

Strategic Initiatives

ICF Bahrain
2026-2027

Strategic Areas and Objectives 2026–2027:

Membership GROWTH into Tangible Professional Value

Achieve a 20% growth in membership by the end of 2027 by transforming membership into a practical, impactful value proposition.

Positioning Credentials as the Foundation of Market Trust and Credibility

2. Position ICF credentials as a core trust factor that enhances market value and service quality.

Strengthening the Chapter as a Trusted Institutional Partner

3. Position ICF Bahrain Chapter as a trusted professional partner delivering clear institutional value and financial sustainability.

2. Positioning the Chapter in the Regional and International Coaching Communities

<i>Objective</i>	<i>Initiative</i>	<i>KPI</i>	<i>Target</i>	<i>Unit</i>	<i>Responsibility</i>	<i>Achieved</i>
2.2. Enhance ICF Bahrain's visibility and influence within the regional and international coaching communities	D- Establish regional and international strategic collaborations	Number of regional collaborations	2	Events	AB	
		Strategic collaboration	2			
		Number ICF Board member participation by end 2027	1	ICF board member	AB	
	E - Participate in ICW for 2026 & 2027	Number of ICW week participation	2	Week		
		Number of participants	100	Person		

Plan/Tasks	Resources/ Requirements	Start Date	Related Objectives
Event with Arab Chapter (virtual) – Arabic language		Q2	1.2 B
Hosting Regional/global ICF board	Engage with Regional Manager MENA region	Q2 or Q3	1.2 B
Bahrain Chapter participates in a regional/global event	Engage with Regional Manager MENA region	Q2 or Q3	1.2 B
Planning the ICW week	Board of Directors Meeting	April 2026	1.2 B
Communicate and distribute tasks to the relevant committees for ICW	Communicating with members	April 2026	
Organizational team formation for ICW	Assignment forms and deadlines	April 2026	
Social Media Posting and Advertising ICW	Official logo and standardized advertising publishing protocol details	April – May 2026	2.1 C

2. Positioning the Chapter in the Regional and International Coaching Communities

<i>Objective</i>	<i>Initiative</i>	<i>KPI</i>	<i>Target</i>	<i>Unit</i>	<i>Responsibility</i>	<i>Achieved</i>
2.1. Emphasize the role of coaching in personal and organizational success.	C. Continue with the nationwide awareness media campaign to educate the public and private sectors on the benefits of coaching.	Reach and Engagement Metrics	3 platforms	Social Media Content	AB	

Plan/Tasks	Resources/ Requirements	Start Date	Related Objectives
Increase visibility on TikTok, LinkedIn & Instagram	Marketing team support	<i>Feb 2026</i>	2.1 C
Record a podcast episode: Selecting the main topic Key speaking topics / Establishing criteria for selecting speakers	Forming a team to record a podcast episode	<i>March – April 2026</i>	2.1 C 1.2 B
Arrangement of the recording mechanism and loop execution details	Team meeting with the CEO of the recording studio	<i>June 2026</i>	2.2 D 1.2 B
Select the right date and day to register	Communicate with speakers to identify approvals	<i>June – Aug 2026</i>	2.1 C
Stakeholders agree on the purpose and method of recording and dissemination	The registration team convenes with the speakers to outline goals, discuss presentation themes, and clarify the registration procedures.	<i>June 2026</i>	2.1 C
Receive media content and publish it on social media sites	Meeting with the publishing team in the department to discuss and finalize the strategy for social media publication across platforms like Instagram, LinkedIn, the official website, and YouTube.	<i>July 2026</i>	2.1 C 2.2 D

