



The International  
Consortium  
For Coaching  
In Organizations

## Organizational Charter

**The International Consortium for Coaching in Organizations (ICCO)** is established to address the critical needs of organizations and professionals throughout the world who utilize coaching both to improve results and the quality of leadership required to achieve desired results in organizations. This document identifies the nature, purpose, scope, stakeholders and structure of this consortium, defining the distinctive characteristics of the consortium.

### Purpose and Scope

**Nature:** ICCO is concerned with the human service endeavor known as *coaching in an organizational context*. ICCO members engage in dialogue and projects together to promote, critically examine, and further the quality and success of coaching in organizations. Diverse applications of coaching in an organizational context impact the success of the workforce, for example, through executive coaching, leadership coaching, performance coaching, alignment coaching and health coaching, among many other strategies for overall organizational success. ICCO does not focus on the closely related human service endeavors called counseling, psychotherapy, and consulting—except to the extent that these professional endeavors overlap with or complement coaching in organizations. Although the members of ICCO recognize the value of personal coaching, the ICCO focuses specifically on *coaching in organizations and with organizational impact*.

**Meaning:** What the diverse coaching applications in organizations hold in common is that people and, therefore, their organizations benefit significantly from the thoughtful and compassionate assistance of an effective and experienced coach, who may either stand outside the formal authority structure of the organization, or be a part of the internal professional development system of their organization.

**Purpose:** ICCO's purpose is to maximize the *success and efficacy of coaching solutions in organizations, at a global level*. This encompasses: the ongoing expansion of knowledge about how and why coaching produces positive results; the continuous creation of coaching resources – theoretical and practical – and sharing of best practices. Critical to this endeavor is the integration of all stakeholders in dialogue, research and debate, to contribute to the growing success of coaching solutions in organizations.

**Scope:** As implied in the name, ICCO is *international in scope*. This organization intends to serve constituencies located throughout the world. Given this fundamental intention, ICCO shall be mindful of the differing languages, values and customs of these constituencies, as well as taking into account the logistics of time, space and finance that often impair equitable participation of various constituencies in international consortia of this type. Diversity of perspectives and cultural views is both respected and promoted in ICCO.

**Stakeholders:** In seeking to examine, promote, and advance the success of coaching in an organizational setting, the International Consortium for Coaching in Organizations is intended as a forum for all people involved in coaching in organizations: the *organizational users* of coaching, those who *train and educate* coaches, firms who employ coaches and *arrange the delivery* of coaching services, the men and women who conduct *research* and provide scholarly review of the field, as well as those who devote their talents to the *practice of coaching* and to ongoing critical reflection on their own practices.

**Structure:** The structure of ICCO is also conveyed in the title. This organization is a *consortium*. A consortium is a loosely-coupled, yet committed, group that may include individual members, organizations, associations, and professional firms. The consortium shall include businesses,



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corporations, coaches, coaching firms and as well as supporting organizations, like academic and other coach training programs and associations that provide continued professional education or promotional help. Membership will include both direct providers and users of organizational coaching services, including those who support the growth of the field as a profession through research partnerships, donations and indirect involvement. This consortium will not be dominated by advocates for specific modes of organizational coaching, but shall instead include and welcome a diversity of perspectives and practices. The Consortium will support research that identifies and evaluates the efficacy of methods, approaches and results used by coaches in organizations as measured against the challenges these organizations meet and overcome in their markets and communities.

## Distinguishing Characteristics

ICCO embraces five distinguishing characteristics.

1. **Results-Focused.** ICCO is committed to initiatives that maintain the quality and credibility of coaching practices in organizational settings. These initiatives will always be result-driven. By focusing on results, rather than on compliance with specific training doctrines, the consortium acknowledges the diversity of coaching settings and the diversity of approaches which create results around the world.
2. **Non-Political and Non-Ideological.** The members of ICCO believe that there is no one right way to do organizational coaching. Conversely, while the proposed consortium is “non-political,” it is also clear that ICCO must attend in a serious and sustained manner to the issue of *ethics, measurement and accountability*. ICCO is not organized to support each and every mode of coaching in organizations, but is rather an organization that researches, assesses and makes available to its members data on the impact and relative advantages of different coaching strategies, using a variety of quantitative and qualitative measures of results as defined by the constituents.

