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Introduction

More and more coaches are or want to become active in local and international movements.

The purpose of this survey is to give an overview of where coaches are making a difference in supporting social causes and change in our communities and the world, and to identify the challenges they currently face.

The survey was organised by Katerina Kanelidou, PCC and Maeve O’Byrne, PCC. Insights are presented in their session "Developing Resilient Coaching Programs for Social Change" at ICF Converge in Prague (October 25, 2019).

229 professional coaches from 55 countries participated in the survey, which was conducted between August 9, 2019 and September 2, 2019. Replies were collected online via google forms.

The survey consisted of 6 sections with a total of 16 questions:
5 multiple-choice questions
6 questions with checkboxes
3 open questions
2 questions with dropdown options.
Section 1 of 6: Coaching for Social Change

๏ Do you offer pro-bono coaching for social causes and change?
  - Yes
  - No

Section 2 of 6: Pro-Bono Coaching for Social Change

๏ If you are offering coaching for social change, who is organising the pro-bono initiative?
  - organised by an ICF chapter (it is an ICF chapter's initiative)
  - organised by myself (it is a personal initiative)
  - a for profit organisation / company (part of a CSR program)
  - a NGO with which I have affiliation / membership
  - other

๏ What percentage of your work as a coach is dedicated to pro-bono work?
  - 1-5%
  - 6-10%
  - 11-20%
  - other

๏ Your pro-bono coaching work is in the area of:
  - Addiction
  - Child Welfare
  - Elderly
  - Emergency Workers
  - Environment
  - Gender Equality
  - Health Care
  - Homelessness
  - Human Rights
  - Justice & Correction
  - People with Disability
  - Politics
  - Poverty
  - Refugees & Immigration
  - Schools & Education
  - Unemployment
  - Other
If you would like to dedicate some or more time for pro-bono coaching, what would be the causes you would support with your work:
- Addiction
- Child Welfare
- Elderly
- Emergency Workers
- Environment
- Gender Equality
- Health Care
- Homelessness
- Human Rights
- Justice & Correction
- People with Disability
- Politics
- Poverty
- Refugees & Immigration
- Schools & Education
- Unemployment
- Other

What would allow you to offer more pro-bono coaching?
- Already structured initiative by a chapter
- Already structured initiative by a local organisation
- Already a structured initiative by a recognised global organisation
- A network of like minded coaches
- To find the time
- Nothing, just to make the decision
- I cannot afford financially to provide pro-bono coaching
- Other

If you are providing pro-bono coaching for social causes, what are your biggest challenges?
- Open question

Section 3 of 6: Paid Coaching for Social Change (1)

Do you provide paid coaching for social causes and change?
- Yes
- No
## Section 4 of 6: Paid Coaching for Social Change (2)

- If you are offering coaching for social change, who is the sponsor / client / employer?
  - NGO
  - Nonprofit organisation
  - CSR program
  - Social enterprise
  - Private sponsorship
  - Other

- Your paid coaching work is in the area of:
  - Addiction
  - Child Welfare
  - Elderly
  - Emergency Workers
  - Environment
  - Gender Equality
  - Health Care
  - Homelessness
  - Human Rights
  - Justice & Correction
  - People with Disability
  - Politics
  - Poverty
  - Refugees & Immigration
  - Schools & Education
  - Unemployment
  - Other

- If you would like to do more paid coaching for social change, what would be the causes you would support with your work:
  - Addiction
  - Child Welfare
  - Elderly
  - Emergency Workers
  - Environment
  - Gender Equality
  - Health Care
  - Homelessness
  - Human Rights
  - Justice & Correction
  - People with Disability
  - Politics
  - Poverty
  - Refugees & Immigration
  - Schools & Education
  - Unemployment
  - Other
If you are providing paid coaching for social causes, what are your biggest challenges?
- Open question

Section 5 of 6: Demographics

What is your gender
- male
- Female
- Other

What is your age?
- 18-24
- 25-34
- 35-44
- 45-54
- Over 55

In which country do you currently reside?
- Open question

Section 6 of 6: Thank you note

Yes, I would like a copy with the results. My email is:
Summary of Outcomes

Demographics:
The 229 respondents that participated in the online survey represented 55 countries. 68.8% classified themselves female and 33.2% as male. The majority of responders (41.5%) were between 45 - 54 years old, while 37.6% over 55 and 18.8% between 35 - 44.

