaches agreement about the guidelines and specific parameters of the coaching relationship such as logistics, fees, scheduling, duration, termination, confidentiality and inclusion of others

3.04. Partners with the client and relevant stakeholders to establish an overall coaching plan and goals

3.05. Partners with the client to determine client-coach compatibility

3.06. Partners with the client to identify or reconfirm what they want to accomplish in the session

3.07. Partners with the client to define what the client believes they need to address or resolve to achieve what they want to accomplish in the session

3.08. Partners with the client to define or reconfirm measures of success for what the client wants to accomplish in the coaching engagement or individual session

3.09. Partners with the client to manage the time and focus of the session

3.10. Continues coaching in the direction of the client's desired outcome unless the client indicates otherwise

3.11. Partners with the client to end the coaching relationship in a way that honors the experience

N/A

3. Establishes and Maintains Agreements (2025)

Definition: Partners with the client and relevant stakeholders to create clear agreements about the coaching relationship, process, plans and goals. Establishes agreements for the overall coaching engagement as well as those for each coaching session.

3.01. Describes one's coaching philosophy and clearly defines what coaching is and is not for potential clients and stakeholders

3.02. Reaches agreement about what is and is not appropriate in the relationship, what is and is not being offered, and the responsibilities of the client and relevant stakeholders, **including commitment to working toward coaching goals**

3.03. Reaches agreement about the guidelines and specific parameters of the coaching relationship such as logistics, fees, scheduling, duration, termination, confidentiality and inclusion of others

3.04. Partners with the client and relevant stakeholders to establish an overall coaching plan and goals

3.05. Partners with the client to determine client-coach compatibility

3.06. Partners with the client to identify or reconfirm what they want to accomplish in the session

3.07. Partners with the client to define what the client believes they need to address or resolve to achieve what they want to accomplish in the session

3.08. Partners with the client to define or reconfirm measures of success for what the client wants to accomplish in the coaching engagement or individual session

3.09. Partners with the client to manage the time and focus of the session

3.10. Continues coaching in the direction of the client's desired outcome unless the client indicates otherwise

3.11. Partners with the client to **close** the coaching relationship in a way that respects the client and the coaching experience

3.12. Revisits the coaching agreement when necessary to ensure the coaching approach is meeting the client's needs

3. Establishes and Maintains Agreements (2019)	3. Establishes and Maintains Agreements (2025)
3.01. Explains what coaching is and is not and describes the process to the client and relevant stakeholders	3.01. Describes one's coaching philosophy and clearly defines what coaching is and is not for potential clients and stakeholders
3.02. Reaches agreement about what is and is not appropriate in the relationship, what is and is not being offered, and the responsibilities of the client and relevant stakeholders	3.02. Reaches agreement about what is and is not appropriate in the relationship, what is and is not being offered, and the responsibilities of the client and relevant stakeholders, including commitment to working toward coaching goals
3.11. Partners with the client to end the coaching relationship in a way that honors the experience	3.11. Partners with the client to close the coaching relationship in a way that respects the client and the coaching experience
N/A	3.12. Revisits the coaching agreement when necessary to ensure the coaching approach is meeting the client's needs

