

ICFWA Values Alignment Tool for Program Development

Project Name:

Date:

OKR Pillars	Considerations	Response
Connect Create a safe and courageous community by centering the experiences of BIPOC coaches and other marginalized groups to provide a sense of belonging.	• Relationships first: ○ Are we prioritizing human relationships over our ego or our deliverable? (i.e., If your interaction with this person has the goal of completion of a transaction—e.g., get information from them, get their perspective, get them to participate or collaborate—it's transactional) ○ Have we identified who are the most marginalized in this program/process/industry, and built connections/relationships with the most marginalized (before seeking feedback)? ○ Are we taking responsibility for our part in the relationship? • Psychological safety: ○ What are we doing to make people feel seen and valued for their being rather than their doing? ○ What are we doing to ensure the spaces we create <i>(are inclusive and accepting)?</i> do NOT dictate what is right or who fits in, so people don't feel like they have to be PC, or feel fearful of making mistakes? ○ What are we doing to celebrate differences and mistakes as opportunities to learn? • Courageous space ■ How are we cultivating and owning the values of: • Humility: admit our biases, limited perspectives, harmful impact (regardless of intentions); beginner's mindset • Selflessness: power WITH not power OVER • Integrity: consistently aligning our actions with our values • Bravely engaging in difficult conversations: challenging the status quo and raising issues others are reluctant to talk about • Accepting multiple truths: ○ What are we doing to suspend our personal belief system to fully understand others' viewpoints? ○ What are we doing to ensure we model: listening and acknowledging others' voices and truly understanding their viewpoints before sharing our own? ○ Are we balancing support and challenging others? • Centering the voices of the most marginalized: ○ If we have first built a connection/relationship with the most marginalized, then we can consider, how are we including their voices ○ Who else (peers, key direct and indirect stakeholders) need to be at the table? (direct stakeholders are those directly affected by the program/system; indirect stakeholders are those who may not use our services, but are nonetheless affected by them, e.g., by being left out). ○ What will we do to ensure those we have identified can participate in co-creation (of accessibility, content, program delivery, etc.) ○ Have we sought feedback from BIPOC peers and key stakeholders? • Direct Communication: ○ Are we openly and transparently engaging those who will be contributing to program development? ○ Have we sought to understand the person(s) directly affected by the issue(s) of concern before sharing our perspective or escalating the issue? ○ Who (else) do we need to check in with before sending communication or finalizing a decision?	



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	● Assess impact: ○ What are we doing to understand the impact we have on the most marginalized communities regardless of our intentions? ○ How will we know we have successfully created a safe and courageous community for BIPOC coaches and other marginalized groups to feel a sense of belonging?	
Develop Advance the highest quality in professional coaching by normalizing diversity, equity, inclusion, and belonging (DEIB) in every aspect of services offered.	● Who are in the communities we are trying to serve? ● Who are the most marginalized? ● What are the needs of these communities? ○ Preface: after several conversations with BIPOC coaches community they have identified the following needs: ■ Increasing BIPOC representation in leadership and speakers (e.g., coach mentoring, training or support in the coach community) ■ Increasing accessibility of coach training and development ■ Enabling coaching training programs and professional development to have a DEIJ lens ● How are we increasing awareness of DEIB blindspots? ○ Amplifying BIPOC voices & representation: What ways can we enable thought-partnership with BIPOC coaches and untapped communities by including their live participation throughout the process (program design, implementation and delivery)? ○ Accessibility: How can the leadership/ICFWA address the disparity in accessibility for BIPOC coaches and marginalized communities (i.e. outreach to BIPOC communities, scholarships, lower non-member/member fees, special access to specific communities)? ○ Partnerships and resources: ■ How can we leverage and partner with people and resources outside of ICFWA to strengthen the quality of our educational programs by ensuring they have a DEIB lens? (i.e. BIPOC coaches and BIPOC leaders in their industries, increasing representation in speakers)? ■ Have we considered BIPOC speakers? ■ How do we enable and nurture the formation of a White Anti-racist Action Group to develop programs that serve all? ● Continuous improvement: ○ How do we assess and continually improve and fine tune DEIB awareness for a certain program? ○ Have we allowed for open feedback after each program? ○ Have we collected detailed demographic data in our feedback forms? ○ How do we evaluate that our programs are successful at being DEIB centered?	



