



WITH PRIVILEGE
COMES
RESPONSIBILITY

THE  AIROS PROJECT

2020

Impact Report

The Kairos Project

contactus@thekairosproject.com
www.thekairosproject.org

Welcome to the



Impact Report 2020

NGOs

16 orgs

Foundations

5 orgs

Education

1 org

New Clients

15

Existing Clients

27

Languages

11

Coaching Projects

35

Workshops

12

Countries

20+

Associates

22

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Message from



2020 was a year that no one could have imagined; everyone - individuals, families, teams, organisation - was brought into the present moment and needed to re-assess everything, on a day-by-day basis. We were no different.

Coming into April, it was clear that business as normal was not normal; our role, in this moment, was to stand in solidarity with our clients and make our services available worldwide pro bono. In all, we ran 89 coaching sessions with 45 organisations and five workshops with a focus on resilience, emotional agility and meditation.

This moment called us to innovate. With face-to-face interventions not possible, we redesigned and re-configured all our workshops for online delivery. No easy task as much of our work was experiential with movement, dance and music. Our Reinventing Organisation workshop turned into a four series program, logistic from Santiago (Chile), music and Dance from Barcelona and facilitation from 4 locations in the UK.

This moment called us to reflect on our own direction and the key underlying assumptions about our impact. With the support of the Oak Foundation, we went through a 6-month process to articulate our Theory of Change – see page 20 in this report. At the heart of all that we do is a clear purpose – to move humanity towards a sustainable future.

This moment brought our community of Associates closer together; our pro bono work gave our coaches a strong sense of purpose when many were asking “what can I do”; we established a sanctuary space for associates to bring their tensions and concerns especially with our work in the NHS. In all sorts of unique ways, our community stepped up and made their talents and time available.

This moment has re-awakened our resolve to work in this sector, has shown us new ways of reaching our clients, has deepened the relationships in our team; and, as is often the case with crisis and challenge, made us stronger.

Peter Bailly - Director and Founder



Our Mission

To strengthen the human dimension of organisations striving for a sustainable planet

Our Values

All our interactions, behaviors and approach to work and life are imbued with the following values:

Conviction	To stand for positive change and transformation
Belonging:	To come from our bigger selves and practice inclusion
Celebration:	To always remain in awe and wonder
Respect:	To recognise others
Authentic:	To speak honestly from our heart and soul

Our Vision

1. that any person, team or organisation striving for a better future for humanity and our planet has access to professional support, no matter what.
2. that this support is not held back by geography, language, technology, culture, gender or government
3. that people and teams striving for a better future are showing up in their most effective selves
4. that purpose-driven organisations are meeting their ambitions, meeting their funding commitments, fulfilling their promises
5. that through us, change agents in our world are fulfilling their longing to work with people of purpose, and missions with meaning.
6. that we are recognised as a model for service-driven organisations
7. that every sinew, every cell in our organic body is seeking to serve our stakeholders – associates, funders, clients, government, environment, human and women rights, social justice.
8. That no one, anywhere, ever, that wants to further the prospect of our future feels alone.

Our Exec Co-Directors



Joanne Heeson

Joanne has been working as a coach and facilitator since 2007 and with the Kairos Project since 2011. Her purpose in life is to serve clients by facilitating opportunities for transformational change based on awareness and choice. Over the last three years she has become fascinated by the power of "somatic experiences"; working with clients to ensure that lasting change through "embodiment" plays a critical role in understanding how to resolve difficult challenges.

She has worked with a diverse group of clients, both corporate and the non-profit sectors as well as several CEO/founders of small organisations and clients working in the Arts. She is also fascinated by how our life journeys shape our experience of the world; it has been a privilege for her to work with many clients on their cross-cultural, as well as their professional and personal journeys.



Alexandra Montgomery

Alexandra is an accredited leadership coach and facilitator dedicated to global learning, cultural agility and helping people build more world-conscious lives and organisations. Her own journey spans over 20 years of living, loving and working across countries, cultures and languages, interweaving diverse values and traditions.

Alexandra offers wholehearted insight and passion for the developmental journey, challenges and opportunities that emerge from today's interconnected world. Alexandra offers global leadership and team coaching & development and works in English, French, German and Spanish. She focuses on generating embodied learning experiences that integrate mind, heart, body and spirit, encouraging people to bring finally their whole authentic Selves into the workplace.



Ignacio Céspedes Fell

Ignacio has been an executive coach, facilitator and organisational consultant since 2013, and has been part of The Kairos Project since 2017.

After 15 years working in the corporate world, he turned all his experience to the service of transforming organisations, and the people who give them life, into a new version of themselves. He is currently a member of the Executive Committee of The Kairos Project and the representative for Chile and Latin America.

In love with the evolutionary theory of the dynamic spiral, in today's increasingly VUCA (acronym for volatile, uncertain, complex and ambiguous) times, he accompanies organisations that feel the impulse and have the will to make the leap to move towards more effective, authentic models and paradigms with higher levels of well-being, aspiring to deploy the full individual and collective potential of the people who compose them.