1. Enhancement of Professional Standards and Education

<i>Objective</i>	<i>Initiative</i>	<i>KPI</i>	<i>Target</i>	<i>Unit</i>	<i>Responsibility</i>	<i>Achieved</i>
1.2. Ensure adherence to the highest standards of ethical conduct and professionalism in coaching engagements	B- Implement a Core Competencies series and/or build on Ethics in Coaching Series (from previous year) to enhance the ethical understanding and professional practices of coaches in Bahrain, linked to CCE's	Number of Sessions Held per year	4	Event	AB	
		Number of participants	20	Person	AB	
Plan/Tasks	Resources/ Requirements	Start Date	Related Objectives			
Plan Session Topics: Identify key ethical & core competencies topics and structure the content for the series.	Identify and structure key ethical & core competencies topics in coaching, such as confidentiality and conflicts of interest, using ethics guidelines, research materials, and peer feedback & core competencies, linked to CCE's	March 2026	1.2. B, 2.2. D			
Invite Speakers: Reach out to experienced coaches or ethics experts to lead the sessions.	Reach out to experienced coaches or ethics/core competencies experts with formal invitations and agreements, coordinating their participation and session details.	March 2026				
Promote the Series: Create and share promotional materials to attract participants.	Create and distribute promotional materials, utilize an email list and event platforms, and develop a marketing plan to attract participants and manage registrations.	March 2026				

1. Enhancement of Professional Standards and Education

<i>Objective</i>	<i>Initiative</i>	<i>KPI</i>	<i>Target</i>	<i>Unit</i>	<i>Responsibility</i>	<i>Achieved</i>
1.1. Strengthen the chapter's local network	A- Establishing a minimum of three new local partnerships and activating existing Memorandums of Understanding (MoUs) with key institutions and organizations	Number of New Local Partnerships by end of 2027	3	Partnership	AB	
		MoUs Activation Rate by end of 2027	2	MoU	AB	

Plan/Tasks	Resources/ Requirements	Start Date	Related Objectives
Identify and Engage Partners: Research and approach potential local partners, setting up meetings to discuss collaboration opportunities, across the following sectors - Banking, Education and Coaching schools	Team and Communication Tools: A team with access to email, phone, and virtual meeting platforms. Documentation and Legal Review: Partnership agreement templates and legal resources for review. Tracking and Event Logistics: Tools to track progress and organize meetings or events.	<i>March 2026</i>	1.1. A
Reactivate MoUs: Review and revive inactive MoUs by coordinating follow-up meetings and implementing joint activities.	Documentation review	<i>June 2026</i>	1.1. A
Formalize and Manage Agreements: Draft partnership agreements, secure approvals, and ensure regular progress check-ins.	Documentation review	<i>Nov 2026</i>	1.1. A

2. Positioning the Chapter in the Regional and International Coaching Communities

Objective	Initiative	KPI	Target	Unit	Responsibility	Achieved
2.2. Enhance the ICF Bahrain Chapter's leadership and visibility within Bahrain and the regional and international coaching community.	<p>A. Establish strategic partnerships with other ICF chapters (e.g., GCC, MENA, and international).</p> <p>B. Promote Bahraini coaches through ICF global channels and recognition programs.</p>	<p>Number of ICF events, and Number of strategic collaborations formed.</p> <p>Growth in international social media engagement, increase the number of follower</p>	<p>2 events</p> <p>5% increase of followers on social media.</p>	Clarify what type of measurement is being used	(SM)	TBU

Plan/Tasks	Resources/ Requirements	Start Date	Related Objectives
<ul style="list-style-type: none"> - Ramadhan Competition - The need of coaching discussion/ Forum with Oman (virtual) – Arabic language - The need of coaching discussion/ Forum with an international chapter (virtual) –English language - Panel with Members to be apart of the ICW - Actively engage in the “ICF Engage” and encourage the members to join any discussion. - Weekly post/note for the members 	<ul style="list-style-type: none"> - Organising team (#3) with camera man - Organising team (#3) including online facilitator - Organising team (#3) including online facilitator - Organising team - Organising team - ICF Engage - Social media platforms, Contact media (radio, TV, etc...), focus on the social media channels, and give at least weekly feeds from the directors and members, as a advice, discussion, or any other subject that will be as a benefit for the society. 	<ul style="list-style-type: none"> - February-March - April 2026 - May 2026 - June – July 2026 	

