



## President's Message -

### Work Toward ISO Compliance Yields Benefits for Credential Pursuers

More than a decade after the launch of the ICF Credentialing Program, the demand for ICF Credentials continues to grow. Since the program's inception, the ICF Credential has played a key role in differentiating coaches by offering the only globally recognized, independent credential for coaching professionals.

Almost 5,000 coaches in 56 countries hold an ICF Credential, and according to the recent ICF Member Needs Assessment, 36 percent of respondents are currently active in their pursuit of an ICF Credential. These numbers will continue to rise as the profession grows. To keep pace with this increased demand, the global ICF Board of Directors resolved that work to enhance the credentialing program should align with ISO (International Organization for Standardization) standards for bodies operating certification of persons.

ISO holds a reputation as a worldwide provider of standards intended to ensure consistent quality. Since beginning this initiative, ICF has called on the help of a globally diverse group of more than 50 coaches who have volunteered their time as subject matter experts in this very important work. We are committed to the ICF Credentialing Program remaining state-of-the-art and accessible to coaches in all corners of the globe as we continue to grow.

Working toward ISO compliance will help to ensure that our credentialing program continues to operate in a man-

ner that is thorough, fair and objective to applicants around the world. ISO standard 17024 is intended to serve as a framework for a credentialing program that meets globally recognized standards and procedures of operation. It will not dictate the specific content or prerequisites required to be granted a credential; rather it will provide guidance which promotes the operation of a consistent, objective, and credible program. Defining the contents and prerequisites will remain the sole responsibility and authority of the ICF. ISO standards are completely voluntary; as a non-governmental organization, ISO has no legal authority to enforce the implementation of its standards. ISO does not regulate or legislate.



Karen Tweedie, PCC  
ICF President

Work toward ISO compliance continues and we expect the credentialing enhancements to be complete in 12–18 months. **Since we began the process, we have already made a series of enhancements to the existing ICF Credentialing Program. These enhancements include:**

- ICF Credential applications are now accepted year round;
- Once an application is submitted, ICF Headquarters keeps all credential applicants informed of the progress of their application. *Continued on page 4.*

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# Entrepreneurial Spirit and Mission

## *Establishing Coaching Programs in the Nonprofit Sector*

*By Rae Ringel, PCC (USA)*

“Professional development” has morphed into a catch-all phrase encompassing anything from how-to skills training, to meetings with supervisors, to attendance at conferences and workshops. However, what if professional development meant not just building skills, but building leaders? What if a nonprofit wanted to create a new culture of professional excellence whereby all senior managers receive the customized coaching, feedback and necessary to develop superior staff and volunteers throughout their organization? Resourceful, forward-thinking leaders of nonprofit organizations who understand the inextricable link between the effectiveness of their human capital and the success of their enterprises are looking to the executive coaching field for answers to these critical questions.

It may seem counter-intuitive for nonprofits to make the same investment in their human capital as corporations since the current financial environment demands greater focus on cost reduction. However, in a depressed economy, organizations must do more with fewer capital resources and limited staff, maximizing the potential and performance of their employees. Coaching can improve employee performance and retention, which ultimately translates into higher efficiency and cost savings.

This article will describe the benefits of an internal coaching program by describing what one national nonprofit organization created to build professional leadership, increase staff retention, and improve its organizational effectiveness. Hillel: The Foundation for Jewish Campus Life, the largest Jewish campus organization in the world, launched the “Next Level Coaching Program” in partnership with The Picower Foundation to invest in the leadership growth of some of its most promising campus-based Hillel Directors. These professionals lead complex enterprises in the campus environment, and navigate the extreme challenges all businesses are facing. They engage college students, interact with their board members, partner with university administration, supervise staff, fundraise, and manage budgets and facilities. For a director, it takes great skill to succeed, and it takes leadership and vision to excel.

Building the Program



***For a director, it takes great skill to succeed, and it takes leadership and vision to excel.***

The Next Level Coaching Program (created by The Ringel Group, LLC) was designed to help high-performing and high-potential Hillel Directors thrive in challenging environments and improve retention rates. Given the demands and salary levels of the job, Hillel experiences high turnover in these positions.

The program began with a competitive application process and the selection of a cohort of 10 participants, each of whom had been a director for at least three years. Before the formal coaching began, selected directors took part in an evaluation process and completed the Leadership Practices Inventory, a 360 degree assessment tool designed to measure leadership competencies.