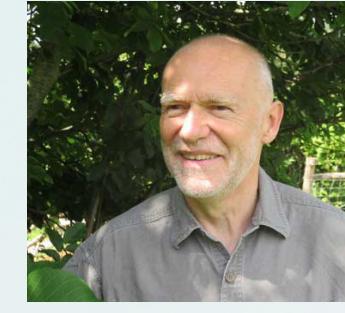
The Board of Directors



Peter Baily

As Founder and Director of The Kairos Project, Peter Baily is hell bent on supporting those who are striving for a sustainable world. As executive coach, he has worked extensively with CEOs and Senior Managers in Social Enterprises, NGOs and Charities including MSF, Friends of the Earth, 38 Degrees, Oak Foundation and Global Greengrants. He was trained by the Newfield Network in 2008 and has been accredited ACC by the International Coaching Federation and NCC by the Newfield Network. He is also a coach for TED Fellows and entrepreneurs at the Unreasonable Institute.

Two of his most loved projects were working on Robert Swan's Leadership programme in Antarctica and running a unique programme in the Alps for children on Sustainability



Paul Jackson

As well as Co-Founder and Director of the Kairos Project, Paul is an executive coach, a farmer and partner in Leadership with horses. He has worked as a consultant and coach since 1995. His passion is enabling and supporting transformation in people and organisations – driven by a sense of what is possible, sustainable, and our ability to honour each other and our shared environment. Paul works with challenges that speak directly to the experience of being human, people facing challenges that question their innermost being, the soul of who they are.

His work through Leadership with Horses creates the space for powerful engagement and inspired commitment

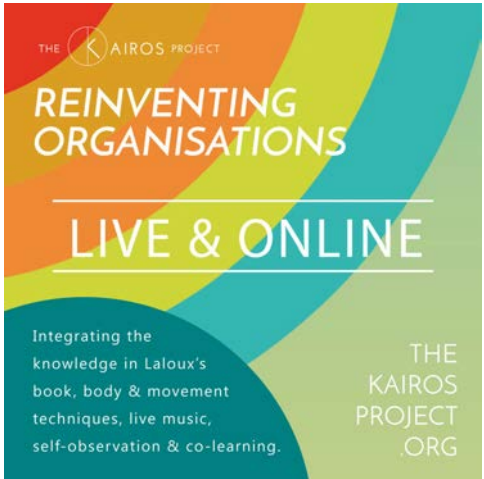


Diego Cuadra

Diego is an ontological coach specialized in generating creative spaces for change. He has dedicated his professional life to human development seeing it as the process of increasing awareness and a way to authentic being.

He is currently living in Chile supporting leaders, teams and organizations in Latin America to evolve into new way of being- with increased engagement (self-management), transparency, commitment, effectiveness and joy. His passion is to support individuals and groups to be more resilient in our current world of complexity and changes. His desire is to see organizations, in the region, transcend their entrenched mindsets and have leaders see that change is possible through this type of work in a Latin American culture and context.

2020 : Our Year



Re-inventing Organisation Online Workshop.

It was clear that our offline workshops would no longer be possible, for some time, so we quickly made the decision to bring these online. Reinventing Organisations, a workshop booked with Hawkwood Centre, was an ambitious experience to bring online with movement and live music. Our team, made up of members from Santiago Chile, Barcelona, London and other parts of then UK, brought together a 4 series event for 25 people throughout the UK.

Theory Of Change

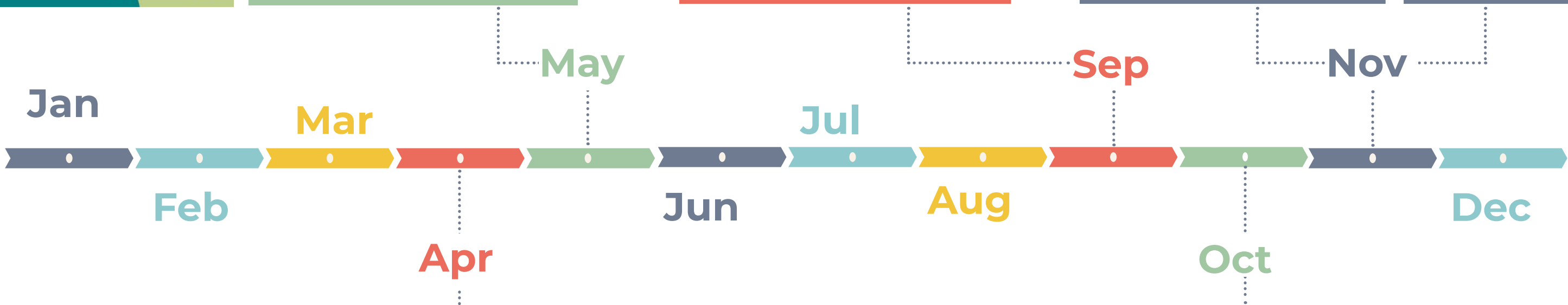
The slower pace during COVID gave our leadership team the time to focus on our own strategy and the theory behind our mission. For six months, we worked with Transformancy articulating why we exist, how we intend to fulfil our purpose and what are our conditions for change. The highlights – our why is clear: to move humanity to a sustainable future, our conditions for change brought in a fourth dimension: Convening Systems and our levels of impact made sense alone and together.

New Clients: Tact Tech and FIDH

We were thrilled at the end of a challenging year to partner up with two amazing organisations. Both very different. FIDH is one of the first human rights organisations founded in Paris at the turn of 20th century and Tactical tech is a relatively new organisation that works with NGOs to explore the impact of technology on society. Our programs for both blend individual and team work with one-to-one coaching, workshops and webinars.

