

EthicalCoach x WILD

2020 Impact Report



Working together, EthicalCoach and The WILD Network make leadership more **impactful** and **sustainable**.

• **Who is EthicalCoach?**

EthicalCoach is the philanthropic arm of WBECS, it connects world-class coaches to leaders in the nonprofit sector. Our goal is to help them multiply their impact over the long term. To us, good coaching means stronger communities, healthier families, and better access to justice.

We're empowering leaders to avoid burnout, overcome barriers, and build a better world.

www.ethicalcoach.org

• **Who is The WILD Network?**

Our mission is to advance women's leadership opportunities - for all women - in the global development sector.

To accomplish this, WILD connects the ecosystem of stakeholders who are building cultures of inclusive leadership. We craft each professional development and networking experiences that lead to meaningful connections, and actionable take-aways.

www.wildleadershipforum.org

www.thewildnetwork.org

• **What is leadership coaching?**

Leadership coaching is a collaborative, confidential partnership created between a coach and leader focused on unlocking the leader's potential and maximizing their performance.

The purpose of coaching is to achieve the leader's self-identified goals and desired outcomes through clarifying beliefs and values, enhancing the ability to learn, and identifying new ways to leverage skills and strengths.

• What is the global development sector?

Professionals working in this sector are committed to human development. They lead international efforts to reduce poverty, fight inequality and improve access to health, education and job opportunities around the world.

• Why coaching within the global development sector?

Coaching can make all the difference for the global development sector. Nonprofits are often strapped for the resources they need to make a difference on the scale they envision.

Investing in **leadership development** can help nonprofits **do more with the resources they have** by helping clarify vision, build strategies, and make systems more efficient.

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“[My coach] helped me clarify my goals, increase my toolkit for influencing others, and identify practical steps that help me overcome obstacles.”

With coaching, the **change is sustainable**. Coaching is a partnership between leader and coach. We don't just come in and solve a problem. Coaches and leaders identify goals, and develop the tools to address the problem (and its root causes) over the long term. Rather, our coaches work with leaders on the ground to reflect on the needs of their communities and work on ways to meet them.

Then, the leaders continue to work in their communities—carrying the lessons they've learned with them into every challenge.

60%

of our community leaders say that the positive shift they've experienced with coaching is a permanent one.

We know that passion drives the global development sector. Unfortunately that often means burnout is a real concern. Coaching helps leaders manage leadership alongside life—so they can make transformational change over the long term.

80%

of our community leaders are using techniques they learned through coaching to minimize/prevent burnout frequently, very frequently, or daily.

How The WILD Network and EthicalCoach help **global development leaders.**

• Our program is designed to ensure leaders get the most out of coaching.

Our coaches worked with global development leaders to maximize their personal and professional potential, with the following coaching sessions:

1. An initial 90-minute meeting to identify key issues and establish coaching guidelines and focus.
2. Six (6) months of coaching appointments approximately 1 hour in length, twice per month (12 sessions).
3. A final 90-minute wrap up meeting to summarize accomplishments and agree on strategies going forward.

• Coaching helps leaders turn their vision into positive change.

Our coaches meet leaders where they are. They ask leaders how they want themselves, and their organization, to grow. They work together to build plans and techniques that can help them get there. It's hard to boil coaching down to a single approach.

What we know is that it helped.

80%

of our leaders said the program exceeded their expectations.

• 1. Leaders refined their **strategic thinking.**

13%

of our program participants focused on their **leadership mindset** in their sessions.

When it comes to creating transformational shifts in leadership and making sure they're sustainable, there are three key things leaders need to work on:



Increasing Self-Awareness

"[My coach] helped me reflect on and better understand myself as a leader, gain confidence and new strategies that are working for me."



Increasing Energy

"It has helped me better focus and better manage factions both inside my team and between my team and others. It has had a positive impact on both productivity and morale."



Increasing Resilience

"[Coaching helped me] clarify my own priorities and way forward amidst changing times."

2. Leaders strengthened their leadership practices.

28% of our program recipients focused on leadership strategies and practices.

They improved their relationship to feedback.

"[I have a] greater ability to put myself in someone else's shoes and see it from their perspective... an enhanced focus on listening."

They built relationships more strategically.

For one leader, the biggest shift was that they started "achieving goals around increased engagement at higher strategic levels" and "increased impact and recognition."

They focused on developing talent.

For one of our leaders, they "designed and started implementing staff mentorship programs as part of the organization culture", while acquiring new funding and partnerships to accelerate their upward trajectory.

They delegated to the benefit of their mission.

"That confidence in myself and confidence in my supervisees can have exponential impact. Taking a coaching approach to others frees me from "doing" to 'leading'."

They showed up as leaders.

"I understand and practice the meaning of bringing my chair to the table and make sure I make the best use of my space at the table."

At the end of the day it had an impact.

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"Two new projects and [my organization] got into a World Bank supported accelerator program."

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"I've raised more funds."

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"We are now growing very quickly and it is the most exciting time ever!"

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"I have continued to source grant funding and also potential investors, which has been a key activity in advancing the work that we are doing in the organization."

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"I am able to grow my staff and be more strategic in my approach to my job."

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"Better able to influence internal decision making to keep it focused on mission."

Some **testimonials** from our coaches.

With EthicalCoach, our coaches get to use their skills to make an impact. We asked some of them what their experience was like.

96% of our coaches liked, or loved, the experience.

