



# Committed. Compassionate. Connected.

2017 Annual Report







You can see it when International Coach Federation Members come together at a global event or Chapter meeting.

It's evident when an ICF Credential-holder steps in front of the camera for a media interview.

Clients around the world experience it daily when they enter a meeting room or log onto Zoom for a session with their ICF coach.

There's something that sets ICF coaches apart. There's joy in their voices. A light that shines from within. Visible care and concern for the people around them.

It's a passion for transforming lives, organizations and the world through the power of professional coaching.

As the world's largest organization for professionally trained coaches, ICF is fueled by this passion.

Our global coaching community is **committed** to the highest professional standards.

We're **compassionate**. Our commitment to others drives us to raise awareness of coaching and deliver coaching to the individuals and organizations that stand to benefit most.

Most of all, we're **connected** to one another, locally and globally, as we pursue our shared vision of making coaching an integral part of a thriving society where every ICF Member represents the highest quality of professional coaching.





# Strategic Goals

2017 marked the third year of ICF Global's three-year strategic planning cycle.

- ★ **PRIORITY: ICF Members represent excellence in professional coaching.**  
*ICF researches, develops and implements robust standards, governance and operational procedures/structures, and applicant requirements for all aspects of the Credentialing Program. A special emphasis was placed on renewal requirements for ICF Credential-holders and researching possibilities for the best possible professional credentialing system that ensures ongoing professional development. Such a system needs to be reliable, fair, objective and legally defensible; utilize multiple factors and criteria; and differentiate the levels of coaching performance. The research will utilize new and cutting-edge thinking and invite insights from subject-matter experts.*
- # **PRIORITY: ICF is the most relevant professional coaching organization.**  
*ICF will deliver and maintain presence at high-quality global events. An emphasis was placed on ICF Converge 2017.*
- 🌐 **ICF has the strongest global brand.**
- 📢 **ICF promotes professional coaching.**
- 🌱 **ICF fosters the application of coaching for societal change.**
- 📌 **PRIORITY: New for 2017: ICF will further develop and progress the plans to expand the scope and influence of the organization.**  
*ICF establishes thought leadership through a Thought Leadership Institute, expands the activities of the ICF Foundation, creates offerings for organizations and corporations building coaching cultures, and explores separation of the Credentialing and Program Accreditation functions.*

## Vision Statement

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

## Mission

ICF exists to lead the global advancement of the coaching profession.

## Values

We are committed to reliability, openness, acceptance and congruence and consider all parts of the ICF community mutually accountable to uphold the following values:

- Integrity
- Excellence
- Collaboration
- Respect





# Membership

## Total ICF Global Members

**30,576** (+29%)  
*(as of December 31, 2017)*

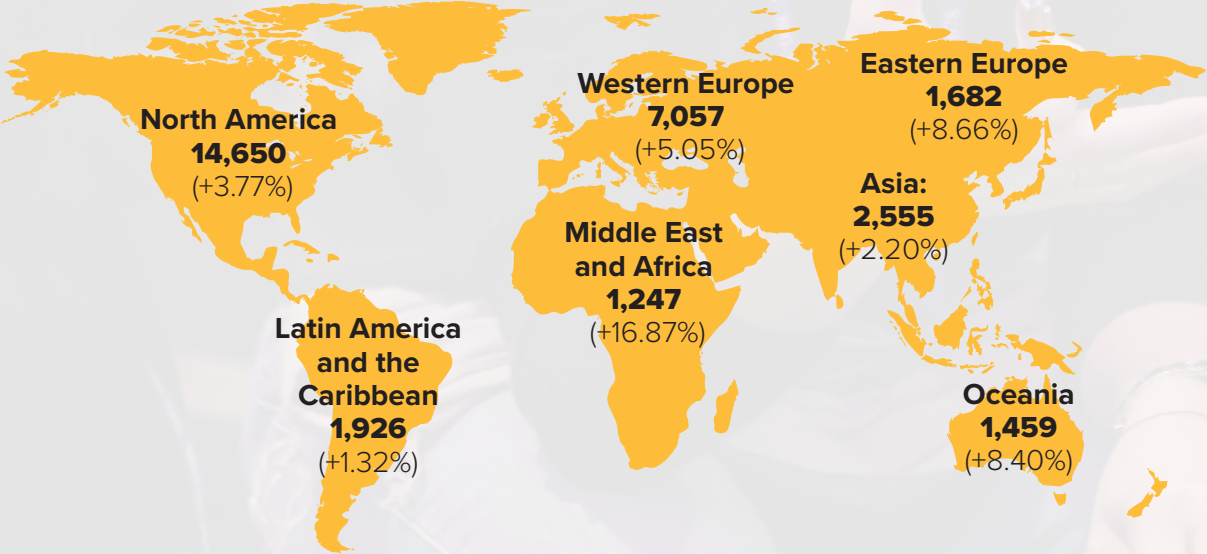
New Members Added: **8,533**

## Top 10 Countries by Membership

- USA: **11,720**
- Canada: **2,918**
- United Kingdom: **1,708**
- Australia: **1,226**
- France: **1,014**
- Spain: **861**
- Italy: **681**
- Brazil: **604**
- India: **519**
- Germany: **497**