76.9% of respondents reported that they offer pro-bono coaching for social change and causes, while 41% reported that they provide paid coaching for social change and causes as part of their practice.

Pro-bono Coaching
Of the total coaches who offer pro-bono coaching 63.1% stated that they organised this service themselves, 28.4% by an NGO, 21.6% by their local ICF chapter, 8.5% by a for-profit, and 21.5% indicated other.
The top three areas of interest for pro-bono coaching are School and Education (41.5%), Unemployment (27.3%), and Refugees and Immigration (18.2%). When asked if they could do more pro-bono coaching the top three areas were: School and Education (44.3%), Human Rights (29.5%) and Unemployment (24.9%).
39.2% of them spent between 1 - 5% of their time on pro-bono coaching, 32.4% spent between 6 - 10%, and 21% spent between 11 - 20%.
A network of like minded coaches (47%), finding time (39.8%), and an already structured initiative by a recognised global organisation (33%) are among the top three factors that would allow coaches to dedicate more time to pro-bono work.

Paid Coaching for Social Causes and Change
The sponsors paying coaching for social change varies considerably, with the top three sponsors being Nonprofit Organisations (31.9%), Private Sponsors (16%) and Social Enterprise (9.6%). Schools and Education (33%) topped the list of where these coaches focus their time, followed by Healthcare (20.2%) and Unemployment (16%).
When asked where they would like to do more coaching work 41.6% responded Schools and Education, 33% Environment and 24.5% Gender Equality with Human Rights coming in close behind at 23.4%.

Challenges
When it comes to the challenges coaches face, time related issues (28%) and challenges from the coach (28%) dominate in the coaches who provide pro-bono coaching, whereas financial factors (24%) dominate in the coaches who provide paid coaching.
The responses showed that in both cases there are eight (8) common areas of challenges: organisational and financial factors; clients, coaches and time related; awareness about coaching; community outreach and scaling.
The necessity for coaches in both groups to hone their skills, knowledge and understanding of the challenging nuances particularly present in these clients. Coaches working pro-bono also mentioned the emotional/psychological challenges when working with coachees in these programs.
The three areas that were identified as challenges only in the pro-bono programs are about sustainability, recruitment and identifying the right cause.
Participants’ demographics

Gender

- Male: 33.2%
- Female: 66.8%
- Other: 0%

Age

- 18-24: 37.6%
- 25-34: 41.5%
- 35-44: 18.8%
- 45-54: 0%
- over 55: 0%

Country

- United States 41
- United Kingdom 22
- Greece 15
- Italy 14
- Canada 11
- Netherlands 11
- Portugal 10
- India 9
- Belgium 7
- Brazil 6
- Singapore 6
- Poland 5
- Germany 4
- Lithuania 4
- Australia 3
- Mexico 3
- South Africa 3
- Spain 3
- Taiwan 3
- Argentina 2
- Bulgaria 2
- China 2
- Finland 2
- France 2
- Ireland 2
- Kenya 2
- Norway 2
- Romania 2
- Switzerland 2
- Turkey 2
- UAE 2
- Venezuela 2
- Albania 1
- Austria 1
- Czech Republic 1
- Egypt 1
- Hong Kong 1
- Hungary 1
- Indonesia 1
- Israel 1
- Japan 1
- Malaysia 1
- Mauritius 1
- Morocco 1
- New Zealand 1
- Pakistan 1
- Peru 1
- Philippines 1
- Russia 1
- Sweden 1
- Thailand 1
- Trinidad and Tobago 1
- Tunisia 1
- Uruguay 1
- Vietnam 1
**Pro-Bono Coaching for Social Change**