2. Positioning the Chapter in the Regional and International Coaching Communities

<i>Objective</i>	<i>Initiative</i>	<i>KPI</i>	<i>Target</i>	<i>Unit</i>	<i>Responsibility</i>	<i>Achieved</i>
2.2. . Enhance the ICF Bahrain Chapter’s leadership and visibility within Bahrain and the regional and international coaching community.	- Participate in ICF Ignite project	Sign contracts with formal entity	1	Contracts	(SM)	
		Number of participants	5	Members		

Plan/Tasks	Resources/ Requirements	Start Date	Related Objectives
<ul style="list-style-type: none"> - Signed contract with a law firm to represent individual - Sign a MOU with the UCB - Set up an organising team - Announce to volunteer coaches - Meet interested clients (physical) - Questionnaire to clients - Meet selected coaches (online) - Contract Application to ICF - Start coaching - End coaching – send survey - Send ICF report 	<ul style="list-style-type: none"> - Legal volunteer to arrange the legal contracts. - Organising team (#3-4). - BD 20 for 1 physical meetings – for clients need. 	May 2026	
<ul style="list-style-type: none"> - Questionnaire to the Members. 	<ul style="list-style-type: none"> - Make a form/ Questionary that the member must fill, to give suggestions and understand the need and the expected outcome from the chapter. 	June 2026	

2. Positioning the Chapter in the Regional and International Coaching Communities

<i>Objective</i>	<i>Initiative</i>	<i>KPI</i>	<i>Target</i>	<i>Unit</i>	<i>Responsibility</i>	<i>Achieved</i>
2.2. Enhance ICF Bahrain's visibility and influence within the regional and international coaching communities	Partnership with educational bodies	No. of new members	5	members	NB	

Plan/Tasks	Resources/ Requirements	Start Date	Related Objectives
Execute New Member Onboarding <ol style="list-style-type: none"> 1. Deliver welcome communications and onboarding pack 2. Run at least one New Member Orientation session per quarter 	Email & Communication Tools for onboarding, renewal, and conversion campaigns Event Registration & Tracking System to monitor member vs non-member participation	<i>February 2026</i>	Check steps in 3.1

3. Organizational Excellence and Sustainable Growth

<i>Objective</i>	<i>Initiative</i>	<i>KPI</i>	<i>Target</i>	<i>Unit</i>	<i>Responsibility</i>	<i>Achieved</i>
3.1. Sustain membership rates & achieve a 5% annual growth in chapter membership	Member Value & Conversion Journey	Net membership growth	>=5%	members	NB	
	Member Value & Conversion Journey	Percentage of renewal rate	80-80%	Renewal rate	NB	

Plan/Tasks	Resources/ Requirements	Start Date	Related Objectives
<p>Review Membership Data & Journey</p> <ol style="list-style-type: none"> Analyze current membership numbers, renewals, and drop-offs Segment members and prospects (new, active, inactive, expiring) <p>Execute New Member Onboarding</p> <ol style="list-style-type: none"> Deliver welcome communications and onboarding pack Run at least one New Member Orientation session per quarter <p>Drive Member Engagement</p> <ol style="list-style-type: none"> Ensure delivery of at least one member-value activity (learning, peer coaching, or networking) Promote volunteer and committee participation <p>Convert Prospects to Members</p> <ol style="list-style-type: none"> Track non-member participation in events Follow up with targeted membership conversion communications <p>Manage Membership Renewals</p> <ol style="list-style-type: none"> Identify members approaching expiry and execute renewal outreach Conduct value-focused renewal engagement <p>Monitor KPIs & Report to Board</p> <ol style="list-style-type: none"> Track membership growth, renewal, and engagement metrics Report progress, insights, and recommendations to the Board 	<p>Dedicated Membership Lead & 2-4 Volunteer Ambassadors to manage onboarding, engagement, and renewals</p> <p>Membership Database to track members, renewals, and engagement</p> <p>Email & Communication Tools for onboarding, renewal, and conversion campaigns</p> <p>Event Registration & Tracking System to monitor member vs non-member participation</p> <p>Standardized Membership Materials (onboarding pack, value one-pager, templates)</p> <p>Board & Cross-Director Support (Programs, Marketing, Partnerships alignment)</p>	February 2026	2.2