## Regional Membership Breakdown

*(% change by region since December 2016)*



## ICF GLOBAL COMMUNICATIONS REACH



## International Coaching Week (ICW) 2017

From May 15–21, 2017, ICF Chapters and Members worldwide contributed to the largest ICW celebration to date.

Click on the screenshot above to see a video highlighting how ICF’s global community came together, in person and online, to let others #ExperienceCoaching.



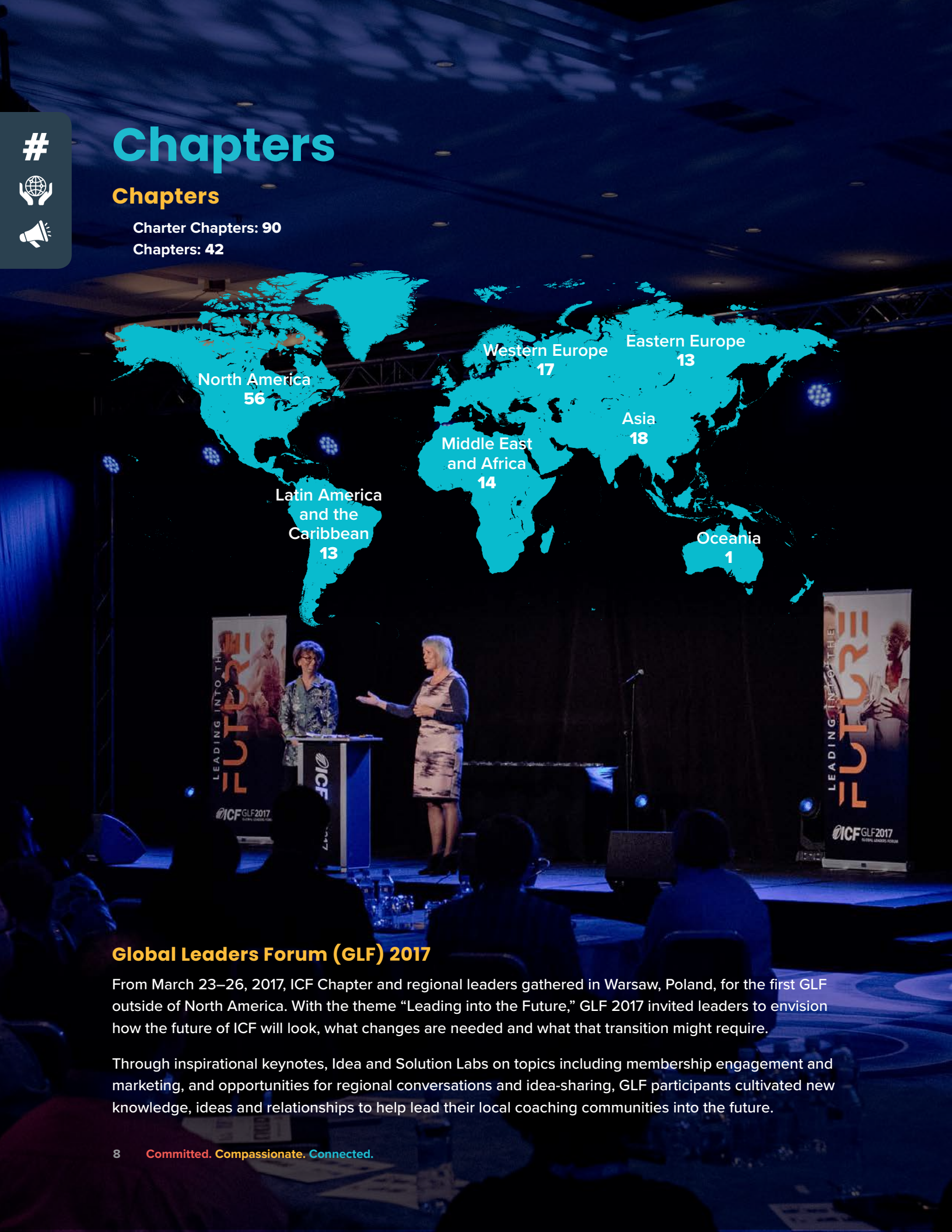
- 78+** participating ICF Chapters
- 1,000+** events
- 335** pro bono coaching sessions
- 466** media mentions
- 460,000+** Facebook ICW event page impressions
- 16,000+** Facebook Live video views
- 7,000** Instagram impressions
- 100,000+** Twitter impressions