Hillel Directors were paired with a team of coaches who created customized learning paths for them. The four coaches, Rae Ringel, Mikaela Seligman, Rob McKinnon and Michael Feinstein all received their coaching certificates from the Georgetown University Leadership Coaching Program, an International Coach Federation (ICF) accredited program.

The program included an orientation, group interactions, one-on-one coaching sessions and a closing retreat. Each director met with his or her coach twice a month, creating personal action plans that built upon their innate leadership strengths while dealing with the stumbling blocks that may have been keeping them from achieving their goals. Directors and coaches came together for a Capstone Retreat at the end of the six months. The retreat documented what the directors were doing differently as a result of coaching and provided an opportunity for directors to set goals for continued growth.

***Continued on page 19.***

## Entrepreneurial Spirit and Mission Continued...

### Impact of Coaching Program

Participants in this coaching program have reported a greater level of confidence and job satisfaction. They believe they are more effectively working with their boards, managing their employees and maintaining the fiscal stability of their organizations. These directors also report changes in themselves, as professionals and individuals.

Participants expressed willingness to remain in the field. Many of Hillel's staff throughout North America are in the early stages of professional life, and often leave for new professional challenges or graduate school and/or to escape burnout. By investing in professional excellence and advancement, Hillel hopes to build an organizational culture that values professional growth; and encourage potential employees to see Hillel as a place where they can learn and grow during the course of extensive, rich and rewarding careers.

Participants also articulated a deep appreciation for their organization's willingness to invest in their professional leadership. This coaching program is a break from the nonprofit norm. As with so many other nonprofit organizations, professional development is either forgotten altogether, or is rather minimal. The onus is on the employee to figure out what he needs to know and how he can build his skills. Hillel has raised the bar by committing to investments in its professionals that, while difficult to measure in the short term, will pay tremendous dividends in the long run. Hillel's commitment can inspire other nonprofits to invest in their most important assets—their staff—in meaningful and substantive ways.

### The Healthy Executive Continued...

Did our interventions actually help this R&D executive team? Overall, yes, although the road was often bumpy and we learned a tremendous amount along the way. In a recent debrief of the work, the SVP recently affirmed that, owing in large part to the executive coaching and focused team development activities, the team was a more resilient agent of change within the company, better equipped to foster collaborations and able to make decisions as a team (rather than relying on him).

Plus, due to working better together, members of the team made substantial progress on R&D's business plan objectives in the face of incredible odds, such as the major fourth quarter downturn in world economies, the on boarding of the new CEO and his operating philosophies and a host of organizational changes. Equally important, these executives learned skills that they could use to benefit their lives, not just their performance at work. As said by one of the R&D executives, "My life has been set on a different and better course."



*Renee Moorefield, CEO, founded Wisdom Works on the conviction that business leaders are key to a positive global shift in human evolution. She is an international speaker and writer, with dozens of articles on healthy leadership and a co-authored book, Driven by Wealth: The 7 Essentials for Healthy, Sustainable Results in 21st Century Business & Leadership.*

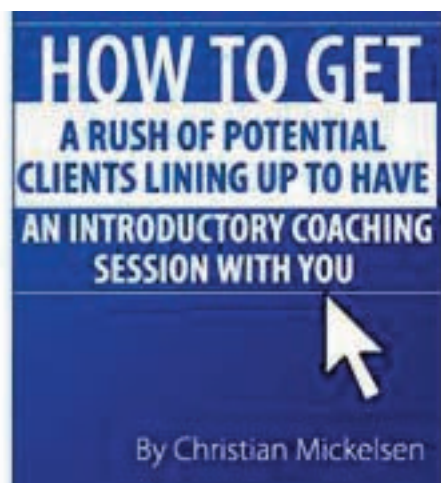
### Conclusion

Nonprofit organizations can greatly benefit from investing in leadership coaching, both for individual employees as well as for groups and teams. During these uncertain times, leaders of nonprofits need even more support to secure funding from their donors while continuing to operationally serve their constituents in impactful ways. With limited human and financial resources, it is more important than ever to get the most from your organization's employees.

Resilient nonprofit leaders must continue to invest in their workforce, especially senior management, so that they may navigate the extreme challenges they are facing, model transformational leadership and enable their teams to thrive and meet performance based goals. Many executives and managers of nonprofits possess the ideals, passion, skills and promise to galvanize communities and improve our world. Coaching can provide them with the critical support necessary to enable them to achieve their mission in a powerful way.



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