

# Wisdom of the 2025 Coaching Impact Award Winners



**“Listen deeply, embrace silence, and ask bold questions.  
Transformation is built one moment at a time.”**

**“Never stop learning. Be open, flexible,  
and committed to your own development.”**

**“Change happens when coaching is no longer seen  
as an intervention, but as a way of leading.”**

**“Meaningful change exists by the meaning we give it.”**

These words come from the 2025 winners of the ICF Coaching Impact Awards — coaches, educators, and organizations whose work is creating meaningful change around the world.

The ICF Coaching Impact Awards celebrate individuals and organizations for their impactful work, recognizing initiatives that demonstrate measurable impact and transformation across lives, workplaces, and communities.

Each year, ICF brings together individuals and organizations whose work through coaching is transforming people, workplaces, and communities. In these pages, the 2025 winners share what they have learned along the way.



## Creating Transformative Experiences Through Coaching



**“Coaching is finding what you really desire in life, in your role or in your organization. Only coaching can achieve that.”**

—Panos Malakoudis, PCC, Microsoft Customer and Partner Solutions (USA)

One of coaching’s most dramatic and powerful benefits is its capacity to stimulate transformative experiences. Changes such as these often begin in silence, as coaches first need to help their clients build a safe space where they can express themselves and be vulnerable. For many, this reflection is uncomfortable, but purposeful. Several of this year’s winning coaches spoke about the importance of silence. Real transformation, they shared, often begins in the moments when nothing is said, and a client finally feels safe enough to reflect.

Authentic shifts happen when everyone can experience what coaches invite others to explore about the future. Engaging the inner work, walking the talk, and letting everyone’s own growth become the foundation of the coaching presence is how the entire process can be fulfilled.



**“Make coaching part of everyday life, not just something that happens in a session. Train all of your staff, not only leaders, so everyone develops the same language and approach.”**

—Tara Chang-Swanson, Mission Possible (Canada)

Cultivating deep listening and genuine curiosity is crucial in leading the way forward to transformation. Growth isn’t achieved by providing answers. It’s enabled by setting up a safe space for individuals to discover their own truths. Coaching at its best uses open-ended questions that encourage exploration. Coaches who trust the silence long enough for new awareness to emerge are vital to this process.

**“As a coach, never underestimate the ripple effects of your work.”**

—Michael Noel, PCC, Saudi Electricity Company (Saudi Arabia)



Change arises from awareness and extends beyond the coaching client themselves. Every shift in perspective, every act of courage influences families, organizations, and communities. Approaching coaching with humility and the courage to believe shows that even small changes can grow into something extraordinary.

To be able to progress through the whole transformational experience, one more crucial element is needed. This is the reliance on professional, credentialed coaches who are trained to help lead the way forward.

**“Transformation requires vulnerability. People will only step into that space when they feel safe, respected, and held without judgement.”**

—Tina Smith, The UK Forces Spouse Personal Development Programme (United Kingdom)



## Case Study

“I started coaching a second-generation CEO after he was feeling stuck by running out of traditional ways to involve his reluctant siblings in the family business. During the conversation, my simple question, ‘What about the next generation?’ shifted his perspective. He realized that while he had been focusing on his siblings, the real energy and future of the business lay with younger family members who were already interested in being involved but they have been overlooked. This insight reframed the succession conversation, turning a cycle of generational conflict into an opportunity to engage the next generation and rethink the future leadership of the business.”

—Catherine Tanneau, MCC, Activision Coaching Institute



## The Impact and Measurement of Coaching

**“We have to walk through life doing the things we’re passionate about and trust that even if we can’t see the impact, it is there. When former coaching participants share their success stories with me is how I actually define impact.”**

— Susan Britton, MCC (USA)

The winners described coaching impact; showing up in many ways, sometimes through measurable outcomes such as promotions, retention, or business results, and sometimes through quieter shifts: renewed confidence, stronger relationships, or the courage to take a different path.