## BRINGING COACHES

# TOGETHER.







#

# Chapters

## Chapters

Charter Chapters: 90  
Chapters: 42

### Global Leaders Forum (GLF) 2017

From March 23–26, 2017, ICF Chapter and regional leaders gathered in Warsaw, Poland, for the first GLF outside of North America. With the theme “Leading into the Future,” GLF 2017 invited leaders to envision how the future of ICF will look, what changes are needed and what that transition might require.

Through inspirational keynotes, Idea and Solution Labs on topics including membership engagement and marketing, and opportunities for regional conversations and idea-sharing, GLF participants cultivated new knowledge, ideas and relationships to help lead their local coaching communities into the future.

## Global Resources, Local Impacts

ICF’s Trade Show and Special Initiatives Grant programs provide ICF Chapters with vital resources to raise awareness of ICF and professional coaching, support coaches’ professional development and access enhanced networking opportunities.

These funding initiatives promote local connections and empower Chapters to sustain their investment in creating an attractive, credible presence and voice for professional coaching.

Events where ICF Chapters exhibited through the 2017 Trade Show Grant program included:

- CONARH (Brazil)
- CPHRBC and Yukon Trade Show (ICF Vancouver)
- Equity, Impact and Inclusive Growth Toward Agenda 2030 and a Sustainable African Future (ICF South Africa)
- HR(evolution) (ICF Romania)
- Massachusetts and Texas Conferences for Women (ICF New England and ICF Austin, respectively)
- Local Society of Human Resource Management conferences in states including Colorado, Kentucky, Michigan and Wisconsin (ICF Colorado, ICF Ohio Valley, ICF Michigan and ICF Wisconsin, respectively)
- MyQ (ICF Germany)
- Personal Austria (ICF Austria)

Events and initiatives made possible by 2017 Special Initiatives Grants included:

- Coachathon (ICF Greece)
- Coachingtag (ICF Germany)
- Congreso (ICF Mexico)
- Value of Coaching promotional campaign (ICF Ecuador)

PROVIDING CHAPTERS WITH RESOURCES TO

**RAISE  
AWARENESS.**





# Individual Credentialing, Program Accreditation and Ethics

## Credentialing

**24,005** (+11%)

**Credential-holders**  
*(as of December 31, 2017)*

- ACC: 14,582 (+8%)
- PCC: 8,569 (+16%)
- MCC: 854 (+10%)
- Total ICF Credential Applications: 5,151

## Accreditation

Number of accredited and approved programs:

- Accredited Coach Training Programs (ACTP): 241 (+8%)
- Approved Coach-Specific Training Hours (ACSTH): 380 (+6%)
- Continuing Coach Education (CCE) Providers: 850 (+12%)

## Ethics

ICF continues to lead the industry in advancing high ethical standards for coach practitioners.

ICF's Ethical Conduct Review process, Program Complaint process and trademark management activities all help promote the integrity of the coaching profession and the ICF brand.

The [2017 Ethical Conduct and Compliance Report](#) provides an overview of these activities.

Download the report at [coachfederation.org/icf-ethics](https://coachfederation.org/icf-ethics).

## Building Tomorrow's Credentialing Program, Today

As the world's leading credentialing organization for coaches and accreditor of coach training, ICF works daily to ensure excellence across the entire coaching spectrum.

In 2017, it was a priority to research, develop and implement changes to ensure that our Credentialing and Accreditation programs and services continue to represent the gold standard.

The continued pursuit of excellence in coaching practice is essential. So is ensuring that current and prospective coaches have the tools and information they need to find and select training that aligns with ICF's high standards, meets their individual needs, and helps them unlock their potential so that they, in turn, can help clients uncover and achieve their own goals.

The reality is that high standards and positive and straightforward customer experiences don't always go together. Complexity often gets in the way. High standards don't matter if complexity and confusion drive coaches away from meeting them.

That's why, beginning in October 2017, the ICF Global Board of Directors voted on a series of Credentialing and Accreditation policy changes that ensure a continued commitment to excellence while also making it easier for current and prospective coaches around the globe to navigate on their professional journeys.

In 2017, ICF also began the process of building an enhanced technological infrastructure for the credentialing process. Once implemented, it will ensure an even more positive experience for credentialing candidates and make it easier than ever for current ICF Credential-holders to maintain an up-to-date credential.