3. Organizational Excellence and Sustainable Growth

<i>Objective</i>	<i>Initiative</i>	<i>KPI</i>	<i>Target</i>	<i>Unit</i>	<i>Responsibility</i>	<i>Achieved</i>
3.2. Develop and implement new revenue streams	I. Conduct premium workshops and partnerships with local organizations.	Revenue Growth Monthly, Annual profits, Net Monthly Surplus.	10%	BD	(GK)	

Plan/Tasks	Resources/ Requirements	Start Date	Related Objectives
1.1 Working to generate new revenue resources through the various activities of the chapter's finance committee during the 2026-2027 session.	<ul style="list-style-type: none"> - Graphic Designer: • Design Ad for LinkedIn & Instagram. - Design Content for 2 short stories. - Social Media Manager: • Instagram & LinkedIn Accounts Management. • Publishing & following up. • Monitoring post engagement & issuing reports for packages 5 & 7. • Creating highlight. - Treasurer: • Count the sold packages. • Estimate monthly operating costs. • Find Operating, Administrative costs. • Calculate expected revenue(1-6) months. • KPI's. • Working to increase sales. 		3.2 I 3.2H
1.1.1 Implementing an advertising campaigns to market the support packages for members, non members and coaching schools using social media platforms(Instagram, LinkedIn, WhatsApp) and Chapter Website.		10 May 2026	
		-	
<ul style="list-style-type: none"> • Design support package called(Meet Our Coach) for Member coaches <p>-(3 Stars, 5 Stars, 7 Stars) :</p> <p>3 Stars: USD 27 (BD 10) – 1 Ad for a service(course/Workshop/Coaching): 1 post on Instagram & LinkedIn. 2 stories on Instagram. Only once. Time Limit:1 Week.</p>	28 February 2027		

3. Organizational Excellence and Sustainable Growth (3.2 cont.)

<i>Objective</i>	<i>Initiative</i>	<i>KPI</i>	<i>Target</i>	<i>Unit</i>	<i>Responsibility</i>	<i>Achieved</i>
3.2. Develop and implement new revenue streams	1. Conduct premium workshops and partnerships with local organizations.	Revenue Growth Monthly, Annual profits, Net Monthly Surplus.	10%	BD	(GK)	

Plan/Tasks	Resources/ Requirements	Start Date	Related Objectives
1.1 Working to new financial resources through the various activities of the chapter’s finance committee during the 2026-2027 session.	<ul style="list-style-type: none"> - Graphic Designer: • Design Ad for LinkedIn & Instagram. - Design Content for 2 short stories. - Social Media Manager: • Instagram & LinkedIn Accounts Management. • Publishing & following up. • Monitoring post engagement & issuing reports for packages 5 & 7. • Creating highlight. - Treasurer: • Count the sold packages. • Estimate monthly operating costs. • Find Operating, Administrative costs. • Calculate expected revenue(1-6) months. • KPI’s. • Working to increase sales. 		3.2 I 3.2H
<ul style="list-style-type: none"> • Design support package called(Meet Our Coach) for Member coaches <p>-(3 Stars, 5 Stars, 7 Stars)</p> <p>5 Stars: USD 48 (BD 18) – 1 Ad for a service(course/Workshop/Coaching): 1 post on LinkedIn and Instagram. 3 Stories on Instagram. Repost once.</p> <p>Time Limit:2 Weeks</p>		10 May 2026 - 28 February 2027	
<ul style="list-style-type: none"> • Design support package called(Meet Our Coach) for Member coaches <p>-(3 Stars, 5 Stars, 7 Stars)</p> <p>7 Stars: USD 120 (BD 45) – 1 Ad for a service(course/Workshop/Coaching): service(course/Workshop/Coaching): 2 posts on LinkedIn and Instagram. 4 stories on Instagram. Repost one each, Advising Hour, Short introductory video, highlight of members, List of coaches on Chapter’s website, Discount package for repeat business, Included in(Coach of a Month) campaign.</p> <p>Time Limit: One Month</p>			