Whether at the individual level, when a client uncovers new self-awareness, or within teams that create shared meaning through their interactions, coaching drives meaningful change that extends beyond KPIs into lasting personal and organizational transformation.

**“Coaching is not about fixing people — it’s about believing in their wholeness.”**

—Hongyok Chimphan, ACC (Thailand)



Coaching also holds the potential for deep positive impact on organizational growth with additional benefits extending beyond individual employees and influencing the broader workplace. Coached leaders and employees make stronger decisions and create healthier environments that foster trust, collaboration, and agility. The effect can be measured through various assessments, 360° feedback, engagement surveys, and performance indicators. It can also be evident in real-world shifts, such as employees feeling valued and leaders prioritizing team development. Factors such as these contribute to overall business results.

## 5 Lessons from The Award Winners' Journey for Humanity

Coaches, educators, and leaders all contributed to the success of this year's Coaching Impact Awards. No matter their area of expertise, each had meaningful and impactful lessons to share to educate all the professionals in and beyond the coaching industry.

“One part I enjoy the most about the impact and ripple effects of coaching is when I meet clients after a few years and see how they are doing. It shows me that coaching doesn't have to be 20–30 sessions. It can be only one session that has a tremendous impact down the line to spark change.”

—Cristina Mühl, PCC, ACTC (Germany)

### Lesson 1: The Importance of Support Systems

Everyone can experience setbacks. What really matters is the ability to recover and the support structures that make recovery possible. Resilience is strengthened by having trusted advisors, a clear direction, evolving capabilities, and a supportive community. When individuals have these strong foundations, creating positive ripple effects for families, organizations, and communities also becomes possible.

### Lesson 2: Perspective Shapes Reality

The winners reminded us that people see the world through their own experiences and stories. Recognizing that the brain constantly filters and predicts different meanings encourages greater curiosity and empathy, fostering collaboration. This awareness helps create the conditions for more authentic connection and change.

### Lesson 3: People Need to Be Seen, Not Fixed

Coaching highlights a powerful truth: People often already possess the strengths they need; they are just unaware of them or unaware of how to grasp them. Transformation begins when individuals feel genuinely heard, understood, and believed in. When trust, dignity, and opportunity are given,



people are more likely to unlock their potential and inspire growth in others.

### Lesson 4: Transformation Begins with Humanity

Real change often starts with reconnecting to our shared humanity. Amid pressure, expectations, and constant demands, it's easy to lose sight of personal value and empathy. By recognizing and honoring the humanity in ourselves and others, we can create space for healing, growth, and fresh belief in what people can achieve.

### Lesson 5: Change Starts with a Conversation

Transformation does not require complicated actions. It often begins with a single conversation. When people feel safe to speak openly, they can reconsider their perspectives and take small steps forward. With that, change becomes possible. Over time, such moments can spread outward, influencing leaders, teams, and entire organizations.

“An organization that embeds coaching within its business is a mature organization. Coaching is seen as an enabler to business success, ROI, or just getting things done. Don't hesitate to look at coaching opportunities.”

—Damian ten Bohmer, Saudi Electricity Company (Saudi Arabia)



## The Coaching Mindset

Asking questions. Active listening. Creating a space where everyone can thrive. The coaching mindset is not limited to the coaching profession. It's a way of living that chooses to see the world as it is, and to be always present, curious, and open.

Across very different contexts, this year's Coaching Impact Award winners described a similar mindset. They demonstrate a coaching mindset by aligning with five pillars for understanding and approach.

### 1: Curiosity Over Certainty

"A coaching mindset is choosing curiosity over certainty, empathy over judgment, and possibility over limitation. It is the discipline of being fully present with another person and holding space for them to surface their own wisdom."

—Cheryl I. Procter-Rogers, MCC (USA)

### 2: Partnership and Collaboration

"Partnership is another hallmark of a coaching mindset. This collaborative spirit reflects the heart of coaching: walking alongside rather than leading from in front."