New Office: Barcelona

We are very pleased to be expanding our impact in the Spanish-speaking world with our new team in Barcelona, Spain. The programs and workshops that we were providing clients throughout Latin and Central America are now available for Spanish speakers throughout Europe.



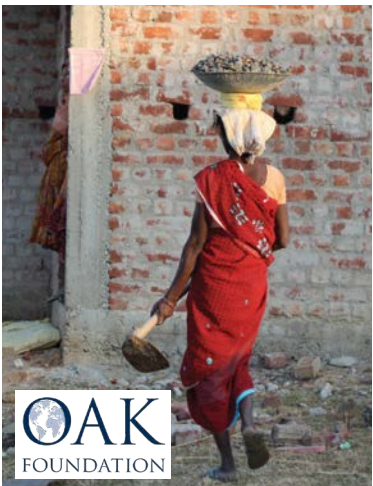
Connect : We're Here for you.

In April, with the announcement of the UK's first lockdown, we decided to down business-as-usual tools and offer two services free of charge – One-to-one online Coaching and a series of facilitated conversations. The take up worldwide was overwhelming and deeply moving. We ran four workshops: "Turning Inwards when the fear is outwards", "How do you lead in a world that changes every 24 hours", "Working from home – be careful what you wish for" and "We're in for the Long haul, let's talk resilience".



The Oak Foundation, two-year grant

We were over the moon to secure a further two year grant with The Oak Foundation. This was approved based on more rigorous processes around monitoring and evaluation; we received £115,000 in two tranches, the second to be released on successful execution of the first part. Our partnership with The Oak Foundation is invaluable to our organisation because it allow us to subsidise our coaching to other charities as well as grow our core function.



The Unimaginable Year:

COVID Pandemic

The COVID pandemic was many things. It was a wake up call to how interconnected we all are, a wave of brutal death for far too many, it was a torch light on our inequalities. It was also a catalyst for change, a moment to reflect on what matters, an opportunity to evolve. The pandemic challenged us all to pivot, innovate, experiment, get rid of the old and bring in the new, and to look into ourselves and ask who are we in this moment. This was our response:

Coaching & Workshop Support

It was clear to us that we needed to make our resources available to all those in need with no barriers. Within weeks of the lockdown announcement, we were offering our services free of charge to support a leadership under enormous pressure.

Sanctuary Space

To sustain our own efforts, we established a weekly 1-hour meeting on a Monday to hold all our coaches with their worries, concerns and issues. It was a self managed drop in space for solidarity, listening and nurturing

Theory of Change

It was the perfect moment for us to articulate our Theory of Change. We were in a deep reflective space about who we were, what mattered to us, what impact we wanted to see in the world and how this was going to happen. Our process was a six month facilitated exercise in sharing, listening, feeling and visualising.

The NHS Frontline

There was no work more important than supporting the NHS through this time. We were honour to work with the leadership team at BSE and provide a safe space for all their challenges.

Remote Working

We embedded deeply human practices to mitigate against technological exhaustion. Moments of quiet centering before each meeting, check ins and check outs from conversations; spaces to speak without an agenda; slowing down.

Going Online

Overnight, we needed to bring all our services online; our most ambitious project was our workshop "Re-inventing Organisation". This one day experiential event with live music, dance and movement was turned into a four-part series. Each 2-hour session required live music from Barcelona, logistics from Chile and facilitation from the UK. We also developed a whole series of online workshop to meet specific needs emerging from organisations under crisis - Emotional Agility, Resilience, Making Decisions and Learning through feedback.

Our Mission: Accessibility

Our mission is to make professional development accessible to organisations that are striving for a sustainable world in order to unleash unimaginable human potential within their organisations.

By accessible, we mean to make our work financially affordable, geographically possible and easily understandable.

Financially Affordable

- During the early part of the COVID pandemic, we offered our services free of charge to NGOs and not-for-profit organisations worldwide.
- Our normal coaching rate is based on £200 per session. We reduced this rate on 12 of our 42 projects in 2020. The shortfall was met by monies raised through foundations, primarily the Oak Foundation
- Our Associates deliver coaching for 40% of the charged fee i.e. if we charge £200 per session, our associates deliver for £80 per session – corporate rates normally range from £250 to £500
- We were able to survive and operate in this crisis because of our business model. We have no salaries. All are paid from projects. Our core leadership team of five are given a small gesture of £250 per month. On this, we were able to deliver 35 projects in 2020 with core costs under £50,000.



Geographically Possible

- In 2020, we were able to expand our presence on the African continent thanks to a grant from GAGGA. GAGGA wanted us to deliver on Pan-African work with 8 women-led grassroots organisations by female coaches in Africa. We spoke with over 20 professional development practitioners from Cameroon to Kinshasa and Nairobi to Cape Town to seek African partnerships.
- We now have a partnership with Rachel Adams from Narachi Leadership (Zimbabwe) and Shungu Cirunda at SenseSana (Zimbabwe).
- Most of our work is delivered on digital platforms; all projects are run through our online management system, Chronos. And we connect with our clients on the best possible digital platform for that country – Zoom, Skype, blue jeans, or multiple bridging lines.
- Our clients connect from the field through internet cafes, mobile phones, homes, offices, hotels.
- Our geographical scope includes Ghana, Cameroon, DRC, Sierra Leone, Kyrgyzstan, Syria, Tajikistan, Beijing, Indonesia and most Central and South American countries