#

SHAPING THE  
**FUTURE**  
OF THE COACHING PROFESSION.

## Education and Events

### Virtual Communities of Practice

10 Communities of Practice hosted a total of 39 live webinars  
Total Registration: **9,949**  
Total Attendance: **5,118**  
Show-up rate: **51%**  
Core Competency CCE units: **20.5**  
Resource Development CCE units: **18.5**

### Converge 2017

**1,627** attendees from **61** countries  
**4** topical neighborhoods  
**76** sessions presented in a variety of new and interactive formats, including workshops, live-action role play (LARP) and step debates

## The Intersection of Coaching and Potential

From August 23–26, 2017, the global coaching community came together in Washington, DC, USA, for Converge 2017, a first-of-its-kind event designed to inspire connection, ignite creative new thinking and celebrate the capacity of coaching and professional coaches to change the world for the better.

Attendees began their learning journey together, celebrating their place in ICF's global family with the presentation of the 2017 ICF Chair's Award by Hilary Oliver, PCC. With the guidance of Keynote Presenter Hal Gregersen, they learned how to ask the right questions of themselves and one another—a skill they'd have ample opportunity to put to work over the next two-and-a-half days.

By visiting four topical neighborhoods—Community Center, Development Zone, Converge University and Turning Point—attendees explored topics that interested them personally and professionally.

Finally, attendees converged once more at the Unconference, where they put their learning to work to deliver powerful, in-the-moment coaching to one another and participate in provocative conversations about the future of coaching.





# Research

## 2017 Global Consumer Awareness Study

**27,134 participants** from **30 countries**

Key takeaways:

- Globally, overall awareness of the coaching profession is 66%.
- Reported satisfaction with coaching is higher among individuals whose coach held a credential than those whose coach did not.
- Millennials (born 1983–1996) were the generation most likely to be aware of coaching, with the Greatest/Silent Generations (born 1945 and earlier) least likely to be aware.
- Millennials were the generation most likely to perceive possession of a coaching credential as important or very important.
- Respondents' top three motivations for seeking coaching were optimizing individual/team work performance, improving communication skills and increasing productivity.



## Building a Coaching Culture with Millennial Leaders

**670 respondents** working in organizations as human resources, learning and development, and talent management professionals; internal coach practitioners; and individual contributors

Key takeaways:

- Organizations with strong coaching cultures indicate recent revenues above that of their industry peer group (46% compared to 39% of other responding organizations) and report higher employee engagement (61% and 53%, respectively).
- Coaching and developing others (44%) is the most valuable competency for first-time people managers. However, only 36% of organizations offer coach-specific training to new leaders.
- 65% of organizations aim to expand the scope of managers/leaders using coaching skills in the next five years.
- Most generational differences in workplace preferences and values appear to be myths.



## Research Portal

**12,625** searches

**147,258** stream views

**83,007** PDF file displays or downloads

**89,809** reference file displays or downloads

## Research Assistance

**4,949** coaches in the research panel

**16** research assistance requests distributed

## Millennials Matter

It's not always what you know, but when you know it. With Millennials on track to make up half the global workforce by 2020—and with 73% of Millennials aspiring to positions of leadership within five years—the future is now here. ICF's cutting-edge multigenerational research is ensuring that coaches have the knowledge they need to help emerging leaders unlock their full potential and drive change in their organizations, their families, their communities and the world.

ICF Members need research, insights and resources to remain relevant in a fast-changing marketplace. In 2017, ICF invested in industry research that would elevate our understanding of coaching clients of all ages and career stages.

The *2017 Global Consumer Awareness Study* was commissioned by ICF and conducted by PricewaterhouseCoopers (PwC) as the third iteration of our industry research on consumer awareness around the globe. Previous ICF consumer awareness surveys had a minimum participation age of 25. For this study, we lowered the age to 18 to include the entirety of the Millennial generation (born 1983–1996) and the beginnings of Generation Z (born 1997–present).

The size and scope of this study yielded robust data. One result of this was the ability to craft a set of consumer personas that paint a picture of consumers around the globe and their perspectives on professional coaching. The study introduced readers to Baby Boomer Boris, Gen-X Gabriel, Interested Isabela, Millennial Matt and Gen-Z Ginny. These personas help coaches better understand current and prospective coaching consumers, so they can better target their marketing and services.

For the fourth consecutive year, ICF partnered with the Human Capital Institute (HCI) to research the building blocks of strong coaching cultures in organizations. Our 2017 research, *Building a Coaching Culture with Millennial Leaders*, explored the state of leadership development for Millennials and first-time people managers, compared workplace preferences across generations and examined the role coaching can play in accelerating new leaders' development and attracting and retaining top talent.