*In sum, the consortium is apolitical, but not uncritical.* ICCO allows for—and actively encourages—multiple perspectives on coaching, rather than pushing for the one right way or a single *de facto* standard. Yet, ICCO also seeks to discriminate between fads and solidly established coaching practices. ICCO recognizes and accepts that there might be an enduring tension between the need for an acceptance of multiple strategies and the need for critical review of all strategies. Members of ICCO believe that this tension is healthy and effective for an organization of this type.

This second distinctive commitment allows ICCO to provide professional evaluation, career development and practice-building support to coaches, assisting them to create results-based profiles of their experience (by providing result categories, examples of effective documentation, etc.). ICCO is researching the value of establishing professional credibility based on experience, methods, results and approaches to coaching. The charter of ICCO empowers its members to offer or receive a certificate, credentials or recognition where appropriate.

3. **Research/Scholarship Focus.** Rather than just focusing on use of existing coaching tools, the members of ICCO endeavor to build a base in theory and research that is geared toward application of coaching strategies. The activities of ICCO would generate information and/or guidelines that can be used by the reflective and thoughtful practitioner of coaching in an organizational setting in order to produce desired results. The question to be asked is not “which method of coaching is best,” but rather “what coaching strategies will best address a problem, opportunity, challenge, or accomplish a desired result in a particular systemic context?”
4. **Focus on Organizational Effectiveness.** ICCO focuses on the needs of organizations and the experience of organizational members engaged in coaching. ICCO is founded and governed by



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both users of organizational coaching and practitioners, as members and directors. The spotlight on organizational effectiveness vs. coach effectiveness, while seemingly subtle, is a distinguishing element of the ICCO approach. While this paradigm shift requires study, it elevates and liberates organizations and their coaches to innovate in an ever-changing global environment, to create results without being constrained by the imposition of extraneous *de facto* assumptions, attitudes, and opinions about effective coaching styles and/or delivery methods.

5. **Bridge to the Broader Coaching Community.** ICCO is distinguished by its efforts to encourage—and co-sponsor—venues in which there is extended dialogue among different coaching modalities. Offering the gift of a true federation around the world among coaching constituencies brightens the future of coaching for overall organizational success.

## Membership

A. There are two Voting Categories of ICCO membership:

- (1) *Individual Membership* (for both individual providers and recipients of coaching services)
- (2) *Institutional Membership* (for organizations that utilize coaching services, organizations that provide coaching and those that provide programs for the training of coaches)

*a) For Profit*

Annual Institutional Membership Fee (Annual Budget: >US\$500 M)

Annual Institutional Membership Fee (Annual Budget: <US\$ 50 M)

Annual Institutional Membership Fee (Annual Budget: <US\$ 50 M)

*b) No-For-Profit, governmental, NGO etc.*

Annual Institutional Membership Fee (Annual Budget: >US\$500 M)

Annual Institutional Membership Fee (Annual Budget: <US\$ 50 M)

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B. There are two Non-Voting Categories of membership:

- (1) *Associate members* (for individuals not directly involved with the delivery of coaching in organizations, e.g. vendors.)
- (2) *Student members*

Additional membership categories may be strategically developed to satisfy increasing differentiation required to more effectively support membership, the identity of the organization, and the results available to broader categories of individuals and organizations.

## Governance

The governing body of ICCO is a volunteer Board of Directors. The responsibility for overseeing the management of the affairs, funds, and property of ICCO rests with its Board of Directors. It has the power and authority to put into effect the resolutions and decisions of the ICCO, determine its policies and interpret its Bylaws.

The Board of Directors is comprised of no less than six and a maximum of twelve members/directors. When fully constituted, four members shall be practitioners (offering at least 200 hours of coaching in



organizations services per year). Four of the other members will be members of organizations that make extensive use of coaching services (as documented by any single or combination of factors: the number of hours of coaching; the number of participants receiving coaching; the financial commitment to provide coaching services; or coaching being institutionalized within the organization). Two of the final four positions on ICCO Board of Directors will be members of institutions that train organizational coaches. The other two positions will be filled by representatives of coaching associations.

Each member of the committee shall serve a two-year term, and may serve a maximum of two terms (four years). One half of the committee directors shall be elected each year. Only active members of ICCO will be eligible to vote. Prospective committee members may be nominated by either an at large nomination or by securing a number of endorsements. Active participation and involvement by members is greatly encouraged.

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