



International
Coach Academy



2365 Harrodsburg Road, Suite A325
Lexington, KY USA 40504

Phone: +1.888.423.3131 | Fax: +1.859.226.4411

Email: icfheadquarters@coachfederation.org

Website: coachfederation.org

ICF 核心能力模型更新版

中文翻译版权：ICA International Coach Academy

国际教练学院 | 2020 年 10 月 更新

经过 24 个月严格的教练实践分析，国际教练联盟宣布更新的 ICF 教练核心能力模型。这个能力素质模型是基于 1300 多位来自世界各地教练们收集的信息而成型的，参与人员中包括 ICF 会员和非会员，其代表着不同的教练学科、训练背景、教练风格和水平。这个大规模的研究项目验证了现有的 ICF 核心能力模型的大部分内容，虽然是 25 年前左右拟定的，但它至今对教练实践仍然至关重要。数据中出现的一些新元素和主题也被集合到模型之中。这些包括对道德行为和保密性的高度重视、教练心态和持续反思实践的重要性、不同层次的教练协议之间的关键区别、教练和客户之间的关键伙伴关系、以及文化、系统和上下文意识的重要性。这些基本要素与新兴的主题相结合，反映了当今教练实践的关键要素，并将成为未来更强大、更全面的教练标准。

A. 基础	A. Foundation
<p>1. 展现道德规范实践</p> <p>定义：理解并持续应用教练道德准则合教练标准</p> <ol style="list-style-type: none"> 1. 在与客户、组织方和利益相关方的互动中展现出个人的正直和诚实 2. 对客户的身分、环境、经历、价值观和信念有着敏锐察觉 3. 在与组织方和利益相关方的互动中，使用适合并尊重对方的语言表达 4. 遵守 ICF 道德规范，坚持核心价值观 	<p>1. Demonstrates Ethical Practice</p> <p>Definition: Understands and consistently applies coaching ethics and standards of coaching</p> <ol style="list-style-type: none"> 1. Demonstrates personal integrity and honesty in interactions with clients, sponsors and relevant stakeholders 2. Is sensitive to clients' identity, environment, experiences, values and beliefs 3. Uses language appropriate and respectful to clients, sponsors and relevant stakeholders 4. Abides by the ICF Code of Ethics and upholds the Core Values

<ol style="list-style-type: none"> 5. 根据利益相关方的协议和相关法律，秉持对客户信息的保密 6. 保持教练、咨询、心理治疗和其他提供支持之职业的区别 7. 在需要的情况下，向客户推荐其他合适提供支持的专业人士 	<ol style="list-style-type: none"> 5. Maintains confidentiality with client information per stakeholder agreements and pertinent laws 6. Maintains the distinctions between coaching, consulting, psychotherapy and other support professions 7. Refers clients to other support professionals, as appropriate
--	---

<h2 style="color: blue;">2. 体现教练心态</h2> <p>定义：培养和保持一种开放、好奇、灵活和以客户为中心的心态</p> <ol style="list-style-type: none"> 1. 承认并认可‘客户要为他们自己的选择负责’的想法 2. 作为教练参与不断的自我学习与个人发展 3. 发展培养持续的反思练习以提升教练能力 4. 对环境和文化对自己和他人的影响保持查觉和开放的心态 5. 用自我觉察和直觉使客户受益 6. 培养和保持调节情绪的能力 7. 在精神与情绪方面，为教练会谈做好准备 8. 在必要时，向外部资源寻求帮助 	<h2 style="color: blue;">2. Embodies a Coaching Mindset</h2> <p>Definition: Develops and maintains a mindset that is open, curious, flexible and client-centered</p> <ol style="list-style-type: none"> 1. Acknowledges that clients are responsible for their own choices 2. Engages in ongoing learning and development as a coach 3. Develops an ongoing reflective practice to enhance one's coaching 4. Remains aware of and open to the influence of context and culture on self and others 5. Uses awareness of self and one's intuition to benefit clients 6. Develops and maintains the ability to regulate one's emotions 7. Mentally and emotionally prepares for sessions 8. Seeks help from outside sources when necessary
---	---