Learn more about these research initiatives and download Executive Summaries for both studies at [coachfederation.org/research](https://coachfederation.org/research).

## HELPING COACHES UNDERSTAND

# COACHING CONSUMERS.







# Communications, Marketing and Public Relations

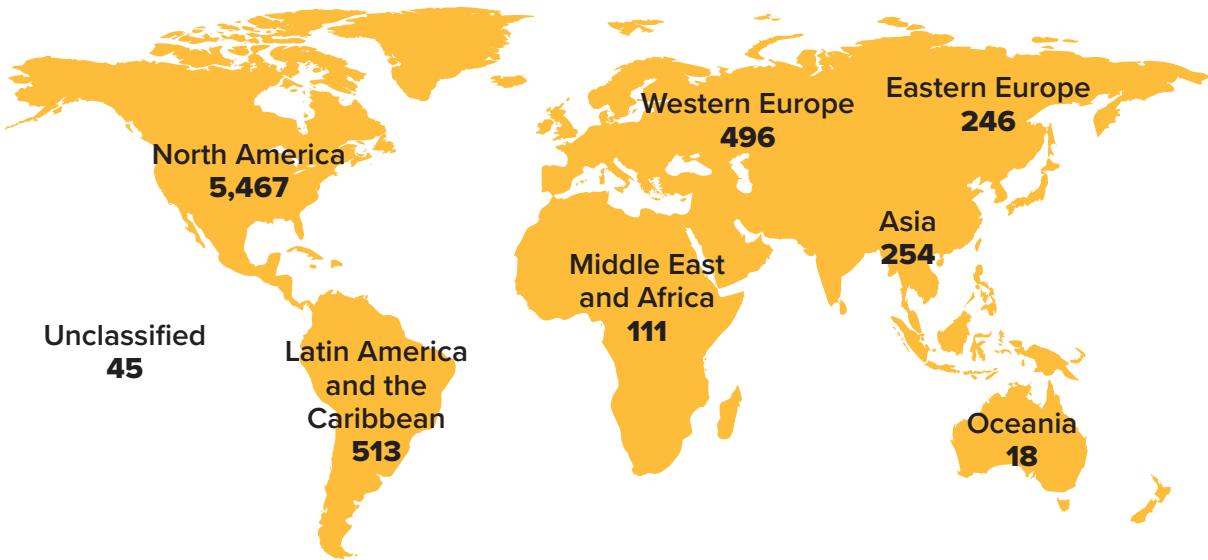
## Social Media

Facebook: **75,380** fans (+51%)  
Twitter: **22,718** followers (+36%)  
LinkedIn: **92,853** group members (+42%)  
Vimeo: **158,573** views (+2%)  
Instagram: **1,342** followers (New in January 2017!)

## Media Relations

**7,150**  
MEDIA MENTIONS

Media Mentions by Region



POTENTIAL REACH OF

**9,479,492,595**

## Key Placements

In 2017, ICF's partnership with Stanton Communications continued to ensure that ICF has the strongest global brand and promotes professional coaching worldwide. ICF, Stanton, and Stanton's global network of PR partners secured coverage of ICF and professional coaching from outlets including:



## Public Relations Spotlight: Turnaround Tuesday

Stanton Communications partnered with ICF to raise awareness of ICF Maryland coaches' pro bono coaching partnership with Turnaround Tuesday, an initiative in Baltimore, Maryland, USA, that prepares unemployed and formerly incarcerated individuals to rejoin the workforce and become well-respected leaders in their workplaces and communities.

Because of these proactive media relations efforts, the commitment to service demonstrated by ICF Maryland coaches was highlighted by outlets including:

- Baltimore Sun
- CBS Baltimore
- NAACP's The Crisis
- Fox Baltimore
- WBAL-TV
- WBAL Radio



# The New Coachfederation.org

ICF is more than a membership organization, and this is reflected by the diverse audience that visits ICF’s website, [coachfederation.org](https://coachfederation.org). Every day, thousands of people visit coachfederation.org, including:

- Current and prospective ICF Members who want to explore the benefits and value of ICF Membership and leverage new opportunities
- People seeking a coach for themselves or for someone in their organization
- Coaches pursuing an ICF Credential
- Individuals who want to become a coach, but aren’t sure how to begin
- Leaders of programs that deliver coach training

After more than a year of planning and development, in December 2017, we unveiled a new and improved coachfederation.org designed to better meet the needs of these diverse audiences.

Visitors to the new coachfederation.org are invited to select their primary reason for visiting the website, with their response pointing them toward the section of the website that will best meet their needs.