—Tina Smith, The UK Armed Forces Spouse Personal Development Programme (United Kingdom)

### 3: Seeing Potential Before People See It Themselves

"It is the belief that every person already holds potential within them, and our role as coaches, and as leaders, is to create the space for that potential to emerge."

—Michael Noel PCC, Saudi Electricity Company (Saudi Arabia)

### 4: Self as Instrument

"This is the art of being deeply attuned to what is happening within yourself, with your client, between the two of you, as well as the systems the client is influenced by."

—Catherine Tanneau, MCC, Activision Coaching Institute (France, Canada)

### 5: Courage, Curiosity, and Collaboration

"A coaching mindset is about approaching leadership and life with curiosity, humility, and presence."

—Jake Mannino, Microsoft Customer and Partner Solutions (USA)

## Sustaining Meaningful Change Through Coaching

Permanent change requires more than a single step; it requires a structured, ongoing process contributed to by both the coach and coachee. The winners also spoke about what it takes for change to last. Awareness may start the process, but lasting transformation often comes through practice, reflection, and the support of others. Finally, staying accountable through a coach, mentor, or trusted advisor helps reinforce these changes. Together, all these elements create a consistent system that sustains transformation over time.

Sustainable transformation is often built through continuous small steps and purposeful experimentation. Rather than relying on dramatic breakthroughs, meaningful change tends to emerge through incremental progress, small, consistent stages that allow flexibility, co-creation, and learning along the way.



**“Change lasts when it becomes part of everyday practice.”**

—Hongyok Chimphan, ACC (Thailand)

This approach promotes continuous adaptation, acknowledging that what individuals may perceive as significant change today can evolve as new opportunities and challenges emerge. Creating an environment for reflection and feedback is crucial, allowing individuals to experiment, learn from both successes and setbacks, and refine their path forward. Simultaneously, enduring transformation is reinforced by purpose-driven resilience.

When growth is aligned with a clear understanding of “why,” individuals are better equipped to maintain commitment during uncertain or challenging times. Recognizing that change includes not only a beginning and an end, but also a complex evolution in between fosters the resilience necessary to navigate obstacles while maintaining and moving forward.

**“Sustaining meaningful change requires more than a breakthrough moment. It requires discipline, support, and reflection. A three-part cycle: awareness, practice, and accountability.”**

— Cheryl I. Procter-Rogers, MCC (USA)



## Transforming Individuals, Organizations, Society, and the World

The individuals and organizations of the 2025 winners experienced firsthand the transformative power of coaching and its permanent ripple effects. They used that experience to give back to others.

With the global coaching industry’s continued growth as a practice, the stories and advice of this year’s winners can be a great way to learn and adapt or simply reflect on their impact.

The pioneers of the ICF 2025 Coaching Impact Awards demonstrate every day how that impact is changing the world.

### What will be your contribution?

- [Start your coaching journey.](#)
- [Engage with a coach.](#)
- [Share the power of coaching.](#)

Let’s get started now.



## 2025 ICF Coaching Impact Award Winners

*Meet the experts behind the insights*

### Coaches

- **Distinguished Coach:** Cheryl I. Procter-Rogers, MCC (USA)
- **Accomplished Coach:** Cristina Mühl, ACTC, PCC (Germany)
- **Emerging Coach:** Hongyok Chimphan, ACC (Thailand)

### Coaching Education

- **Distinguished Provider:** Activision Coaching Institute (France, Canada)
- **Distinguished Educator:** Susan Britton, MCC (USA)

### Organizations

- **Distinguished Organization:** Microsoft Customer and Partner Solutions (USA)
- **Emerging Organization:** Saudi Electricity Company (Saudi Arabia)

### Social Impact

- **Distinguished Coaching Catalyst:** Mission Possible (Canada)
- **Emerging Coaching Catalyst:** The UK Armed Forces Spouse Personal Development Programme (United Kingdom)