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Updated ICF Core Competency Model October 2019

Following a rigorous, 24-month coaching practice analysis, the International Coach Federation is announcing an updated ICF Coaching Core Competency Model. This competency model is based on evidence collected from more than 1,300 coaches across the world, including both ICF Members and non-members and representing a diverse range of coaching disciplines, training backgrounds, coaching styles and experience levels. This large-scale research initiative validated that much of the existing ICF Core Competency Model, developed nearly 25 years ago, remains critically important to the practice of coaching today. Some new elements and themes that emerged from the data have also been integrated into the model. These include a paramount emphasis on ethical behavior and confidentiality, the importance of a coaching mindset and ongoing reflective practice, the critical distinctions between various levels of coaching agreements, the criticality of partnership between coach and client, and the importance of cultural, systemic and contextual awareness. These foundational components, combined with emerging themes, reflect the key elements of coaching practice today and will serve as stronger, more comprehensive coaching standards for the future.

Competency	CPC	CMC	CCS	CE	Mentor		
A. Foundation							
1. Demonstrates Ethical Practice							
Definition:	1, 2, 3, 4, 5,	1, 2, 3, 4, 5, 6,	1, 2, 3, 4, 5, 6,				
Understands	Homework	7	7				
and	Coaching	Homework	Homework				
consistently	Practicum	Coaching	Coaching				
applies		Practicum	Practicum				
coaching ethics	About						
and standards	Coaching –	Group and	Coach				
of coaching	discussion on	Team Coaching	Competencies				
1.	what a coach is	– discuss	and Strengths				
Demonstrates	and is not to	agreements and	- review the				
personal	clearly	providing the	competencies				
integrity and	communicate	Code of Ethics	and expand on				
honesty in	distinction and	for groups or	them with				
interactions	discuss	teams and	strengths				

with all and a	1.	1. 1 4		
with clients,	coaching	discuss how to	г.	
sponsors and		handle the	Engaging and	
relevant	Ethics – review	confidentiality	Understanding	
stakeholders	and discussion	component of	Your Client –	
2. Is sensitive	based on the	ethics	discuss	
to clients'	Code of Ethics,		agreements	
identity,	homework	Ethics and	and providing	
environment,	includes how	Agreements –	the Code of	
experiences,	Code of Ethics	List of Do's	Ethics	
values and	will be used	and Don'ts		
beliefs		provided and	The Coaching	
3. Uses	Understanding	discussed	Relationship –	
language	Your Client and		discuss how	
appropriate and	Focus and	Coaching	the foundation	
respectful to	Motivation –	Process –	supports the	
clients,	Awareness of	discuss how the	coaching	
sponsors and	styles to ensure	foundation	relationship	
relevant	a good match	supports co-	renarionismip	
stakeholders	and to adjust to	creating the	Client Priority	
4. Abides by	the client	relationship	Management	
the ICF Code of	the cheft	relationship	– discuss how	
	Communication	People and	the foundation	
Ethics and	– the	Communication		
upholds the		Skills –discuss	supports	
Core Values	techniques		focusing on	
5. Maintains	taught and	how	priorities	
confidentiality	subsequently	communication	$T_{1} = C_{1}^{1} = t_{2}^{2}$	
with client	practiced for	skills support	The Client's	
information per	the homework	the foundation	Future –	
stakeholder	and during the		discuss how	
agreements	practicum are	Creating	the foundation	
and pertinent	all in keeping	Change with	supports	
laws	coaching	Confidence –	focusing on	
6. Maintains the	ethically	discuss how the	planning for	
distinctions		foundation	the future	
between	Focus and	supports		
coaching,	Motivation –	creating change	Challenges	
consulting,	explores		and Trends –	
psychotherapy	learning styles,	Time and	discuss	
and other	language	Money	application of	
support	patterns, and	Coaching –	ethics and	
professions	thought	discuss how	agreements	
7. Refers	patterns as tools	ethics and	when	
clients to other	for being	agreements are	addressing	
support	sensitive to the	foundational	challenges	
professionals,	client	for work in	and how to	
as appropriate		sensitive areas	stay current in	
	Coaching		these	
	Practicum – the	Debrief –	competency	
	Introductory	review the	areas	
	Session is used	significance of		
L			I	1