Easily Understandable

- Over 100 individuals attended our five complimentary online workshops in 2020
- Over 80 individuals participated in our pro bono event
- Comprehensive learning support material distributed across 35 projects in 2019
- 122 contracting calls for alignment and shared understanding on coaching and its benefits

Our Impact and Reach

Key Figures

92%

OF OUR CLIENTS
RATE OUR WORK

8 or more
OUT OF 10

7 YEARS

WITH ONE CLIENT



22 KAIROS ASSOCIATES
BASED IN

10 COUNTRIES

3 NEW ASSOCIATES

15 NEW CLIENTS

3rd GRANT
FROM

OAK
FOUNDATION

250 hours
OF PRO-BONO COACHING



Our Impact and Reach

Key Testimonials

Teach
For All

"I came into the coaching feeling stuck, overwhelmed and unsatisfied. I'm leaving feeling on top of things, happier in myself, and more focused on excelling at the things that matter most".

Global Director - Teach for All

"Amazing. This experience has really affected the way that I approach my day to day work and how I want to grow as a person and leader in my organisation".

Global Director, Teach for All

"Sure - I am so grateful to have had the opportunity to work with Alexandra from the Kairos Project! Even in an entirely virtual meeting environment, Alexandra was able to build rapport, connection and understanding with me very quickly, and I found our sessions immediately useful from day one. I ended each coaching session feeling lightness and clarity, and with new resources, tools and ideas to take into my life and work in ways that I have found really helpful ever since. I would highly recommend Alexandra and the Kairos Project team to any friend or colleague, near or far, who is looking for an experienced and skilled coach to support their ongoing growth and development in work and life!"

Global Director, Teach for All

"Rehab is an exceptional coach. We have been working together for a little over a year now. I am very grateful for the ways in which she has coached me and helped me to grow and learn and support my team members, especially during these very uncertain times. I really love her approach of engaging both the mind and the body and I am always impressed by the way in which she is able to meet me where I am each week and helped me to better approach some of the questions and challenges I may be facing. She is a wonderful and supportive coach and I highly recommend her to anyone".

Global Leadership Director,
Teach For All



Our Impact and Reach

Key Testimonials



AGA KHAN FOUNDATION

"Being given the chance to have one-on-one professional guidance to reflect on my core values and develop practical skills and techniques to be a more effective leader and manager was invaluable to me at this stage in my career."

CEO Aga Khan Foundation

"The coaching experience stretched my boundaries - as a leader, as a family person, and as a human being. Working in a difficult environment and complex organization - and entering into a senior leadership role without a safety net is daunting. The coaching helped me feel grounded, accept, and form my plans/thinking with more confidence, better internal tools, and feeling better about asking for help and guidance when needed. Very positive, and I would recommend this experience to all new leaders".

CEO Aga Khan Foundation



**British Society
of Echocardiography**

"Life changing. My whole career I have focussed on supporting and nurturing others, but have failed to acknowledge my own skills or take time to look after myself. The result was allowing myself to be undermined by someone who felt threatened by me. This coaching has transformed my perspective on myself and the way I work and made me a better leader and given me a more balanced life."

**Executive Director, British Society
of Echocardiography**

"It is an experience of a lifetime. Once in a while we get a coach or a life mentor who teaches us a few tricks, which will not only help in our work, but in the life decisions and choices we make every day. I feel more confident and re-energised. I will be forever be grateful to my coach".

HAGGF

"For anyone sceptical about the value of coaching I would highly recommend the Kairos project and the very positive impact their coaching programme had on me, and by extension the NGO which I lead. I was instantly impressed by their passion and commitment to what they do, as well as their obvious professionalism throughout. I quickly bought into the coaching style/approach and noticed discernible improvement in practice with regard to my work/leadership. I was surprised by what I learnt about myself and how possible it was to recognise and change or improve certain behaviours. You should try it".

CEO Pan-European NGO



"Something I will recommend to anyone who is prepared to listen and something that the learning from will stay with me for the rest of my career".

Deputy CEO, Street Games



"In my opinion, the training was so good that I asked to continue. Before this coaching, some notions about the behavior of a leader escaped me. After the training, I learned about the different contexts that require leadership, the qualities of a good leader and the behavior that a leader must adopt. In practice, now alone, I use these exercises practiced with my coach, whenever the circumstance require. Among other things, how to involve the group members in the conception of the vision, and in the position I occupy at CREDDHO, how to consider each other's arguments during meetings, etc. "

Executive Director, CREDDHO



"Mon expérience de coaching m'a vraiment permis de mesurer qu'au delà des compétences, la dimension humaine et surtout psychologique et très important dans le travail d'équipe. au delà de la rémunération salariale, le fait de responsabiliser les membres de l'équipe et de stimuler leurs savoirs en mettant davantage en valeur les progrès réalisés par rapport aux manquements Elle m'a permis d'assumer mes responsabilités de leader en toute sérénité (beaucoup moins de stress) "

Director Grantee Organisation, FGHR

Our Impact and Reach Key Case Studies



FIDH (International Federation for Human Rights) is an international human rights NGO federating 192 organisations from 117 countries. Founded in 1922 as the first international human rights organisation, FIDH has been defending all civil, political, economic, social and cultural rights as set out in the Universal Declaration of Human Rights.

At the start of 2020, the FIDH International Secretariat based in Paris approached us to develop a leadership development programme to strengthen their leadership and management capacity and build alignment and cohesion among the executive team. We designed a multi-faceted programme that included a

foundational workshop, individual executive coaching, peer learning and team coaching sessions.