Other highlights of the new coachfederation.org include:

- A new Member Portal, where ICF Members can read Association news, access the Member Toolkit (and, for volunteer leaders, key Chapter Leader Resources), and edit their member profile. While logged in, ICF Members can also access Archived Learning and connect to reciprocal peer coaching opportunities
- An enhanced Chapter map that makes it easier than ever for coaches to connect with their local ICF Chapter and tap into everything the global ICF community has to offer
- The merger of the ICF Blog and Coaching World into a single, dynamic online resource that better meets the needs of ICF’s growing global coaching community
- The ability to read website content in more than 100 languages via a Google translation feature

In its first month, the new coachfederation.org received **713,118 page views**, a **56% increase** over the same period in the prior year.

THE NEW COACHFEDERATION.ORG RECEIVED

**713,118**  
**PAGE VIEWS**

IN THE FIRST MONTH.







# Awards

## ICF International Prism Award

Since 2005, the International Prism Award has celebrated organizations that use coaching to get results. Today, the Prism Award represents the gold standard for coaching in organizations.

Nominating coaches and coaching sponsors for 2017 Prism finalist organizations shared insights and best practices during a long-table session at Converge 2017. That evening, the Prism nominating coaches took the stage again to share their stories at a special ticketed event before the 2017 winner and honorable mention recipient were announced.



**Winner:**

- AFCC Automotive Fuel Cell Cooperation Corp.
- Nominating Coach: Glenn St. Onge, PCC
- Honorable Mention: EY
- Nominating Coach: Tricia Christian, ACC

**Finalists:**

- The Ann and John Doerr Institute for New Leaders at Rice University
- Nominating Coach: Amber Barger, PCC
- China HP Inc. Dalian Site
- Nominating Coach: Rachel Kot, PCC
- St. Michaels University School
- Nominating Coach: Ian Chisholm, PCC



## ICF Chapter Recognition

ICF Chapters are the face and voice of ICF and professional coaching in their local communities, and high-performing ICF Chapters are well-positioned to take on this charge and demonstrate the transformative power of professional coaching.

The Chapter Recognition program celebrates ICF’s highest-performing Chapters and curates their stories for the benefit of ICF Chapter Leaders worldwide.

The 2017 Chapter Recognition honorees were announced at the following year’s Global Leaders Forum in Vancouver, British Columbia, Canada.

ICF Austin	ICF Delhi NCR	ICF Heartland	ICF Russia
ICF Australasia	ICF Ecuador	ICF Hong Kong	ICF South Africa
ICF Bulgaria	ICF Egypt	ICF New York City	ICF South Florida
ICF Colorado	ICF Finland	ICF Ohio Valley	ICF Sweden





INTRODUCING TWO NEW

## AWARDS PROGRAMS.

### Circle of Distinction and Young Leader Award

In November 2017, ICF opened nominations for its two newest awards programs: the Circle of Distinction, which recognizes experienced coaches who have made significant contributions to ICF and the coaching profession over the course of their careers, and the Young Leader Award, which celebrates coaches under the age of 40 who are poised to lead ICF and the coaching profession into the future.

### ICF Chair's Award

Every day, ICF Members around the globe work tirelessly to elevate the coaching profession and advance the mission and vision of ICF. That's why 2017 ICF Global Board Chair Hilary Oliver, PCC, elected to present the 2017 Chair's Award to all ICF Members worldwide.

Hilary made the announcement during the August 24, 2017, opening session of Converge 2017 in Washington, DC, USA. In lieu of a traditional trophy, she shared with Converge attendees a sculpture that had been given to the ICF Global Board by ICF Poland in March 2017. Converge attendees had the opportunity to take selfies with the sculpture during the event.

As a token of appreciation, ICF Members were mailed a bookmark inspired by the design of the sculpture. They were encouraged to take their own selfies with the bookmark and share it on social media using the hashtag #ElevateICF.





## ICF Foundation

As a supporting organization of ICF, the ICF Foundation partners closely with ICF to promote social progress through pro bono coaching, training and research.

In 2017, this partnership included:

- The inception of the Foundation's Council of Ambassadors, a diverse panel of volunteers who support communication and collaboration between ICF Chapter Leaders and the Foundation
- A gala celebration at the 2017 Global Leaders Forum hosted by the Foundation to recognize the prior year's Gift of Coaching Award-winning Chapters
- A robust Foundation presence at Converge 2017 that included Ignite: DC, a pro bono coaching partnership with Washington, DC, USA-area nonprofits; an exhibitor booth; an interactive session on coaching and social progress; and a cocktail reception celebrating the launch of the Foundation's Ignite initiative
- Ongoing collaboration between ICF and Foundation staff to further the Foundation's mission and vision