to detern there is a effective and all s are to pr staying i role of c	an competencies e match throughout the sessions coaching engagements in the	Final Debrief - review the significance of these competencies throughout the coaching engagements t Practicum – Coaches email their agreement to their client, address the Code of Ethics with their client, and coach in keeping with these competencies	
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Competency	CPC	CMC	CCS	CE	Mentor	
A. Foundation						
2. Embodies a C	Coaching Minds	et				
Definition:	1, 2, 3, 4, 5,	1, 2, 3, 4, 5, 6,	1, 2, 3, 4, 5, 6,			
Develops and	Homework	7	7			
maintains a	Coaching	Homework	Homework			
mindset that is	Practicum	Coaching	Coaching			
open, curious,		Practicum	Practicum			
flexible and	About					
client-centered	Coaching –	Group and	Coach			
1.	discussion on	Team Coaching	Competencies			
Acknowledges	what a coach is	- discuss how	and Strengths			
that clients are	and is not to	to coach versus	- the			
responsible for	ensure a	train plus how	competencies			
their own	coaching	to manage	and strengths			
choices	approach plus	multiple	are			
2. Engages in	review of the	coachees with	foundational			
ongoing	requirement for	their	to a coaching			
learning and	continuing	differences	mindset			
development	education					
as a coach		Ethics and	Engaging and			
3. Develops an	Ethics – review	Agreements –	Understanding			
ongoing	and discussion	discussion of	Your Client –			
reflective	based on the	what is	discuss how			
practice to	Code of Ethics,	appropriate	the agreement			

enhance one's	homework	vorence not	is part of	
		versus not	-	
coaching	includes how	when coaching	every session	
4. Remains	empowering the client to	Coaching	and determined by	
aware of and	choose is	Coaching Process –	determined by the client so	
open to the				
influence of	ethical	discuss how the	the coach	
context and	TT 1 (1'	process is	adjusts	
culture on self	Understanding	tailored to the		
and others	Your Client	client	The Coaching	
5. Uses	provides a tool		Relationship –	
awareness of	for being aware	People and	discuss how	
self and one's	of the client	Communication	the coach	
intuition to	and their	Skills – discuss	focuses on	
benefit clients	context plus the	Emotional	and adjusts to	
6. Develops	homework	Intelligence,	the client	
and maintains	includes	Relationship		
the ability to	practicing	Intelligence,	Client Priority	
regulate one's		and Social	Management	
emotions	Communication	Intelligence	– discuss how	
7. Mentally and	– the		the coach	
emotionally	techniques	Creating	supports the	
prepares for	taught and	Change with	client	
sessions	subsequently	Confidence –		
8. Seeks help	practiced for	discuss how	The Client's	
from outside	the homework	confidence of	Future –	
sources when	and during the	the client and	discuss how	
necessary	practicum are	the coach	the coach	
	all in keeping	influence	empowers the	
	with a coaching	creating change	client for their	
	mindset		future	
		Time and		
	Focus and	Money	Challenges	
	Motivation –	Coaching –	and Trends –	
	explores	discuss how	discuss	
	learning styles,	these sensitive	continuing	
	language	topics influence	education and	
	patterns, and	decisions	staying	
	thought	whether or not	current	
	patterns as tools	addressed		
	1		Final Debrief	
	Coaching	Debrief –	- review the	
	Practicum – all	review the	significance	
	sessions are to	significance of	of these	
	practice the	this	competencies	
	coaching	competencies	throughout the	
	mindset	throughout the	coaching	
	minuset	coaching	engagements	
		engagements	ingugements	
		ongagomento	Practicum –	
		Practicum –	Coaches	
			Codelles	