B. 共同建立关系

B. Co-Creating the Relationship

3. 建立和维护协议

定义:与客户和利益相关方建立合作关系,就教练关系、流程、计划和目标达成明确的协议。为整个教练合约以及每次教练会谈达成协议。

1. 解释教练是什么、不是什么,为客户和利益相关方阐明教练会谈流程
2. 双方根据“教练-客户”关系中什么是合适的、什么是不合适的、教练会谈会提供什么、不会提供什么、客户和利益相关方的责任有哪些达成共识
3. 在“教练-客户”关系中的指导原则和具体细节方面达成一致,例如后勤、费用、时间安排、时长、终止、保密性和是否有他人参与等
4. 与客户和利益相关方合作建立完整的教练计划和目标
5. 与客户合作以确定客户和教练之间的匹配度
6. 与客户方合作确定或再度确定客户在教练会谈中想要达成什么

3. Establishes and Maintains Agreements

Definition: Partners with the client and relevant stakeholders to create clear agreements about the coaching relationship, process, plans and goals. Establishes agreements for the overall coaching engagement as well as those for each coaching session.

1. Explains what coaching is and is not and describes the process to the client and relevant stakeholders
2. Reaches agreement about what is and is not appropriate in the relationship, what is and is not being offered, and the responsibilities of the client and relevant stakeholders
3. Reaches agreement about the guidelines and specific parameters of the coaching relationship such as logistics, fees, scheduling, duration, termination, confidentiality and inclusion of others
4. Partners with the client and relevant stakeholders to establish an overall coaching plan and goals
5. Partners with the client to determine client-coach compatibility
6. Partners with the client to identify or reconfirm what they want to accomplish in the session

7. 与客户方合作确定客户认为他们自己需要在会谈中探讨或解决什么，以实现他们想在本次会谈中达成的目标
8. 在整个教练项目中或单次教练会谈中，与客户方合作，对客户希望实现的目标，进行确定或再度确定其成功的衡量标准
9. 与客户方合作，对会谈的时间和会谈重点，加以管理
10. 除非客户表示有其他想法，持续朝着客户希望的结果方向进行教练会谈
11. 与客户合作，以一种尊重合作经历的方式结束教练关系

7. Partners with the client to define what the client believes they need to address or resolve to achieve what they want to accomplish in the session
8. Partners with the client to define or reconfirm measures of success for what the client wants to accomplish in the coaching engagement or individual session
9. Partners with the client to manage the time and focus of the session
10. Continues coaching in the direction of the client's desired outcome unless the client indicates otherwise
11. Partners with the client to end the coaching relationship in a way that honors the experience

4. 培养信任和安全感

定义:与客户合作，创建一个安全、给予支持的环境，使客户自由分享。保持相互尊重和信任的关系。

1. 尝试了解客户的背景，其包括他们的身份、环境、经历、价值观和信仰
2. 展现对客户身份、观点、风格和语言的尊重，据客户的需要适当的调适自己的教练方式
3. 在教练过程中，认可并尊重客户独特的才能、洞察和努力

4. Cultivates Trust and Safety

Definition: Partners with the client to create a safe, supportive environment that allows the client to share freely. Maintains a relationship of mutual respect and trust.

1. Seeks to understand the client within their context which may include their identity, environment, experiences, values and beliefs
2. Demonstrates respect for the client's identity, perceptions, style and language and adapts one's coaching to the client
3. Acknowledges and respects the client's unique talents, insights and work in the coaching process

4. 展现对客户的支持、同理和关心
5. 认可并支持客户表达他们自己的感受、观点、担忧、信念和建议
6. 教练用开放透明的沟通方式，以呈现自己的弱点并与客户建立信任

4. Shows support, empathy and concern for the client
5. Acknowledges and supports the client's expression of feelings, perceptions, concerns, beliefs and suggestions
6. Demonstrates openness and transparency as a way to display vulnerability and build trust with the client

5. 保持教练呈现

定义：全然有意识地与客户同在，使用开放、灵活、务实和自信的风格

1. 保持对客户的专注、观察、同理和回应
2. 在教练流程中，展现出好奇心
3. 管理自己的情绪，与客户同在当下
4. 在教练过程中，展示出对处理客户强烈情绪的信心
5. 在教练会谈中，与未知自在共处
6. 创造或允许沉默、暂停或反思的空间

5. Maintains Presence

Definition: Is fully conscious and present with the client, employing a style that is open, flexible, grounded and confident

1. Remains focused, observant, empathetic and responsive to the client
2. Demonstrates curiosity during the coaching process
3. Manages one's emotions to stay present with the client
4. Demonstrates confidence in working with strong client emotions during the coaching process
5. Is comfortable working in a space of not knowing
6. Creates or allows space for silence, pause or reflection

