

# ICF Core Competency Updates

## ICF Job Analysis 2017-19

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# Agenda

- Overview of Job Analysis research
- Comparison of existing and updated Core Competency models
- Overview of updated Core Competencies
- Next steps
- Questions & Answers

# ICF Job Analysis Research



# Coaching Core Competencies

- Job Analysis
  - Job Description
  - Competencies
- 5-7 Year Review
- Outside Partner
- Data Driven

# Coaching Competency Activities I

- Kick-Off (October 2017)
- Interviews with SMEs (Subject Matter Experts)
- Face-Face Workshop in US
  - Critical Incidents of Coaching (>280)
  - 8 N. America, 1 S. America, 5 Europe, 1 Asia, 1 Africa
- Face-Face Workshop in London
  - Tasks, Knowledge, Abilities, Other Characteristics (KAOs)
  - 4 N. America, 5 Europe, 2 Asia, 1 Africa, 1 Oceania

# Coaching Competency Activities II

- Survey on Task Frequency & Importance, KAO Importance
  - 1,291 Responses
- Determined “Core” Tasks & KAOs
  - 79 Core Tasks, 56 Core KAOs
- Face-Face Workshop in US
  - Analyze Data
  - Recommend Changes to Existing Core Competency Model
  - 5 N. America, 3 Europe, 1 Asia, 1 Oceania
- Analysis

# Updated Coaching Core Competencies

- Virtually All Existing Concepts Included
- More Streamlined
- More Consistent Language
- Enhanced Some of the Concepts
- Improved Cohesion
- More Succinct
  - 1,537 Words → 1,109 Words

# Professional Coaching Themes I

- Ethical Behavior and Confidentiality are Paramount
- Expansion of Coaching Agreement
  - Organization
  - Overall Client Engagement
  - Session
- Enhancement of Partnership Concept
  - Client's Equal Voice
  - Mutual Accountability



# Professional Coaching Themes II

- Concept of Professional Development & Reflective Practice
  - Reflection, Self-Regulation
- Integration of Client Context and Culture
  - Includes Family Structures, Values
  - Holistic View of Client

# Core Competencies Comparison



# Updated CCs 1 and 2

**1. Meeting Ethical Guidelines and Professional Standards**—Understanding of coaching ethics and standards and ability to apply them appropriately in all coaching situations.

**1. Demonstrates Ethical Practice**- Understands and consistently applies coaching ethics and standards of coaching

**2. Embodies a Coaching Mindset**- Develops and maintains a mindset that is open, curious, flexible and client-centered

# Updated CCs 3 and 4

**2. Establishing the Coaching Agreement—**  
Ability to understand what is required in the specific coaching interaction and to come to agreement with the prospective and new client about the coaching process and relationship.

**3. Establishing Trust and Intimacy with the Client—**Ability to create a safe, supportive environment that produces ongoing mutual respect and trust.

**3. Establishes and Maintains Agreements—**  
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.

**4. Cultivates Trust and Safety—**Partners with the client to create a safe, supportive environment that allows the client to share freely. Maintains a relationship of mutual respect and trust.

# Updated CCs 5 and 6

**4. Coaching Presence**—Ability to be fully conscious and create spontaneous relationship with the client, employing a style that is open, flexible and confident.

**5. Active Listening**—Ability to focus completely on what the client is saying and is not saying, to understand the meaning of what is said in the context of the client's desires, and to support client self-expression.

**5. Maintains Presence**- Is fully conscious and present with the client, employing a style that is open, flexible, grounded and confident

**6. Listens Actively**-Focuses on what the client is and is not saying to fully understand what is being communicated in the context of the client systems and to support client self-expression