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Competency	CPC	CMC	CCS	CE	Mentor
B. Co-Creating t					
3. Establishes a					
Definition:	1, 2, 3, 4, 5,	1, 2, 3, 4, 5, 6,	1, 2, 3, 4, 5, 6,		
Partners with	Homework	7	7		
the client and	Coaching	Homework	Homework		
relevant	Practicum	Coaching	Coaching		
stakeholders to		Practicum	Practicum		
create clear	About				
agreements	Coaching –	Group and	Coach		
about the	discussion on	Team Coaching	Competencies		
coaching	what a coach is	– discuss	and Strengths		
relationship,	and is not to	empowering	– review the		
process, plans	clearly	the group or	competencies		
and goals.	communicate	team to	and expand on		
Establishes	distinction and	determine what	them with		
agreements for	discuss the	they want from	strengths		
the overall	three stages of	the session			
coaching	agreements		Engaging and		
engagement as		Ethics and	Understanding		
well as those	Ethics – review	Agreements –	Your Client –		
for each	and discussion	List of Do's	discuss the		
coaching	based on the	and Don'ts	three stages of		
session.	Code of Ethics	provided and	agreements		
1. Explains	and how it	discussed as	and		
what coaching	supports the	well as the	empowering		
is and is not	agreement	stages of the	the client		
and describes		agreement			
the process to	Understanding		The Coaching		
the client and	Your Client	Coaching	Relationship –		
relevant	provides a tool	Process –	discuss how		
stakeholders	for being aware	discuss how the	the agreement		
2. Reaches	of the client	agreement is	guides the		
agreement	and how to	co-created and	coaching		
about what is	adjust to them	supported			
and is not	appropriately		Client Priority		
appropriate in	plus the	People and	Management		
the relationship,	homework	Communication	– discuss how		
what is and is	includes	Skills –discuss	the agreement		
not being	practicing	how	supports		
offered, and the		communication	focusing on		
responsibilities	Communication	skills support	client		

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of the client and	- the	creating the	priorities	
relevant	techniques	agreement and		
stakeholders	taught and	the coaching	The Client's	
3. Reaches	subsequently	session	Future –	
agreement	practiced for		discuss how	
about the	the homework	Creating	the agreement	
guidelines and	and during the	Change with	supports the	
specific	practicum	Confidence –	client in their	
parameters of	support clarity	discuss how	planning for	
the coaching	and agreement	confidence	the future	
relationship	F 1	plays a role in	CI 11	
such as	Focus and	the agreement	Challenges	
logistics, fees,	Motivation –	and session	and Trends –	
scheduling,	the learning		discuss how to	
duration,	styles, language	Time and	stay current in	
termination,	patterns, and	Money	the	
confidentiality	thought	Coaching –	competencies	
and inclusion of	patterns are	discuss how to		
others	tools for	address	Final Debrief	
4. Partners with	establishing the	sensitive topics	- review the	
the client and	agreement	and how	significance	
relevant		unstated factors	of these	
stakeholders to	Coaching	influence the	competencies	
establish an	Practicum – the	client focus and	throughout the	
overall	practice	decisions	coaching	
coaching plan	coaching		engagements	
and goals	includes	Debrief –		
5. Partners with	establishing the	review the	Practicum –	
the client to	agreement for	significance of	Coaches email	
determine	the session	the	their	
client-coach		competencies	agreement to	
compatibility	-	throughout the	their client	
6. Partners with		coaching	and the	
the client to		engagements	practice	
identify or			coaching	
reconfirm what		Practicum –	includes	
they want to		Coaches email	establishing	
accomplish in		their agreement	the agreement	
the session	-	to their client,	for the session	
7. Partners with		and the practice		
the client to		coaching		
define what the		includes		
client believes		establishing the		
they need to		agreement for		
address or		the session		
resolve to				
achieve what				
they want to				
accomplish in				
the session				

8. Partners with			
the client to			
define or			
reconfirm			
measures of			
success for			
what the client			
what the client wants to			
accomplish in			
the coaching			
engagement or			
individual			
session			
9. Partners with			
the client to			
manage the			
time and focus			
of the session			
10. Continues			
coaching in the			
direction of the			
client's desired			
outcome unless			
the client			
indicates			
otherwise			
11. Partners			
with the client			
to end the			
coaching			
relationship in a			
way that honors			
the experience			