PROMOTING

**SOCIAL**  
**PROGRESS.**



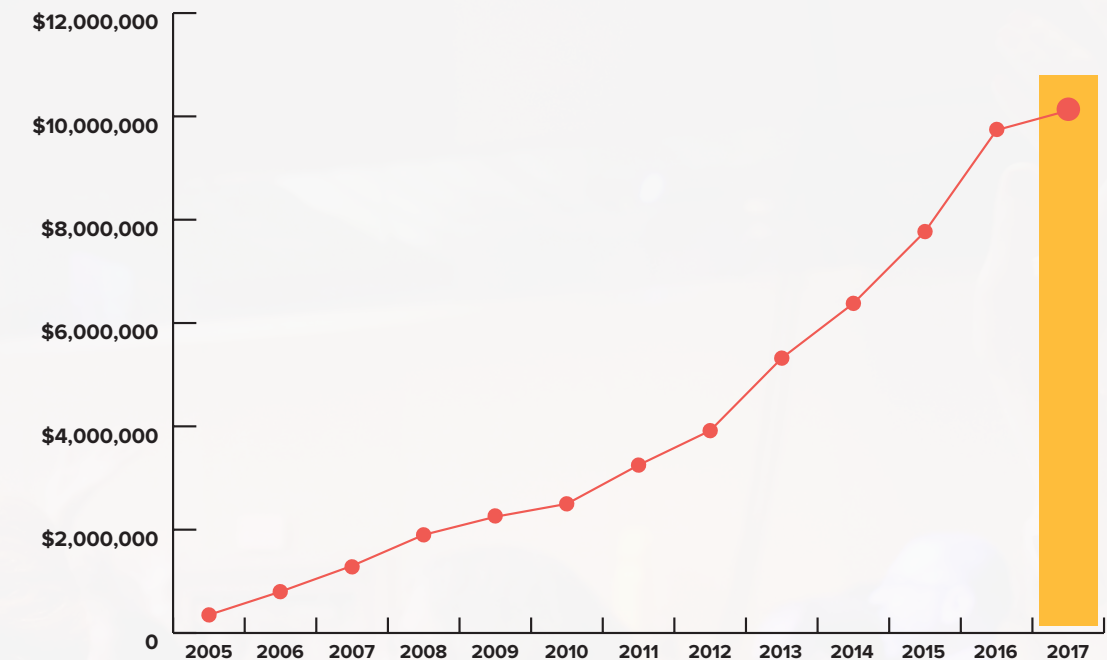
EVERY DAY, ICF MEMBERS  
AROUND THE GLOBE WORK TIRELESSLY TO

# ELEVATE THE COACHING PROFESSION

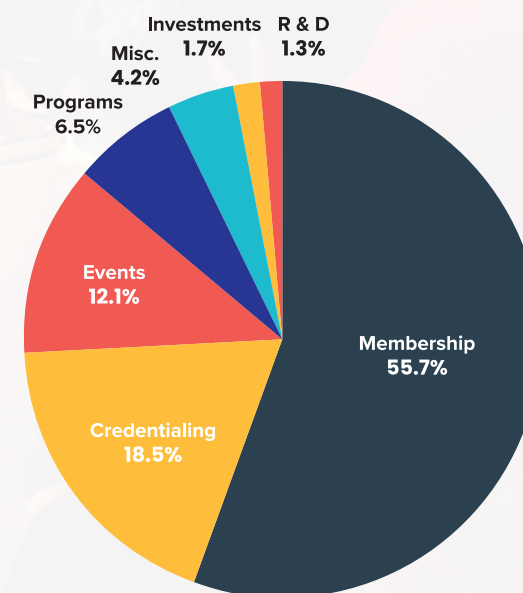
AND ADVANCE THE  
MISSION AND VISION OF ICF.