96% felt like they had a meaningful positive impact on their client.

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“It is a powerful way of giving back; supporting individuals, who are making a social impact and would not be able to afford coaching, to grow and become better leaders is very rewarding.”

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“[The program was] well organised, professional, committed to high standards, and inclusive.”

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“EthicalCoach connects you with individuals who are working for social change and impact. It is very rewarding to support them in their growth journey as leaders.”

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“Global reach, interesting partners to work with and, good standard of fellow coaches in my cadre which lead to rich conversations.”

EthicalCoach x WILD: why it worked.

The WILD Network supports women social innovators at any stage in their career. They work to help them scale their impact, grow their organizations, and increase their influence.

Through WILD, EthicalCoach connected coaches to 30 women social impact leaders across the world. This meant that EthicalCoach got to diversify the impact, connect coaches to the organizations and leaders that were looking to grow, and test out the theory of change in a large range of contexts.

It worked.

With WILD, there was no need to convince our partner that coaching was valuable. With that out of the way, we were able to get to work. Through our partnership with WILD, we tested EthicalCoach's model in a global context and saw an unprecedented return on investment.

Our theory of change:

Our partnership focused on amplifying impact, breaking the burnout cycle, and investing in long term solutions.

Root Causes	Need	Resources & Activities	Implementation Outcomes	Mechanisms of Change	Outcomes
Passion for cause Lack of resources Lack of buy-in from key stakeholders Lack of sustainable solutions from larger institutions	Burnout Inability to scale impact Inability to institute long term impact Inability to delegate Diminishing opportunities	Coaching with a focus on developing: Emotional regulation Energy Influence Productivity	Increased self-awareness among leaders Increased energy Increased resilience Stronger emotional regulation More influence More productivity	Better emotional regulation allows for resilience in the face of challenges More energy leads to more opportunities being captured and stronger cultures More influence leads to more strategic buy-in at relevant levels More productivity ultimately leads to more efficiencies	Improved fundraising outcomes Strategic buy-in from board and employees Reduce burnout Sustainable solutions that can be active in the community over the longer term

What is Return on Investment (ROI) in the global development sector?

Return on Investment (ROI) is the for-profit sector's best way of measuring the efficiency of an investment. Simply put, ROI tells us how much value (quantified in dollars) we got back from the money that we put in. To calculate it, you divide the benefit produced by an investment by the initial cost of the investment. It's then expressed as a percentage or ratio.

$$ROI = \frac{\text{Current Value of Investment} - \text{Cost of Investment}}{\text{Cost of Investment}}$$

ROI has been a key way to measure the impact of coaching in the for-profit sector for years. The focus is change in the leader's mindset and performance. In the global development sector these improvements can reduce strain on resources and contribute directly to people's ability to carry out their mission effectively.

• Our measurement model.

At EthicalCoach and The WILD Network, we're focused on measurable success. We developed a values-aligned approach to calculating return on investment for our coaching programs.

We started by considering three key measures for leadership within an organization:

Emotional Regulation is about how leaders feel about the challenges they experience.

Energy is about the positive outlook and optimistic mindset of the leaders.

Influence is about how leaders believe they can attract needed resources and opportunities.

We surveyed leaders' feelings about their relationship to these measures on a scale from 1 - 5 before and after their participation in the program. For every 1 point change, we equated that to 2 hours of time saved. Then, we multiplied the amount of hours saved by the hourly wage of the leader.

Our return on investment was impressive, but not surprising.

• Our returns.

When measuring the overall cost of the initiative we considered an estimation for **coaching fees**, the **time investment** from both clients and coaches, and the cost of **program administration**.

Altogether the cost came out to **\$63,732.06**.

Once we calculated the cost of the initiative, we used our measurement model outlined above to determine the **benefit** created by the initiative. The amount of change was exciting. We saw people leave the program with more **energy**, stronger **influence**, and better **emotional regulation**.

Altogether the shifts in leaders' performance brought

on by coaching were saving these organizations \$4,534 worth of salaried hours per week.

Multiplying that by 48 weeks, we see a total **\$217,644.52** in benefit produced by the program in value created by the program, subtracted by **\$63,732.06** in costs to produce a benefit of **\$153,912.46**.

Pulling in our formula, we see a staggering return on investment.

$$\text{ROI} = \frac{\$217,644.52 - \$63,732.06}{\$63,732.06}$$

• Our initial ROI for this project was **241%**.

This ROI was impressive, but did not consider one thing: coaching time, which represented 54% of our costs (or \$43,546.25) was all **donated pro-bono**.

This means that the **actual cost of the program was \$20,185.81**

We can go back to our formula using this new number:

$$\text{ROI} = \frac{\$217,644.52 - \$20,185.81}{\$20,185.81}$$

• Our actual ROI for this project was **978%**.

Conclusion

The barriers between the social impact sector and scale at impact often come down to leadership. Civil society leaders are passionate, they're fighting for buy-in, and working for funding. At the same time they're often under-equipped to make the kind of transformational change they want to see at a personal, organizational, and community level. EthicalCoach and The WILD Network are changing that.

Our coaches are empowering leaders to break the burnout cycle. They're helping them do more with less. They're refining strategies to get buy-in. They're making sure that organizational change is sustainable, and that it impacts the community over the long haul.

It's a new model in the global development sector, but there is one very encouraging sign: we did it, and it worked.



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Wild Network

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