<h2 style="text-align: center;">C. 有效沟通</h2>	<h2 style="text-align: center;">C. Communicating Effectively</h2>
<p>6. 积极聆听</p> <p>定义：关注客户表达的和未表达的，充分理解客户在他们自己认知系统中传达的是什么，支持客户的自我表达</p> <ol style="list-style-type: none"> 1. 考虑客户的背景、身份、环境、经历、价值观和信念，以增进对客户沟通内容的理解 2. 反思或总结客户交流的内容，以对其加以清晰理解 3. 识别并探询客户交流语言的背后的更多信息，觉察到时加以询问 4. 留意、认可并探索客户的情绪、能量转变、非语言暗示或其他行为 5. 整合客户的语言、语调和肢体语言，以确定并理解交流内容的完整含义 6. 留意客户在会谈过程中的行为和情绪动向，以辨别客户的议题和模式 	<p>6. Listens Actively</p> <p>Definition: Focuses on what the client is and is not saying to fully understand what is being communicated in the context of the client systems and to support client self-expression</p> <ol style="list-style-type: none"> 1. Considers the client's context, identity, environment, experiences, values and beliefs to enhance understanding of what the client is communicating 2. Reflects or summarizes what the client communicated to ensure clarity and understanding 3. Recognizes and inquires when there is more to what the client is communicating 4. Notices, acknowledges and explores the client's emotions, energy shifts, non-verbal cues or other behaviors 5. Integrates the client's words, tone of voice and body language to determine the full meaning of what is being communicated 6. Notices trends in the client's behaviors and emotions across sessions to discern themes and patterns

7. 唤起觉察

定义：通过运用有力的提问、沉默、隐喻或类比等工具和技术，促进客户的洞察力和学习

1. 考量客户的经验，决定什么方式可能会最有效
2. 通过挑战客户来引发客户的觉察或洞见
3. 针对客户的思维方式、价值观、需求、期望和信念提问
4. 提出能帮助客户超越当前思维的问题
5. 邀请客户分享更多他们当下的体验
6. 留意能够推进客户进展的有效方式
7. 根据客户的需求来调整教练方法
8. 帮助客户识别影响当前和未来行为、思维或情感模式的因素
9. 邀请客户思考他们可以如何前进，以及他们愿意或能够做什么
10. 支持客户重塑他们的观点
11. 能够坦白地分享有可能为客户创造新学习契机的观察、洞察和感受

7. Evokes Awareness

Definition: Facilitates client insight and learning by using tools and techniques such as powerful questioning, silence, metaphor or analogy

1. Considers client experience when deciding what might be most useful
2. Challenges the client as a way to evoke awareness or insight
3. Asks questions about the client, such as their way of thinking, values, needs, wants and beliefs
4. Asks questions that help the client explore beyond current thinking
5. Invites the client to share more about their experience in the moment
6. Notices what is working to enhance client progress
7. Adjusts the coaching approach in response to the client's needs
8. Helps the client identify factors that influence current and future patterns of behavior, thinking or emotion
9. Invites the client to generate ideas about how they can move forward and what they are willing or able to do
10. Supports the client in reframing perspectives
11. Shares observations, insights and feelings, without attachment, that have the potential to create new learning for the client

D. 培养学习和成长

D. Cultivating Learning and Growth

8. 促进客户成长

定义: 与客户合作, 将学习和洞察转化为行动。
促进客户在教练流程中的自主性。

1. 与客户合作, 将新的觉察、洞察或学习融入他们的世界观和行为之中
2. 与客户合作设计目标、行动和当责评量方式, 整合和扩展新的学习
3. 认可并支持客户在目标、行动和当责方法设计上的自主权
4. 支持客户明确潜在的成果, 或从确定的行动步骤中学习
5. 邀请客户思考如何推动进展, 其包括资源、支持和潜在障碍
6. 与客户合作, 在会谈中或会谈间总结学习和洞察
7. 庆祝客户的成长与成功
8. 与客户合作, 完成教练会谈

8. Facilitates Client Growth

Definition: Partners with the client to transform learning and insight into action. Promotes client autonomy in the coaching process.

1. Works with the client to integrate new awareness, insight or learning into their worldview and behaviors
2. Partners with the client to design goals, actions and accountability measures that integrate and expand new learning
3. Acknowledges and supports client autonomy in the design of goals, actions and methods of accountability
4. Supports the client in identifying potential results or learning from identified action steps
5. Invites the client to consider how to move forward, including resources, support and potential barriers
6. Partners with the client to summarize learning and insight within or between sessions
7. Celebrates the client's progress and successes
8. Partners with the client to close the session