## Financial Overview

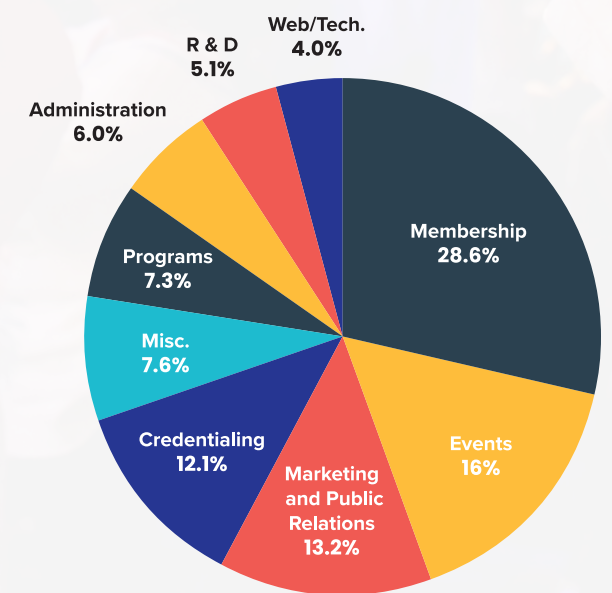
Growth in Net Assets



2017 Revenue by Source



2017 Expenses by Source





## 2017 Board of Directors

**Hilary Oliver, PCC**  
*(United Kingdom)*  
Chair

**Wai K. Leong, MCC** *(Malaysia)*  
Vice Chair

**Tracy Sinclair, PCC**  
*(United Kingdom)*  
Secretary/Treasurer

**Leda Turai Petrauskiene, MCC**  
*(Lithuania)*  
Immediate Past Chair

**Jean-François Cousin, MCC**  
*(Thailand)*

**José Augusto Figueiredo, ACC** *(Brazil)*

**Marcia Reynolds, Psy.D., MCC**  
*(USA)*

**Valerie Robert, ACC**  
*(Switzerland)*

**Sara Smith, MCC** *(USA)*

**Magdalena N. Mook**  
CEO/Executive Director

## ICF Global Staff

### Executive Office

**Magdalena N. Mook**  
CEO/Executive Director

**Todd Hamilton**  
Assistant Executive Director

**Celeste Moore**  
Executive Assistant

### Credentialing

**Carrie Abner**  
Director of Credentialing and Accreditation

**Jackie Burton**  
Operations and Customer  
Relations Manager

**Cassie Dow**  
Membership and Credentialing  
Coordinator

**Mickey Gustafson**  
Credentialing Coordinator

**Sherrie Harvey**  
Credentialing Coordinator

**Angie Holleran**  
Credentialing Coordinator

**Vanessa Noorani**  
Credentialing Coordinator

**George Rogers**  
Director of Quality Assurance

### Ethics, Policy and Compliance

**Kristin Kelly**  
Assistant Director of Ethics,  
Policy and Compliance

### Marketing and Public Relations

**Lisa Cunningham**  
Social Media Specialist

**Tiffany Hafendorfer**  
Marketing Assistant

**Justin Hannah**  
Marketing Specialist

**Abby Heverin**  
Communications and Awards Manager

**Savannah Patton**  
Communications Assistant

**Kayla Pickrell**  
Marketing and Membership  
Communications Manager

**Michael Voss**  
Director of Marketing and Communications

**Yvonne Wisnicky**  
Business Analyst

### Meetings and Events

**Denise Stenzel**  
Director of Meetings and Events

### Membership and Regional Support

#### GLOBAL

**Don Whittle**  
Director of Member Experience

#### ASIA PACIFIC

**Paul Ma**  
Regional Development Manager

**Minji Oh**  
Member Experience Ambassador

**Fiona Toy**  
Strategic Regional Director

#### EUROPE, THE MIDDLE EAST AND AFRICA

**Alla Kazajeva**  
Regional Development Manager

**Veronica Lysaght**  
Strategic Regional Director

**Isabelle Maes**  
Member Experience Ambassador

**Haitham Shaheen**  
Market Development Specialist

**José de Sousa, ACC**  
Member Experience Ambassador

#### NORTH AMERICA, LATIN AMERICA AND THE CARIBBEAN

**Stephanie Norris**  
Regional Development Manager  
(Latin America and the Caribbean)

**Kendra Redman**  
Regional Development Manager  
(North America)

**Carolina Stilhano**  
Member Experience Ambassador  
(Latin America and the Caribbean)

**Matt Varney**  
Strategic Regional Director

### Program Accreditation

**Maria Lester**  
Program Accreditation Coordinator

**Emily Williams**  
Program Accreditation Manager

### Research and Education

**Joel DiGirolamo**  
Director of Coaching Science

**Lauren Magee**  
Content Manager

**Ashley Pak**  
Content Coordinator

**Chris Rush**  
Content Coordinator

**Mark Ruth**  
Director of Research and Education

**Sandy Stansfield**  
Research Manager

**Thomas Tkach, ACC**  
Research Specialist

**Nicole Zafian**  
Director of Education

### Sales and Advertising

**Toby Bishop**  
Senior Sales Director

**Emily Vollmar**  
Sales Coordinator

*Additional support in the areas of technology,  
finance, human resources and membership  
services is provided by Associations  
International, LLC, shared staff members.*





2365 Harrodsburg Road, Suite A325  
Lexington, Kentucky USA 40504  
1.888.423.3131 or 1.859.219.3580  
[icfheadquarters@coachfederation.org](mailto:icfheadquarters@coachfederation.org)

[coachfederation.org](http://coachfederation.org)