Our Learning:

Given COVID restrictions, we were incredibly fortunate to be able to kick off the programme in-person in Paris in September 2020. This invigorated the learning, team dynamics and laid the foundation for all the subsequent interventions that were delivered on-line over the following 9 months. We were quick and nimble in adapting the programme to emerging needs as the executive team faced huge budgetary pressure. And it ended on a high note – FIDH secured the funding!



Teach for All were looking to support their global team in these challenging, uncertain times – challenging both from an internal and external perspective. Externally, the world had been upended by the COVID pandemic and race protests worldwide. Internally, Teach for All was undergoing a restructuring process – bringing different levels of stresses and anxiety to those in the organisation.

The purpose of this intervention was to exercise a duty of care: to look after the wellbeing of the Teach for All global team during this period of external and internal transition; to make sure that anyone in the global team has a safe space to process change, transition and uncertainty in the workplace – often referred to as a VUCA environment (Volatile, Uncertain, Complex, Ambiguous); to allow the global team to generate new possibilities and new ways of navigating their situation.

Our Learning

- Explore ways to encourage a wider group to engage with the coaching
- Hold group facilitated discussion for all participants in the coaching. These could be based on the themes arising from; make all feedback questions mandatory
- Cap the number of coaching sessions to 4 for any one participant in any one phase
- Organise a speakers series for the participants across the coaching phase
- Send out more communication with the network about the coaching opportunity



In October 2019, we were put in touch with the Global Justice Center, a small legal NGO based in New York; they were seeking to increase organizational efficiency and impact by building staff members' confidence, sense of ownership, role clarity, and communications practices and behaviours.

To meet this need, we developed a multi-layered program of one-to-one coaching, learning pairs, group feedback session and in-person workshops. We measured the impact of the program with a staff survey at the beginning and end. The results were extremely positive.

Our Learning

In-person interventions within a virtual program are very powerful and have a massive impact on the virtual components of the program; having participants share their one-to-one insights and fresh thinking in pairs is an effective way to build cross departmental relationships.



An Asian Center for Social and Environmental Renewal

In 2006, through Global Greengrants, we started working with a grantee of The Samdhana Institute. Seeing the impact of our work, in 2020, The Samdhana Institute themselves engaged our services in 2020 to provide leadership coaching for their management team. The aim was to strengthen their leadership capacity and build alignment and cohesion among the executive team. In addition, to improve communication and cultural cohesion as well as highlight any re-occurring structural and organisational issues.

We designed a multi-faceted programme over several months that included facilitated group meetings, individual executive coaching in English and local dialects, peer learning and team coaching sessions.

The emergence of Covid and severe restrictions/hardships in the Philippines and Indonesia presented some unique challenge and needs as well as opportunities for greater personal development.

Our learnings:

- Ability to deliver coaching in local dialects as well as English.
- Ability to deliver coaching under difficult and changing Covid condition and unique personal human challenges.
- Deliver a programme around a very tight budget as well as raise some donor funding via TKP.
- Improved communication, cultural understanding and team cohesion.
- Areas requiring intervention, support, greater delegation, greater accountability.

Our Partner and Grantees



We partnered with Oak Foundation in 2020 to build the capacity of 6 organisations across a range of different sectors – education, human rights, environmental justice and Illegal Wildlife. The challenges were numerous, often addressed in isolation and in demanding environments.



Our role was to further develop Truth Justice Memory Center into an internationally well-known human rights organization, particularly known for the quality of its work, the caliber of its team and the friendly and supportive work environment. Importantly, not to lose the organization's culture due to growth and globalization.

**The ICCA
Consortium**

Our role was to work with the CEO and develop her skills and competencies in order to drive forward the new ICCA Consortium strategic plan. The intervention consisted of a four month coaching package.



European
Network on
Statelessness

Our role and impact as seen from a testimonial – “For anyone sceptical about the value of coaching I would highly recommend the Kairos project and the very positive impact their coaching programme had on me, and by extension the NGO which I lead. I was instantly impressed by their passion and commitment to what they do, as well as their obvious professionalism throughout. I quickly bought into the coaching style/approach and noticed discernible improvement in practice with regard to my work/leadership. I was surprised by what I learnt about myself and how possible it was to recognise and change or improve certain behaviours. You should try it!”

**CENTER FOR
CIVILIANS
IN CONFLICT**
RECOGNIZE. PREVENT. PROTECT. AMEND.

CIVIC dreams of a world in which no civilian is harmed in conflict. They support communities affected by conflict in their quest for protection and strengthen the resolve and capacity of armed actors to prevent and respond to civilian harm. We supported the CEO to continue to grow and stabilize CIVIC, and strengthen his ability to meet a diverse set of challenges internally and externally.

Our Services



LEADERSHIP DEVELOPMENT

More and more organisations see themselves as a network of relationships, as part of a larger “ecosystem”. In VUCA (volatile, uncertain, complex, ambiguous) environments, “command and control” gives way to more agile, inclusive, transparent and humane ways of working together.

This calls for a cultural transformation that creates leadership at all levels of your organisation: in individuals, teams, across departments and the organisational ecosystem. We will work closely with you to address your needs at the level(s) you intend to develop. Our holistic person-centered approach is particularly suited for environments that are faced with cultural change, diversity and transition where learning to become more agile is paramount.