Competency	CPC	CMC	CCS	CE	Mentor		
B. Co-Creating	B. Co-Creating the Relationship						
4. Cultivates Tru	ust and Safety						
Definition:	1, 2, 3, 4, 5	1, 2, 3, 4, 5, 6,	1, 2, 3, 4, 5, 6,				
Partners with	Homework,	7	7				
the client to	Coaching	Homework	Homework				
create a safe,	Practicum						
supportive		Group and	Coach				
environment	About	Team Coaching	Competencies				
that allows the	Coaching and	– discuss	and Strengths				
client to share	Ethics –	developing	– review the				
freely.	provides a	rapport for trust	competencies				
Maintains a	foundation for	and intimacy	and expand on				
relationship of	trust	plus explore	them with				
mutual respect		being present	strengths				

and trust. 1. Seeks to understand the client within their context which may include their	Understanding Your Client – recognize and adjust to client personality to	with everyone in the group or on the team	Engaging and Understanding Your Client –	
understand the client within their context which may	recognize and adjust to client	on the team	Understanding Your Client –	
client within their context which may	adjust to client		Your Client –	
their context which may		E41. Sec. and		
which may	personality to	$\mathbf{\Gamma}_{4}$		
		Ethics and	discuss how	
include their	demonstrate	Agreements –	engaging and	
	respect, earn	explore how	understanding	
identity,	trust, and	ethics and	your client	
environment,	ensure the	agreements are	based on who	
experiences,	coach is present	foundational to	they are builds	
values and	to the client	trust and	trust	
beliefs		presence		
2.	Communication		The Coaching	
Demonstrates	 – earning trust 	Coaching	Relationship –	
respect for the	by listening,	Process –	discuss how to	
client's identity,	being present,	exploration of	co-create the	
perceptions,	clear language	how the	relationship	
style and	and respectful	competencies	and build trust	
language and	communication	work in the		
adapts one's		coaching	Client Priority	
coaching to the	Focus and	process and to	Management	
client	Motivation –	earn trust	– discuss how	
3.	awareness of		trust supports	
Acknowledges	how to work	People and	a focus on	
and respects	with the client	Communication	client	
the client's	based on their	Skills – discuss	priorities	
	learning style	how people and	priorities	
	.	1 1	The Client's	
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			Iuture	
	uloughts		Challenges	
	Casabina		U	
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•		change		
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feelings,	-	-	•	
perceptions,	relationship			
concerns,		÷	•	
concerns, beliefs and		toundational	these	
beliefs and		for work in	competency	
beliefs and suggestions				
beliefs and suggestions 6.		for work in	competency	
perceptions,	supports trust plus expanding thinking and learning with questions based on client language and thoughts Coaching Practicum – practicing developing trust and co- creating a relationship	now people and communication skills support the trust and safety Creating Change with Confidence – discuss how trust supports change Time and Money Coaching – discuss how trust and presence are foundational	The Client's Future – discuss how trust supports planning for the client's future Challenges and Trends – discuss how trust and presence apply when addressing challenges and how to stay current in these	

as a way to display vulnerability and build trust with the client	review the significance of this competency throughout the coaching engagements	- review the significance of this competency throughout the coaching engagements	
	Coaching Practicum – practice developing trust	Coaching Practicum – practice developing trust	

Competency	CPC	CMC	CCS	CE	Mentor
B. Co-Creating	the Relationshi	p		•	
5. Maintains Pre					
Definition: Is	1, 2, 3, 4, 5	1, 2, 3, 4, 5, 6,	1, 2, 3, 4, 5, 6,		
fully conscious	Homework,	7	7		
and present	Coaching	Homework	Homework		
with the client,	Practicum				
employing a		Group and	Coach		
style that is	About	Team Coaching	Competencies		
open, flexible,	Coaching –	– discuss	and Strengths		
grounded and	review of what	developing	– review the		
confident	coaching is	rapport for trust	competencies		
1. Remains	which includes	and intimacy	and expand on		
focused,	being present	plus explore	them with		
observant,	for the client	being present	strengths		
empathetic and		with everyone			
responsive to	Ethics –	in the group or	Engaging and		
the client	discussion	on the team	Understanding		
2.	includes the		Your Client –		
Demonstrates	expectations of	Ethics and	discuss how		
curiosity during	coaches being	Agreements –	the start of the		
the coaching	self-aware and	explore how	relationship is		
process	serving the	ethics and	the foundation		
3. Manages	client	agreements are	and coaching		
one's emotions		foundational to	is tailored to		
to stay present	Understanding	trust and	the client		
with the client	Your Client –	presence	which		
4.	the tool to		requires		
Demonstrates	recognize and	Coaching	presence		
confidence in	adjust to the	Process – List			
working with	client requires	of Do's and	The Coaching		
strong client	the coach to be	Don'ts	Relationship –		
emotions	present to the	provided and	discuss how to		
during the	client	discussed	focus on the		