**Do you offer pro-bono coaching for social causes and change?**

- Yes: 76.9%
- No: 23.1%

**What percentage of your work as a coach is dedicated to pro-bono work?**

- 1-5%: 21%
- 6-10%: 39.2%
- 11-20%: 32.4%

**If you are offering pro-bono coaching for social change, who is organising the initiative?**

- organised by an ICF chapter: 111 (63.1%)
- organised by myself: 38 (21.6%)
- a for profit organisation / company: 15 (8.5%)
- a NGO: 50 (28.4%)
- Other: 36 (21.5%)

*other: Red Cross, CoachActivism, EMCC, Humanitarian Coaching Network, Prison Volunteers, Social Enterprise, AC, neighbourhood initiative, foodbanks, University, charity, ecclesial organisation, Make a Wish, …*
Your pro-bono coaching work is in the area of:

- Addiction: 7 (4%)
- Child Welfare: 27 (15.3%)
- Elderly: 8 (4.5%)
- Emergency Workers: 14 (8%)
- Environment: 17 (9.7%)
- Gender Equality: -30 (17%)
- Health Care: 21 (11.9%)
- Homelessness: 8 (4.5%)
- Human Rights: 17 (9.7%)
- Justice & Correction: 7 (4%)
- People with Disability: 15 (8.5%)
- Politics: 8 (4.5%)
- Poverty: 18 (10.2%)
- Refugees & Immigration: 32 (18.2%)
- Schools & Education: 48 (27.3%)
- Unemployment: 73 (41.5%)
- Other: 40 (23.9%)

(Other: LGBT, Domestic Violence, UN staff, Family abuse, Police Force, Animal Welfare, Peace building, Widows and orphans, community projects, Grief, crisis management, …)

If you would like to dedicate some or more time for pro-bono coaching, what would be the causes you would support with your work:

- Addiction: 13 (7.4%)
- Child Welfare: -21 (11.9%)
- Elderly: -20 (11.4%)
- Emergency Workers: -20 (11.4%)
- Environment: 40 (22.7%)
- Gender Equality: 40 (22.7%)
- Health Care: -23 (13.1%)
- Homelessness: -15 (8.5%)
- Human Rights: 52 (29.5%)
- Justice & Correction: -13 (7.4%)
- People with Disability: -18 (10.2%)
- Politics: -21 (11.9%)
- Poverty: -21 (11.9%)
- Refugees & Immigration: 35 (19.9%)
- Schools & Education: 42 (23.9%)
- Unemployment: 78 (44.3%)
- Other: 16 (7.8%)

(Other: single mothers, parenting, women empowerment, …)
What would allow you to offer more pro-bono coaching?

A network of like minded coaches ..................................................47%

To find the time .............................................................................39.8%

Already a structured initiative by a recognised global organisation …33%

Already structured initiative by a chapter .................................31.8%

Already structured initiative by a local organisation ...............30.1%

Nothing, just to make the decision ..............................................11.9%

I cannot afford financially to provide pro-bono coaching ...........6.9%

Other ...............................................................................................6%

Other: Find the energy, be touched by the right moment, balancing the need for income and time to do fulfilling pro-bono, opportunities, change of priorities, more commitment from pro-bono clients, …
If you are providing pro-bono coaching for social causes, what are your biggest challenges?

There were 176 responses, fitted under 12 categories. Some participants provided more than one answer. Below are the percentages of each category with some indicative responses in each.

1. **Time related challenges: 28%**
   
   *To find time to do more.*
   *Power for only 12 hours/day.*

2. **Challenges of the coach 28%**
   
   The sub-categories here are:
   
   i) **coach’s self management.** It includes the difficulty of the coach on boundaries, emotional attachment and self care.
   
   ii) **coach’s skills and knowledge.** It includes lack of specific knowledge of the clients’ context and characteristics, skills related with coaching such populations or areas, and advance competence of the coach on critical coaching skills.
   
   iii) **coach’s mentality and mindset.** It includes the coach’s mindset and judgement about the clients.
   