Our multi-phased programmes are designed to build capacity, share experience among your participants and allow for direct, immediate application in the workplace. Programmes can be delivered in-person and/or virtually and are fully adaptable to your needs. For optimal and lasting impact, on-the-job peer-learning and coaching supports the learning journey.



EXECUTIVE AND TEAM COACHING

Today's world needs people who are not only comfortable with VUCA (volatile, uncertain, complex and ambiguous) environments, but who also help others navigate these new realities. Many outstanding performers, be it executives, leaders or athletes, use coaching to build their capacity to perceive and co-create the emerging future.

In coaching, meaningful conversation, non-judgemental feedback, powerful exploration and whole-self learning can take place in an atmosphere of confidence and trust. Once leaders and teams begin to observe how they are in challenging situations, they start exploring and embodying new ways of being and acting.

You have access to our global community of multilingual and accredited coaches, and coaching can be delivered virtually or in-person. Our way of working is based on the ontological learning model OAR (Observer-Actions-Results), which builds continual perspective-shifting and behavioural agility.



TEAM ALIGNMENT AND INTEGRATION

Overwhelm, lack of focus and fraught relationships characterise many workplaces. Our habitual practices seem no longer sustainable. Many organisations, movements and communities are looking for more conscious, sustainable ways to work together.

Impactful collaboration requires clear purpose, direction, alignment and committed action. What's needed is transformation on all levels: understanding new principles (head), being emotionally agile (heart) and forming new habits (embodiment).

We offer 7 module options designed to build capacity, share experience among your team and transfer learning back into the workplace. They can be delivered in-person and/or virtually and are fully adaptable to your needs.



GROUP FACILITATION

Facilitation guides your group through a process to achieve desired outcomes – for example in strategy retreats, staff gatherings or conferences. We recognise that the investment of resource and time in getting your group together warrants thorough preparation – we will work with you to clarify your desired outcomes, interview participants if required and prepare a structured process. After the event we will document your decision-making and output in a facilitation report.