coaching			client and	
process	Communication	People and	remain	
5. ls	– listening,	Communication		
comfortable	clear language,	Skills –discuss	present	
working in a	and powerful	how	Client Priority	
-	questions are	communication	Management	
space of not	all tailored to	skills support	– discuss how	
knowing	the client	the	to be present	
6. Creates or	the chefit		to the client	
allows space	Focus and	competencies	and their	
for silence,	Motivation –	of co-creating		
pause or		the relationship	priorities	
reflection	recognizing and	Creating	The Client's	
	working with	Creating		
	learning style,	Change with	Future –	
	language	Confidence –	discuss how to	
	patterns, and	discuss	be present to	
	thought	incorporating	the client and	
	patterns require	trust and	their future	
	being present	presence to	Challenaar	
	Caratina	support change	Challenges	
	Coaching	T :	and Trends –	
	Practicum –	Time and	discuss how	
	practicing	Money	trust and	
	coaching	Coaching –	presence	
	includes	discuss how	apply when	
	practicing	trust and	addressing	
	presence	presence are	challenges	
		foundational	and how to	
		for work in	stay current in	
		sensitive areas	these	
		Dalaist	competency	
		Debrief –	areas	
		review the		
		significance of	Final Debrief	
		these	- review the	
		competencies	significance	
		throughout the	of these	
		coaching	competencies	
		engagements	throughout the	
		Casaltina	coaching	
		Coaching	engagements	
		Practicum –	Carabi	
		practice	Coaching	
		coaching with	Practicum –	
		presence	practice	
			coaching with	
			presence	

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C. Communicating Effectively					
6. Listens Active					
Definition:	1, 2, 3, 4, 5	1, 2, 3, 4, 5, 6,	1, 2, 3, 4, 5, 6,		
Focuses on	Homework,	7	7		
what the client	Coaching	Homework	Homework		
is and is not	Practicum				
saying to fully		Group and	Coach		
understand	About	Team Coaching	Competencies		
what is being	Coaching –	– discuss	and Strengths		
communicated	review of what	managing	– review the		
in the context of	coaching is	communication	competencies		
the client	includes	including	and expand on		
systems and to	listening for	listening with a	them with		
support client	what the client	group or team	strengths		
self-expression	wants		C		
1. Considers		Ethics and	Engaging and		
the client's	Ethics –	Agreements –	Understanding		
context,	discussion	explore how	Your Client –		
identity,	includes the	listening is	discuss how		
environment,	expectations of	foundational	listening is		
experiences,	coaches hearing	for ethics and	foundational		
values and	and serving the	agreements	when		
beliefs to	client	0	engaging a		
enhance		Coaching	client and for		
understanding	Understanding	Process –	understanding		
of what the	Your Client –	discuss	clients		
client is	awareness of	listening in the			
communicating	the client's	coaching	The Coaching		
2. Reflects or	personal style	process	Relationship –		
summarizes	informs		discuss how		
what the client	listening and	People and	listening		
communicated	holding silence	Communication	supports the		
to ensure clarity		Skills –	coaching		
and	Communication	exploration of	relationship		
understanding	– discuss	these skills			
3. Recognizes	specific	including	Client Priority		
and inquires	listening	listening	Management		
when there is	techniques and		- discuss how		
more to what	how it fits in	Creating	listening		
the client is	the flow of a	Change with	supports a		
communicating	coaching	Confidence –	focus on client		
4. Notices,	conversation	discuss how	priorities		
acknowledges		listening skills			
and explores	Focus and	support change	The Client's		
the client's	Motivation –		Future –		
emotions,	enhances	Time and	discuss how		
energy shifts,	listening and	Money	listening		
non-verbal cues	promotes	Coaching –	supports		
or other	questioning	discuss how	planning for		
behaviors	with awareness	listening is	the client's		