   *Post session stress.*
   *To stay emotionally detached.*
   *Keeping myself within the scope of the project.*
   *Take care of me.*
   *Holding boundaries on my time without being unfriendly.*
   *Seeing the amount of work required and feeling helpless.*
   *To understand the context of the client.*
   *Understand their disabilities.*
   *Language and cultural empathy.*
   *Need to access more training around complex issues faced by client.*
   *Preparation. Trust. Motivate the coachees.*
   *Clients don’t invest, and they don’t take it seriously.*
   *There are aspects of mentoring and advising that have to come into the conversation if I have to add value to the client.*
3. **Challenges about the clients (coachees or organisations): 14/7%**
There are 3 main sub-categories in that area: i) attendance of the coachee, ii) engagement and iii) culture and environment.

- The coachee not showing up.
- Coachees struggle to find the time to engage in coaching.
- Commitment of clients.
- Have to do a lot of follow up for scheduling the coaching sessions.
- Institution mindset.
- The way things have always been done.
- Bribery of officials being the norm.
- Not educated environment.

4. **Financial factors: 10%**

- Balancing paid and pro-bono work.
- Would like to do more but can’t financially.

5. **Awareness about coaching 9%**

- Awareness about what is coaching, its benefits, its impact and results.
- Many people who can benefit from coaching have no experience with it and often don’t appreciate or understand what it is and how to best benefit.
- They think it's advising.
- Persuading organisations that coaching is relevant to their goals
- ROI
- Producing evidence

6. **Organisational factors 9%**

- Availability of structured frame-work
- Infrastructure & facilities
- Coordination
- Not as a constant initiative / practice
- Maintaining a backlog of clients
- Lack of available facilities
- Compliance
- Having everyone working on a pro-bono basis sometimes makes the organisation more complicated.
7. None 8%

8. Community outreach 5.1%
   Amazingly, finding CLIENTS has been the biggest challenge
   Access to the population that I would like to more pro-bono coaching

9. Sustainability 4.5%
   To support sustainability
   Sustainability
   Continuity of the program
   The on-going support and mentoring by teachers and community leaders or social workers the sustainability of the results since the coaching is
done within a single, timely limited project.

10. Identify a cause 4.5%
    Finding a worthy cause that fits my niche.
    Choosing where my efforts will make a difference.

11. Recruitment 2.3%
    Enrolling volunteers
    Finding more coaches

12. Scaling 1.7%
    There is more need than I can provide services for.
    To gain greater impact.
    Reaching out to create ‘big enough’ groups.

- Other 2.3%
  In some cases resources that can be useful and complement the coaching experience, eg. other pro-bono services as a nutritionist, fitness
  specialist, therapist, etc.
Paid Coaching for Social Change

Do you provide paid coaching for social causes and change?

If you are providing paid coaching for social change, who is the sponsor / client / employer?

- Nonprofit organisation .......... 34 %
- Private sponsorship ........... 23.7 %
- NGO ............................... 10.7 %
- Social entreprise ............... 9.6 %
- CSR ............................... 5.3 %
- Other ............................. 16.7%

*(other: Government, for profit organisations/ companies, public organisations, PLSS, unspecified organisations and charity, health related organisation)*
Your paid coaching work is in the area of:

If you would like to do more paid coaching for social change, what would be the causes you would support with your work:

<table>
<thead>
<tr>
<th>Cause</th>
<th>Count</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Addiction</td>
<td>6</td>
<td>6 (6.4%)</td>
</tr>
<tr>
<td>Child Welfare</td>
<td>12</td>
<td>12 (12.8%)</td>
</tr>
<tr>
<td>Elderly</td>
<td>12</td>
<td>12 (12.8%)</td>
</tr>
<tr>
<td>Emergency Workers</td>
<td>11</td>
<td>11 (11.7%)</td>
</tr>
<tr>
<td>Environment</td>
<td>19</td>
<td>19 (20.2%)</td>
</tr>
<tr>
<td>Gender Equality</td>
<td>7</td>
<td>7 (7.4%)</td>
</tr>
<tr>
<td>Health Care</td>
<td>7</td>
<td>7 (7.4%)</td>
</tr>
<tr>
<td>Homelessness</td>
<td>9</td>
<td>9 (9.6%)</td>
</tr>
<tr>
<td>Human Rights</td>
<td>4</td>
<td>4 (4.3%)</td>
</tr>
<tr>
<td>Justice &amp; Correction</td>
<td>5</td>
<td>5 (5.3%)</td>
</tr>
<tr>
<td>People with Disability</td>
<td>17</td>
<td>17 (18.1%)</td>
</tr>
<tr>
<td>Politics</td>
<td>14</td>
<td>14 (14.9%)</td>
</tr>
<tr>
<td>Poverty</td>
<td>16</td>
<td>16 (17%)</td>
</tr>
<tr>
<td>Refugees &amp; Immigration</td>
<td>31</td>
<td>31 (33%)</td>
</tr>
<tr>
<td>Schools &amp; Education</td>
<td>40</td>
<td>40 (42.6%)</td>
</tr>
<tr>
<td>Unemployment</td>
<td>21</td>
<td>21 (22.9%)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
If you are providing paid coaching for social causes, what are your biggest challenges?