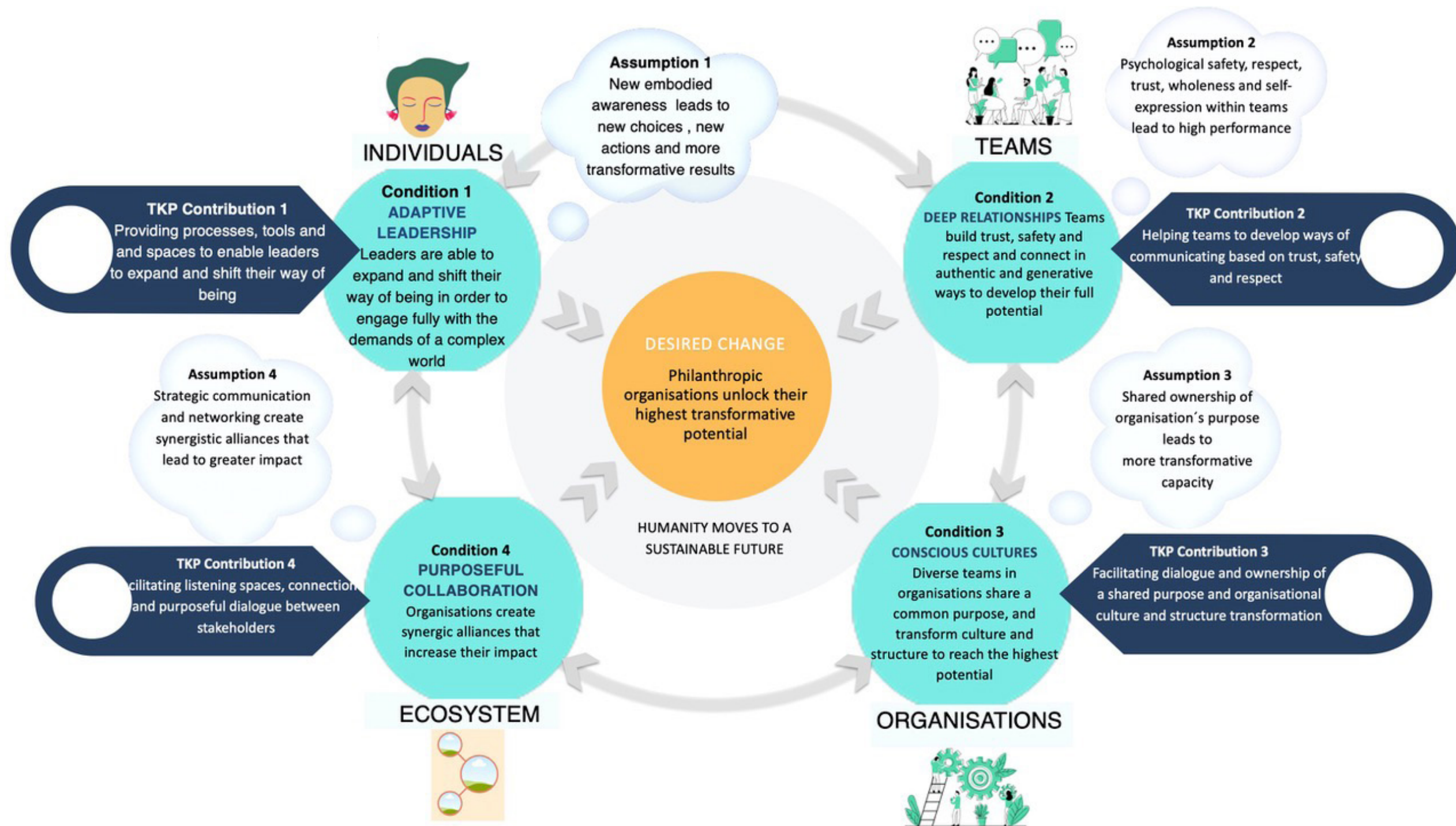
MENTORING AND PEER LEARNING

Mentoring, along with coaching, helps create a feedback culture that underpins continuous learning in the organisation. The mentor, a more experienced or knowledgeable person, helps to accelerate the learning and professional development of another (the mentee), through the transmission of experience, knowledge, advice or even by introducing them to useful contacts. Likewise, Peer Learning is an effective method to reveal and share tacit knowledge across your organisation, in this case, among equivalent functional roles

Theory of Change

While our Leadership team implicitly understood the impact that we had in the world, it was not explicit - for Associates, clients, funders and other stakeholders. As part of our on going relationship and funding from The Oak Foundation, it was clear that we needed to formally explain our theory of change; the focus of all our resources, capital, human and social. This way, we could assess, measure and monitor our work; and know if our efforts were worthwhile and having the desired impact.

To put our theory on paper, with the support of Transformancy, was surprisingly challenging. We knew that we had amazing results working with individual, teams and organisation but how? What were our key conditions, assumptions, and contributions? In summary, at the individual level, our impact came with Adaptive Leadership, at the team level, with deep relationship from psychological safety, at the organisational level, with conscious cultures and network level, with purposeful collaboration. All this is beautifully summed up in our diagram.

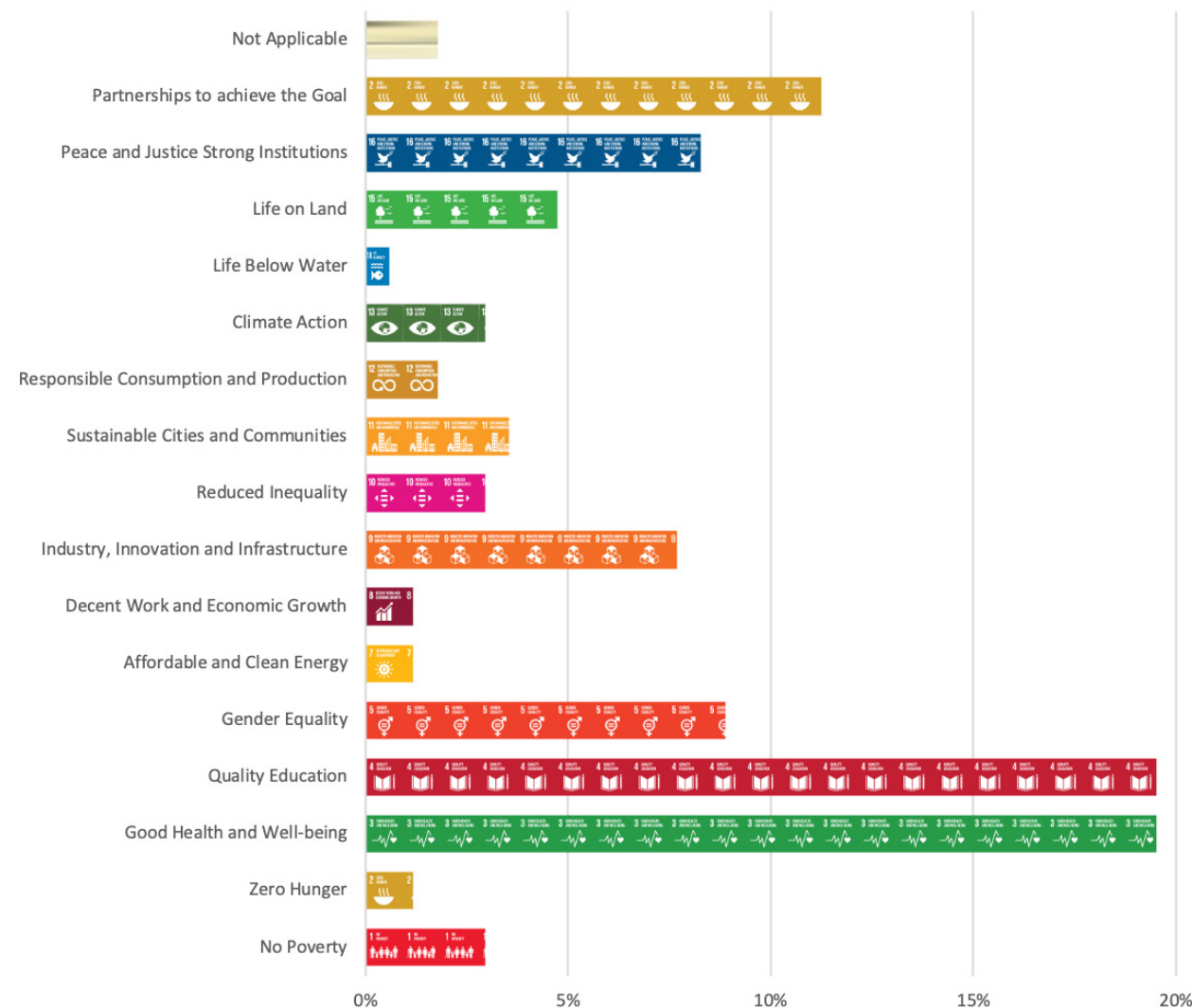


Our Clients

Since 2013, we have worked with over 150 non-profit organisations, across 27 countries in 11 languages. Our clients range from small national charities to large International NGOs, Social enterprises and Foundations. We organise these under the 17 UN SDGs - see below.