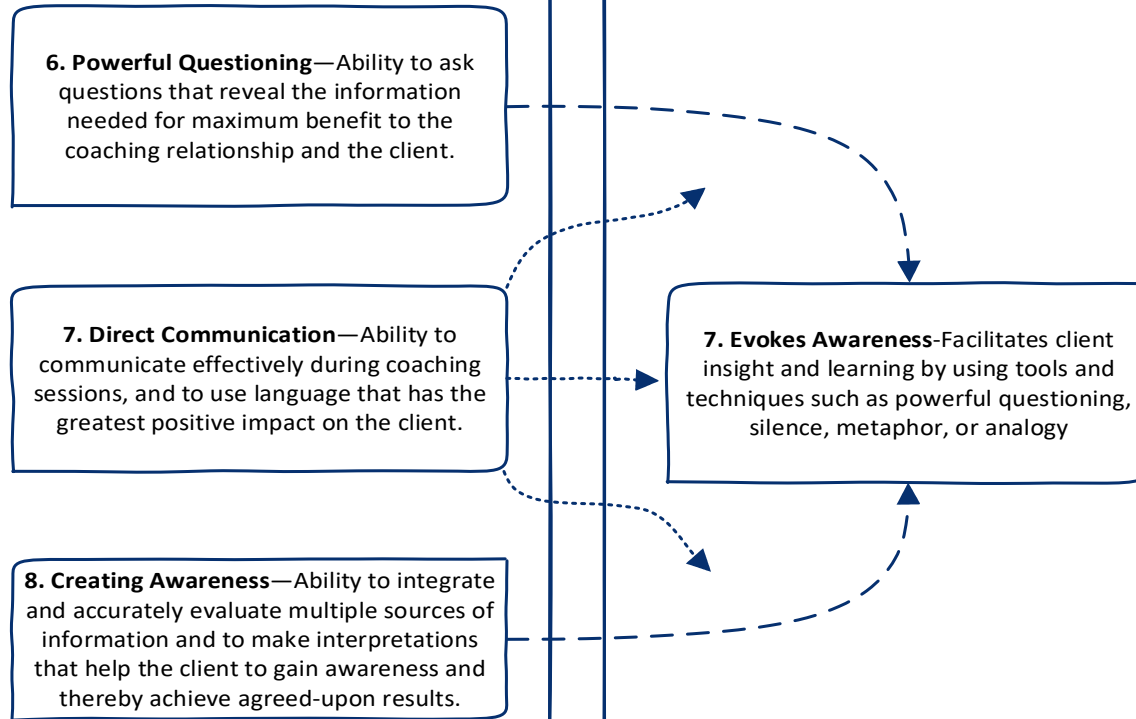
# Updated CCs 7

**6. Powerful Questioning**—Ability to ask questions that reveal the information needed for maximum benefit to the coaching relationship and the client.

**7. Direct Communication**—Ability to communicate effectively during coaching sessions, and to use language that has the greatest positive impact on the client.

**8. Creating Awareness**—Ability to integrate and accurately evaluate multiple sources of information and to make interpretations that help the client to gain awareness and thereby achieve agreed-upon results.

**7. Evokes Awareness**—Facilitates client insight and learning by using tools and techniques such as powerful questioning, silence, metaphor, or analogy



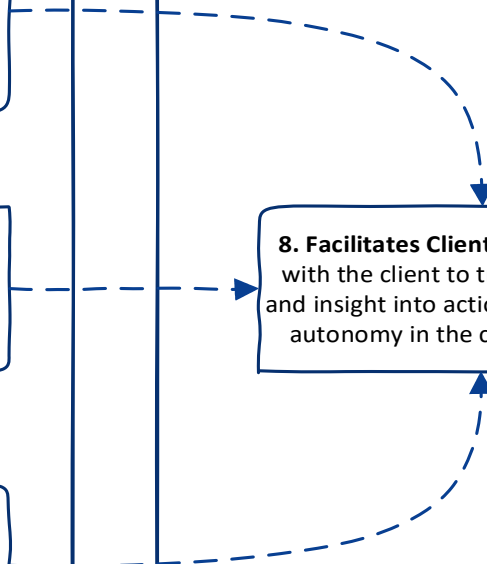
# Updated CCs 8

**9. Designing Actions**—Ability to create with the client opportunities for ongoing learning, during coaching and in work/life situations, and for taking new actions that will most effectively lead to agreed-upon coaching results.

**10. Planning and Goal Setting**—Ability to develop and maintain an effective coaching plan with the client.

**11. Managing Progress and Accountability**—Ability to hold attention on what is important for the client, and to leave responsibility with the client to take action.

**8. Facilitates Client Growth**—Partners with the client to transform learning and insight into action. Promotes client autonomy in the coaching process.



# Overview: Updated Core Competencies





# Competencies 1 & 2: The Being of the Coach



# 1. Demonstrates Ethical Practice

- Demonstrates integrity
- Abides by the ICF Code of Ethics
- Respects confidentiality
- Maintains distinctions with other support professions

## 2. Embodies a Coaching Mindset

- Engages in ongoing learning and development
- Appreciates client autonomy
- Develops reflective practice

# Competencies 3-8: The Doing of Coaching



## 3. Establishes and Maintains Agreements

- Agreement for coaching relationship
- Agreement for overall coaching plan and goals
- Agreement for session goals and objectives

## 4. Cultivates Trust and Safety

- Creates a safe, supportive environment
- Respects whole person of the client
- Acknowledges the work of the client in the process

## 5. Maintains Presence

- Maintains full focus on the client
- Demonstrates curiosity
- Manages emotions
- Creates space for reflection

## 6. Listens Actively

- Engages in holistic listening
- Reflects back to ensure shared understanding
- Integrates understanding of the client to support communication



# 7. Evokes Awareness

- Asks questions to elicit new insights
- Shares observations to support new learning
- Supports the client in reflection and reframing

## 8. Facilitates Client Growth

- Facilitate learning into action
- Respects client autonomy
- Celebrates progress
- Partners to close session

# Next Steps & Key Milestones



# Next Steps

## **Assessment Development**

- Updated credential assessment test blueprint
- Item development & validation
- Test construction
- Equivalence testing
- Update PCC Markers to ensure alignment
- Minimum Skills Requirements guidance

# Transition Timeline

- Translations of Core Competencies
- Launch updated assessment for ICF Credentialing – Early 2021

Questions?

Thanks for joining us!

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