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Influence

Serve in ways that ensure coaching embodies DEIB so coaching can be an integral part of a thriving society.

- **Develop a BIPOC Coaches pipeline, from the bottom up and top down:** What can we do to create a pipeline of BIPOC Coaches as participants, coach mentors, trainers, speakers, and as community influencers?
 - **Meeting BIPOC coaches' needs:** How can we continuously meet the needs of BIPOC Coaches (because when we meet the needs of the most marginalized, we all benefit)?
 - **Reaching BIPOC communities:** What are we doing to ensure that our programs are reaching BIPOC coaches and other marginalized communities? And how are we ensuring that in the process of doing so, BIPOC coaches and marginalized communities do not feel alienated or utilized?
 - **Inspire BIPOC interest:** What are we doing to inspire more interest from BIPOC coaching communities in our programs?
 - **Increase benefit to BIPOC:** What are we doing to increase the benefit of our programs for BIPOC coaches?
- **Operationalize DEIBJ into ICF Core Competencies:**
 - **Connect with orgs/people doing this work:** What can we do to connect with organizations and people interested in integrating DEIBJ into ICF Core Competencies?
 - **Partner:** Who can we partner and collaborate with to update ICF Core Competencies to explicitly include DEIBJ values and standards (using language validated by seasoned DEIBJ professionals)?
 - **Influence coaching programs:** How can we start influencing coach training programs so they are more DEIBJ sensitive in their approach? Who can we partner with?
 - **Develop capacity in coaches to become better partners with BIPOC coachees/clients:** How do we expand white coaches' capacity and sensitivities towards BIPOC coachees and those with marginalized/non-mainstream experiences?



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Lead Transform our chapter through inclusive processes that enable the most underestimated coaches to thrive.	• Representation: What are we doing to increase representation of BIPOC in the board, volunteers, and members? ○ Outreach: How are we communicating volunteering opportunities? Are these ways reaching BIPOC and marginalized communities? ○ Inspiring purpose: How are we inspiring the purpose of BIPOC and marginalized communities and respecting their agency to co-create new and creative ways for their engagement/contribution? • Solidarity: How are we involving those, who are most underestimated, in the process of planning, organizing, implementing, and delivery of programs? ○ Equity: Have we identified who we have left out but need to include, and what we need to change to enable their equitable engagement? ○ Non-performative liberation: Have we checked in with ourselves on our motivation and approach (i.e., self-serving vs. truly working in solidarity with these communities?) • Retention: What are we doing to ensure BIPOC feel a sense of belonging so they continue to stay engaged in the board, as volunteers, members, and/or paid speakers? ○ Connection: Are we regularly checking in with our Connection pillar and evaluating personally and collectively how we are doing there? ○ Multicultural intelligence: How are we considering different cultural traditions/sensitivities in our practices? ○ Appreciation: How are we communicating our appreciation towards our members, especially our BIPOC and marginalized members, coaches and volunteers? • Evolving organization: How are we evaluating our impact (positive and negative) on BIPOC and marginalized communities, and evolving accordingly? • Succession: ○ Legacy: What are we doing to ensure that the effective DEIBJ values in our OKR pillars are passed across cohorts of board leadership? (e.g., DEI readiness assessment framework for onboarding) ○ BIPOC pipeline: What are we doing to ensure that BIPOC and marginalized communities are lined up and always engaged in our succession conversations/plans? (e.g., regular connection/partnership with these communities) • Aligned strategies/objectives: ○ What organizational culture, values, and practices are not in alignment with our DEIBJ values? ○ What (else) needs to change with the organizational processes and structures so they align with our DEIBJ values?	
What else?	• What else haven't we considered but is important for us to ask/consider to ensure we truly live our	



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	DEIBJ values? • How will we address it?	
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Need more information on: [fill in the blank]

Use the [MOCHAI model](#) to assign roles and actions



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