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5. Integrates	of language and	foundational to	future	
the client's	thought	work in		
words, tone of	patterns	sensitive areas	Challenges	
voice and body			and Trends –	
language to	Homework –	Debrief –	discuss how	
determine the	practice	review the	listening skills	
full meaning of	listening skills	significance of	apply when	
what is being	and write about	communication	addressing	
communicated	the impact	competencies	challenges	
6. Notices		throughout the	and how to	
trends in the	Coaching	coaching	stay current in	
client's	Practicum –	engagements	this	
behaviors and	practice		competency	
emotions	listening skills	Coaching	area	
across sessions		Practicum –		
to discern		practice	Final Debrief	
themes and		listening as a	- review the	
patterns		coach plus	significance	
		observe	of listening	
		listening in	throughout the	
		others coaching	coaching	
		U U	engagements	
			Coaching	
			Practicum –	
			practice	
			listening as a	
			coach plus	
			observe	
			listening in	
			others	
			coaching	
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Competency	CPC	CMC	CCS	CE	Mentor	
C. Communica	ting Effectively		·			
7. Evokes Awareness						
Definition:	1, 2, 3, 4, 5	1, 2, 3, 4, 5, 6,	1, 2, 3, 4, 5, 6,			
Facilitates	Homework,	7	7			
client insight	Coaching	Homework	Homework			
and learning	Practicum					
by using tools		Group and	Coach			
and	About	Team Coaching	Competencies			
techniques	Coaching –	- discuss how	and Strengths			
such as	review of what	to evoke	– review the			
powerful	coaching is	awareness with	competencies			
questioning,	includes	a group or team	and expand on			
silence,	evoking		them with			
metaphor or	awareness for	Ethics and	strengths			
analogy	the client	Agreements -				

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1. Considers	D /1 *	explore how	Engaging and	
client	Ethics –	ethics and	Understanding	
experience	discussion	agreements	Your Client –	
when deciding	includes the	guide coaches	discuss how	
what might be	expectations of	in evoking	awareness is	
most useful	coaches	awareness	foundational	
2. Challenges	including	~	when engaging	
the client as a	evoking	Coaching	a client and for	
way to evoke	awareness	Process –	understanding	
awareness or		discuss evoking	clients	
insight	Understanding	awareness in		
3. Asks	Your Client –	the coaching	The Coaching	
questions	the tool for	process	Relationship –	
about the	recognizing		discuss how	
client, such as	personal style	People and	communication	
their way of	includes how to	Communication	supports the	
thinking,	adjust to the	Skills – explore	coaching	
values, needs,	client which	flexing to the	relationship	
wants and	supports	client in		
beliefs	effectively	support of	Client Priority	
4. Asks	evoking	evoking	Management –	
questions that	awareness	awareness	discuss how to	
help the client			evoke	
explore	Communication	Creating	awareness of	
beyond current	 listening, 	Change with	client priorities	
thinking	questioning,	Confidence –		
5. Invites the	and direct	discuss how	The Client's	
client to share	communication	awareness	Future –	
more about	evoke	supports	discuss how	
their	awareness	change	awareness	
experience in			supports	
the moment	Focus and	Time and	planning for	
6. Notices	Motivation –	Money	the client's	
what is	awareness of	Coaching –	future	
working to	language and	discuss how		
enhance client	thought	awareness is	Challenges and	
progress	patterns	foundational to	Trends –	
7. Adjusts the	informs	work in	discuss how to	
coaching	questions to	sensitive areas	evoke	
approach in	evoke	and awareness	awareness for	
response to	awareness	of influencing	addressing	
the client's		factors impacts	challenges and	
needs	Homework –	thoughts and	how to stay	
8. Helps the	practice these	decisions	current in the	
client identify	skills and write		competencies	
factors that	about the	Debrief –		
influence	impact	review the	Final Debrief -	
current and	G 1.	significance of	review the	
future patterns	Coaching	communication	significance of	
of behavior,	Practicum –	competencies	the	