3. Organizational Excellence and Sustainable Growth (3.2 cont.)

<i>Objective</i>	<i>Initiative</i>	<i>KPI</i>	<i>Target</i>	<i>Unit</i>	<i>Responsibility</i>	<i>Achieved</i>
3.2. Develop and implement new revenue streams	1. Conduct premium workshops and partnerships with local organizations.	Revenue Growth Monthly, Annual profits, Net Monthly Surplus.	10%	BD	(GK)	

Plan/Tasks	Resources/ Requirements	Start Date	Related Objectives
1.1 Working to new financial resources through the various activities of the chapter’s finance committee during the 2026-2027 session.			3.2 I 3.2H
<p>-Design support package for Non-Members coaches: -(3 Stars, 5 Stars, 7 Stars): 3 Stars: USD 54 (BD 20) –1 Ad for a service(course/Workshop/Coaching): 1 post on Instagram & LinkedIn. 2 stories on Instagram. Once Only. Time Limit: 1 Week.</p>	<ul style="list-style-type: none"> - Graphic Designer: <ul style="list-style-type: none"> • Design Ad for LinkedIn & Instagram. - Design Content for 2 short stories. - Social Media Manager: <ul style="list-style-type: none"> • Instagram & LinkedIn Accounts Management. • Publishing & following up. • Monitoring post engagement & issuing reports for packages 5 & 7. • Creating Temporarily highlight(Cooperative Coach). - Treasurer: <ul style="list-style-type: none"> • Count the sold packages. • Estimate monthly operating costs. • Find Operating, Administrative costs. • Calculate expected revenue(1-6) months. • KPI's. • Working to increase sales. 	<p>27 May 2026</p> <p>-</p> <p>15 March 2027</p>	
<p>-Design support package for Non-Members coaches . -(3 Stars, 5 Stars, 7 Stars): 5 Stars: USD 80 (BD 30) – 1 Ad for a service(course/Workshop/Coaching): 1 post on LinkedIn and Instagram. 3 Stories on Instagram. Repost once. Time Limit: 2 Weeks</p>			

3. Organizational Excellence and Sustainable Growth (3.2 cont.)

<i>Objective</i>	<i>Initiative</i>	<i>KPI</i>	<i>Target</i>	<i>Unit</i>	<i>Responsibility</i>	<i>Achieved</i>
3.2. Develop and implement new revenue streams	1. Conduct premium workshops and partnerships with local organizations.	Revenue Growth Monthly, Annual profits, Net Monthly Surplus.	10%	BD	(GK)	

Plan/Tasks	Resources/ Requirements	Start Date	Related Objectives
1.1 Working to new financial resources through the various activities of the chapter’s finance committee during the 2026-2027 session.			3.2 I 3.2H
<p>-Design support packages for coaches(members, non members, Coaching Schools).</p> <p>-3 Stars, 5 Stars, 7 Stars) Coaching Schools :</p> <p>3 Stars: USD 80 (BD 30) – 1 Ad for a service(course/Workshop/Coaching): 1 post on Instagram & LinkedIn. 2 stories on Instagram. Once only Time Limit: 1 Week</p>	<ul style="list-style-type: none"> - Graphic Designer: • Design Ad for LinkedIn & Instagram. - Design Content for 2 short stories. - Social Media Manager: • Instagram & LinkedIn Accounts Management. • Publishing & following up. • Monitoring post engagement & issuing reports for packages 5 & 7. • Creating Temporarily highlight(Cooperative coaching school). - Treasurer: • Count the sold packages. • Estimate monthly operating costs. • Find Operating, Administrative costs. • Calculate expected revenue(1-6) months. • KPI’s. • Working to increase sales. 	April 2026 14 - March 2027 31	
<p>5 Stars: USD 100 (BD 38) – 1 Ad for a service(course/Workshop/Coaching): 2 posts on LinkedIn and Instagram. 2 Stories on Instagram. Repost once. Brief interactive report. Time Limit: 2 Weeks</p>			