7. Evokes Awareness	7. Evokes Awareness
Definition: Facilitates client insight and learning by using tools and techniques such as powerful questioning, silence, metaphor or analogy	Definition: Facilitates client insight and learning by using tools and techniques such as powerful questioning, silence, metaphor or analogy
7.01. Considers client experience when deciding what might be most useful	7.01. Considers client experience when deciding what might be most useful
7.02. Challenges the client as a way to evoke awareness or insight	7.02. Challenges the client as a way to evoke awareness or insight
7.03. Asks questions about the client, such as their way of thinking, values, needs, wants and beliefs	7.03. Asks questions about the client, such as their way of thinking, values, needs, wants and beliefs
7.04. Asks questions that help the client explore beyond current thinking	7.04. Asks questions that help the client explore beyond current thinking
7.05. Invites the client to share more about their experience in the moment	7.05. Invites the client to share more about their experience in the moment
7.06. Notices what is working to enhance client progress	7.06. Notices what is working to enhance client progress
7.07. Adjusts the coaching approach in response to the client's needs	7.07. Adjusts the coaching approach in response to the client's needs
7.08. Helps the client identify factors that influence current and future patterns of behavior, thinking or emotion	7.08. Helps the client identify factors that influence current and future patterns of behavior, thinking or emotion
7.09. Invites the client to generate ideas about how they can move forward and what they are willing or able to do	7.09. Invites the client to generate ideas about how they can move forward and what they are willing or able to do
7.10. Supports the client in reframing perspectives	7.10. Supports the client in reframing perspectives
7.11. Shares observations, insights and feelings, without attachment, that have the potential to create new learning for the client	7.11. Shares observations, knowledge , and feelings, without attachment, that have the potential to create new insights for the client

7. Evokes Awareness

7. Evokes Awareness

7.11. Shares observations, insights and feelings, without attachment, that have the potential to create new learning for the client

7.11. Shares observations, **knowledge**, and feelings, without attachment, that have the potential to create new **insights** for the client

Evolution of 7.11

- **Still Client-Led** – Knowledge is offered with permission and without attachment; client chooses what's useful.
- **Aligned with Standards** – Reflects the evolution of the profession in the job analysis findings.
- **Reflects Reality** – Supports coaches working in specialized disciplines.
- **Protects Coaching Identity** – Distinguishes coaching from consulting by keeping it non-directive.
- **Guard Rails to Preserve Boundaries** – sharing knowledge occasional, without attachment, and in service of the partnership between coach and client.

Reminder: Sharing knowledge in coaching sessions is not required. If you share knowledge, it should be occasional, without attachment, and in service of the partnership between coach and client.

8. Facilitates Client Growth	8. Facilitates Client Growth
Definition: Partners with the client to transform learning and insight into action. Promotes client autonomy in the coaching process.	Definition: Partners with the client to transform learning and insight into action. Promotes client autonomy in the coaching process.
8.01. Works with the client to integrate new awareness, insight or learning into their worldview and behaviors	8.01. Works with the client to integrate new awareness, insight or learning into their worldview and behaviors
8.02. Partners with the client to design goals, actions and accountability measures that integrate and expand new learning	8.02. Partners with the client to design goals, actions and accountability measures that integrate and expand new learning
8.03. Acknowledges and supports client autonomy in the design of goals, actions and methods of accountability	8.03. Acknowledges and supports client autonomy in the design of goals, actions and methods of accountability
8.04. Supports the client in identifying potential results or learning from identified action steps	8.04. Supports the client in identifying potential results or learning from identified action steps
8.05. Invites the client to consider how to move forward, including resources, support and potential barriers	8.05. Invites the client to consider how to move forward, including resources, support and potential barriers
8.06. Partners with the client to summarize learning and insight within or between sessions	8.06. Partners with the client to summarize learning and insight within or between sessions
N/A	8.07. Partners with the client to integrate learning and sustain progress throughout the coaching engagement
8.07. Celebrates the client's progress and successes	8.08. Acknowledges the client's progress and successes
8.08. Partners with the client to close the session	8.09. Partners with the client to close the session

8. Facilitates Client Growth	8. Facilitates Client Growth
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N/A	8.07. Partners with the client to integrate learning and sustain progress throughout the coaching engagement
8.07. Celebrates the client's progress and successes	8.08. Acknowledges the client's progress and successes

Impacts & What's Next

- Clearer, more relevant standards for practice
- Opportunities for growth and development
- Updates for:
 - ICF Exams (2026)
 - ICF Coaching Education



**What change
resonates most
with your
coaching practice?**

Questions?





International
Coaching
Federation

coachingfederation.org