There were 94 responses, fitted under 9 categories. Some participants provided more than one answer. Below are the percentages of each category with some indicative responses in each.

1. **Financial concerns: 24%**
   - Balancing lower fees with income needs
   - Chasing grant opportunities, competing organisations
   - Lack of resources to provide actual assistance to those in need
   - Finding the sponsor

2. **Organisational factors 11.7%**
   These are i) about the operations and processes of the organisation, and ii) about the coach
   - Hierarchical organisations
   - I am not being supervised in my practice nor do we get the chance to do practice analysis as a team
   - A long time of negotiations
   - Maintaining a backlog of clients
   - Continuity and follow up
   - Structured platform to liaison coach and client

3. **Awareness about coaching 10.6%**
   Relates to what is coaching, its benefits, its impact and results.
   - A lack of understanding of how coaching really works.
   - The idea that Coaching is only for business
   - Convincing about the benefits of coaching
   - ROI

4. **Community outreach 10.6%**
   - Marketing and gaining visibility
   - To promote initiatives
   - Acquisition of new clients/projects
5. **Challenges of the coach 10.6%**
Includes the coaches’ self-management, their skills and knowledge, and their mindset.
*Getting to a common goal*
*Overcoming beliefs*
*Emotional*
Keeping myself within the scope of the project. In other words, given my belief in the work of the organisation, it is easy for me to unintentionally expand the scope of my work within the organisation
To keep the boundaries clear

6. **Time related challenges: 8.5%**
*Time management*
*Timeline commitment to coaching project*

7. **Challenges about the clients 7.4%**
*Lack of commitment.*
*Mindset.*
That leaders being coached convey that they really can't make or create time to book coaching sessions as they seem focused on putting out fires yet in reality when they commit to, engage throughout, and follow up with what emerges in their coaching conversations, they are able to become more proactive and empowered.
The way things have always been done.

8. **Scaling: 5.3%**
*Finding more clients*
*More demand than capacity*
*To gain greater impact*
*Reaching out to create big enough groups*

9. **None 5.3%**

- **Other 6.3%**
*Application*
There is an expectation for the coach to focus less on coaching discovery and empowerment and more on following strict rules, regulations and reaching ANY results; not necessarily suitable for the coachee results (securing paid jobs for people on allowances)
To really contribute to the purpose
Again, choosing the most important places to put my efforts
Conclusion

As coaches we talk about human potential, we talk about values and we defend the idea that coaching is a life-style, a way of being; we live by what we preach. We live with Presence and Awareness. We are present in the suffering of others and the world around us. We become aware of the opportunities for growth and flourishing. We take action and we keep ourselves accountable. We bring our gifts to facilitate change.

The number of coaches from so many different countries that participated in such limited time in this survey, demonstrate the global interest on the topic of social change for coaches and the work that coaches are already doing on social causes. It is an indication how coaches worldwide work through challenges and barriers to make a difference. It also confirms that coaches want to be more involved in tackling the immense challenges the world faces today.

What has been for us personally very encouraging and hopeful is to note coaches taking a stand and use actively coaching for the change that will have the best impact in a world where we all live and prosper in harmony.

Moving forward we believe that more research on this area is needed and more resources to actively support coaches in carrying out this work.