3. Organizational Excellence and Sustainable Growth (3.2 cont.)

<i>Objective</i>	<i>Initiative</i>	<i>KPI</i>	<i>Target</i>	<i>Unit</i>	<i>Responsibility</i>	<i>Achieved</i>
3.2. Develop and implement new revenue streams	I. Conduct premium workshops and partnerships with local organizations.	Revenue Growth Monthly, Annual profits, Net Monthly Surplus.	10%	BD	(GK)	

Plan/Tasks	Resources/ Requirements	Start Date	Related Objectives
1.1 Working to new financial resources through the various activities of the chapter’s finance committee during the 2026-2027 session.			3.2 I 3.2H
<p>7 Stars: USD 150 (BD 57) – 1 for a service(course/Workshop/Coaching): 4 Posts on LinkedIn and Instagram. 4 Stories on Instagram. Repost twice. Detailed interactive report. Appreciation certificate. Highlight. Discount package for repeat business.</p> <p>Time Limit: One Month</p> <p>Special benefit: If the coaching school purchases the package three times consecutively within a maximum period of six months, there will be a 30% discount on the package.</p>	<ul style="list-style-type: none"> - Graphic Designer: • Design Ad for LinkedIn & Instagram. - Design Content for 2 short stories. - Social Media Manager: • Instagram & LinkedIn Accounts Management. • Publishing & following up. • Monitoring post engagement & issuing reports for packages 5 & 7. • Creating Temporarily highlight(Cooperative coaching school). - Treasurer: • Count the sold packages. • Estimate monthly operating costs. • Find Operating, Administrative costs. • Calculate expected revenue(1-6) months. • KPI’s. • Working to increase sales. 	April 2026 14 - March 2027 31	

3. Organizational Excellence and Sustainable Growth

<i>Objective</i>	<i>Initiative</i>	<i>KPI</i>	<i>Target</i>	<i>Unit</i>	<i>Responsibility</i>	<i>Achieved</i>
3.2. Develop and implement new revenue streams	I. Conduct premium workshops and partnerships with local organizations.	Revenue Growth Monthly, Annual profits, Net Monthly Surplus.	10%	BD	(GK)	

Plan/Tasks	Resources/ Requirements	Start Date	Related Objectives
1.1 Working to generate new revenue resources through the various activities of the chapter’s finance committee during the 2026-2027 session.			3.2 I 1.1 A
•Preparing the chapter’s cooperation agreement with clients(members, non members, coaching Schools).	Board Members	20 May 2026 - 30 May 2026	
•Concluding cooperation agreements with the target groups.	Board Members	May 2026-March 2027	

3. Organizational Excellence and Sustainable Growth (3.2 cont.)

<i>Objective</i>	<i>Initiative</i>	<i>KPI</i>	<i>Target</i>	<i>Unit</i>	<i>Responsibility</i>	<i>Achieved</i>
3.2. Develop and implement new revenue streams	I. Conduct premium workshops and partnerships with local organizations.	Revenue Growth	10%	BD	(GK)	

Plan/Tasks	Resources/ Requirements	Start Date	Related Objectives
1.2 Identify new adaptive and flexible frameworks for any type of partnerships/sponsorships.			3.2 I 1.1 A
<ul style="list-style-type: none"> •Negotiating with numbers of coaching schools and institutes to grant the members 25% on their services and products in exchange to: <ol style="list-style-type: none"> 1. Post the first party ads for free. 2. Place the first party logo in the chapter’s advertisements and events. 3. Forming a team of number of members who provide coaching and mentoring services to the partner for free. 	<ul style="list-style-type: none"> • Finance team members. • Partnerships Team. • Secretary. • Negotiating. • Preparing Agreements. • Completing Deals. 	August 2026 - February 2027	
<ul style="list-style-type: none"> •Make agreements with potential partners. 			
<ul style="list-style-type: none"> •Working to find sponsors for the chapter’s Events. 			
<ul style="list-style-type: none"> •Concluding Cooperation agreements with potential sponsors. 			