	1	1 1 1 1	· · ·	
thinking or	practice these	throughout the	competencies	
emotion	competencies	coaching	throughout the	
9. Invites the	as a coach plus	engagements	coaching	
client to	observe them in		engagements	
generate ideas	others	Coaching		
about how		Practicum –	Coaching	
they can move		practice these	Practicum –	
forward and		competencies	practice these	
what they are		as a coach plus	competencies	
willing or able		observe them in	as a coach plus	
to do		others	observe them	
10. Supports			in others	
the client in				
reframing				
perspectives				
11. Shares				
observations,				
insights and				
feelings,				
without				
attachment,				
that have the				
potential to				
create new				
learning for the				
client				
-	•	•	•	I

Competency	CPC	CMC	CCS	CE	Mentor
D. Cultivating L	earning and Gro	owth			
8. Facilitates Cli	ient Growth				
Definition:	1, 2, 3, 4, 5	1, 2, 3, 4, 5, 6,	1, 2, 3, 4, 5, 6,		
Partners with	Homework,	7	7		
the client to	Coaching	Homework	Homework		
transform	Practicum				
learning and		Group and	Coach		
insight into	About	Team Coaching	Competencies		
action.	Coaching –	- discuss group	and Strengths		
Promotes client	review of how	or team	– review the		
autonomy in	coaching	planning and	competencies		
the coaching	empowers	goals	and expand on		
process.	client choice		them with		
1. Works with		Ethics and	strengths		
the client to	Ethics –	Agreements -			
integrate new	discussion	explore how	Engaging and		
awareness,	includes the	ethics and	Understanding		
insight or	expectations of	agreements	Your Client –		
learning into	coaches	support	discuss how		
their worldview	including	empowering	facilitating		
and behaviors	empowering	the client to	learning and		

2. Partners with the client tothe clientplanresults apply whenthe client toUnderstandingCoachingengaging adesign goals, actions and actions andYour Client -Process -client and for	
design goals, actions andUnderstanding Your Client -Coaching Process -engaging a client and for	
actions and Your Client – Process – client and for	
accountability understand discuss how understanding	
measures that client personal client learning clients	
integrate and style to and results	
expand new understand how occur The Coaching	
learning to support their throughout the Relationship –	
3. planning coaching discuss how	
Acknowledges process facilitating	
and supports Communication learning and	
client autonomy – listening People and results	
in the design of enhances client Communication supports the	
goals, actions openness and Skills – discuss success of the	
and methods of questions how listening coaching	
accountability support client and questions relationship	
4. Supports the planning empower client	
client in choice and Client Priority	
identifying Focus and planning Management	
potential results Motivation – – discuss how	
or learning from working with Creating facilitating	
identified action learning styles, Change with learning and	
stepslanguageConfidence –results applies5. Invites thepatterns, andexplorefor a focus on	
support and Time and discuss how	
potential Coaching Money facilitating	
barriers Practicum – Coaching – learning and	
6. Partners with hands-on discuss how results applies	
the client to practice with these in planning	
summarize facilitating influencing for the client's	
learning and growth and factors impact future	
insight within or observing it in choices and	
between others coaching plans Challenges	
sessions and Trends –	
7. CelebratesDebrief –discuss how	
the client's review client empowering	
progress and growth the client	
successes throughout the supports them	
8. Partners with coaching with	
the client to engagements challenges	
close the and in turn is	
session Coaching applicable for	
Practicum – the coach plus	
hands-on how to stay	

practi	ce with	current in this	
facilit		competency	
growt		area	
	ving it in	ureu	
	s coaching	Final Debrief	
others	scodening	- review the	
		significance	
		-	
		facilitating	
		client growth	
		throughout the	
		coaching	
		engagements	
		Coaching	
		Practicum –	
		hands-on	
		practice with	
		facilitating	
		growth and	
		observing it in	
		others	
		coaching	