3. Organizational Excellence and Sustainable Growth

<i>Objective</i>	<i>Initiative</i>	<i>KPI</i>	<i>Target</i>	<i>Unit</i>	<i>Responsibility</i>	<i>Achieved</i>
3.3 Ensure continuity, leadership excellence, and sustainable impact positioning within the Chapter.	J – Lead the Design and Implementation of a Structured Chapter-Wide Leadership Succession & Development Framework.	Succession Framework Approved & Operationalized	100%	Plan	President	
Plan/Tasks	Resources/ Requirements			Start Date	Related Objectives	
Identify and Assess Future Leaders: Develop transparent nomination criteria and evaluate high-potential members for future Board and Committee leadership roles.	<ol style="list-style-type: none"> 1. Succession & Governance Committee 2-Competency-based assessment framework aligned with ICF standards 3-Digital tracking sheet (Leadership Pipeline Dashboard) 			February 2026	3.3. J,	
Design Leadership Development Pathway: Create structured learning journeys including mentoring, shadowing current Board members, and strategic project ownership.	<ol style="list-style-type: none"> 1-Senior mentors (ACC/PCC/MCC holders) 2-Leadership workshops & governance training modules 3-Coaching supervision & reflective practice sessions 			February 2026		
Establish Formal Transition & Handover Protocol: Develop documented transition guidelines, role clarity documents, and timeline-based succession activation plan.	<ol style="list-style-type: none"> 1-Governance documentation templates 2-Legal & compliance review (if required) 3-Knowledge management repository (shared drive) 			February 2026		

3. Organizational Excellence and Sustainable Growth

<i>Objective</i>	<i>Initiative</i>	<i>KPI</i>	<i>Target</i>	<i>Unit</i>	<i>Responsibility</i>	<i>Achieved</i>
3.3 Ensure continuity, leadership excellence, and sustainable impact positioning within the Chapter.		Succession Framework Approved & Operationalized	100%	Plan	President	

Plan/Tasks

Resources/ Requirements

Start Date

Related Objectives

Identify and Assess Future Leaders:
Develop transparent nomination criteria and evaluate high-potential members for future Board and Committee leadership roles.

1. Succession & Governance Committee
2-Competency-based assessment framework aligned with ICF standards
3-Digital tracking sheet (Leadership Pipeline Dashboard)

February 2026

3.3. J,

Design Leadership Development Pathway: Create structured learning journeys including mentoring, shadowing current Board members, and strategic project ownership.

1-Senior mentors (ACC/PCC/MCC holders)
2-Leadership workshops & governance training modules
3-Coaching supervision & reflective practice sessions

February 2026

Establish Formal Transition & Handover Protocol: Develop documented transition guidelines, role clarity documents, and timeline-based succession activation plan.

1-Governance documentation templates
2-Legal & compliance review (if required)
3-Knowledge management repository (shared drive)

February 2026

3. Organizational Excellence and Sustainable Growth

<i>Objective</i>	<i>Initiative</i>	<i>KPI</i>	<i>Target</i>	<i>Unit</i>	<i>Responsibility</i>	<i>Achieved</i>
3.3 Ensure continuity, leadership excellence, and sustainable impact positioning within the Chapter.	Design, activate, and submit the HCPA Alliance as a structured Social Impact initiative aligned with ICF Global Award criteria, strengthening governance continuity, ecosystem influence, and sustainable Chapter positioning.	Social Impact Award Submission Completed & Approved by Board	100%	Completion %	President	

Plan/Tasks

Design & submit the HCPA Alliance as an ICF-aligned Social Impact initiative with measurable governance and ecosystem impact.

Resources/ Requirements

Social Impact Steering Committee (ICF + BSCM representatives)
 Impact Measurement & KPI Framework aligned with ICF Award criteria
 Governance & Documentation Templates (Alliance Charter, MoU, Role Clarity)
 Strategic Partner Engagement Plan
 Data Collection & Reporting Dashboard
 Award Submission Working Group (content drafting & evidence compilation)

Start Date

March 2026

Related Objectives

3.3. J,