Kairos Clients by UN SDG Focus



Business Strategy

- 01

To increase the reach of our work through self organised hubs worldwide
- 02

To broaden our product offering from leadership coaching and facilitation to organisational development
- 03

To increase our bursary in order to meet the demand for our subsidized coaching services
- 04

To increase remuneration for Associates in accordance to contribution
- 05

To continue to invest in our Online Delivery Platform, Chronos – to scale in other regions
- 06

To create a powerful shared learning community among our organisations and leaders

Financial Report

The pandemic (Covid-19) had a major impact on us and our clients in 2020. Our sources of revenue were similar to 2019 but our turnover took a major dip. Interestingly, the figures show a decrease in online turnover when our online services actually increased dramatically. For three months, over the worst of the COVID lockdown, we provided coaching and workshops for our clients pro bono to build resiliency and agility in their organisations.

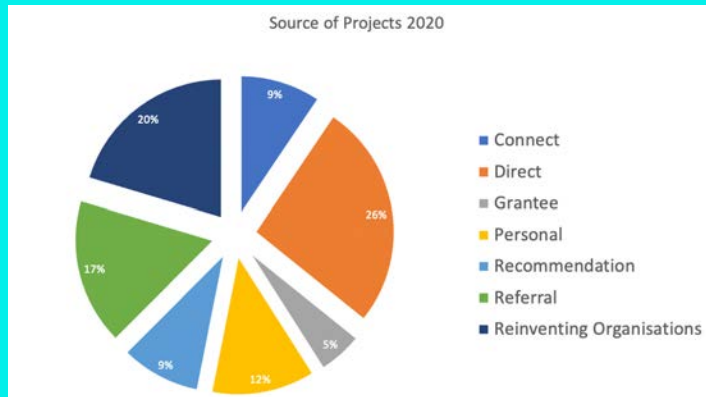
The figures show a change in the balance of services, and again the figures alone don't show the whole story. Our intention was to increase the scope of service and to have an impact at every level of our client's organisations.

One example of this shift was pivoting our Re-inventing Organisations workshop into an online experience with music & story. As these were not charged the proportion of our paid activity dedicated to our core coaching service went up, not down. Already in 2021, we are seeing this being re-balanced in line with our purpose; and the learning from 2020 applied to our service offerings. We write this with gratitude for the persistence and loyalty of our clients as they reinvent themselves and their organisations and the continued support from our funders.

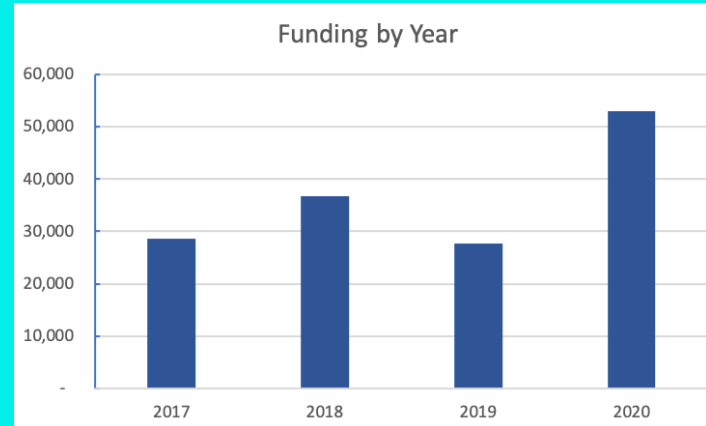
Service Focus



Source of Projects



Funding



The Kairos Project

Spanish

Global



SUMMARY AND PURPOSE OF THE WORKSHOP:

We are living in highly complex and uncertain contexts that require new ways of collaborating and living together. These new ways must allow us to unfold our collective potential and open the spectrum of possibility in collective action and reflection.

This workshop was an invitation to become aware, realize and develop our skills and resources so that we are able to generate the changes we need in the contexts we are experiencing.

OBJECTIVES:

Align our different intelligences

- How can I align my intelligence to take care of myself and my relationships?
- How can I deepen and enhance my purpose and identify my resistances?

Develop empathy

- How can I see the world with the eyes of those who live next to me?
- What is the focus of my communication?

How do I activate my active and deep listening?

METHODOLOGY:

The online workshop included the experiential learning of Deep Listening, Regenerative Communication, Conflict Transformation and Sociocracy. In addition, it had two master classes, led by John Buck in Transformational Learning and by Laura Pastorini in Ecosystem Leadership.



SUMMARY:

Disal Peru is an environmental company that seeks to improve waste management in Peruvian industries. During 2020, due to the pandemic context, they formed a New Age Committee, looking for new ways of organising and relating within the organisation in these new times. In this process, they contacted The Kairos Project for accompaniment.

PURPOSE:

To explore emerging ways of relating and organising - more authentic and with higher levels of wellbeing. Also ways of co-developing shared intention and actions that allow us to unfold the individual and collective potential of a team and organisation.

OBJECTIVES:

- To develop an emerging action plan from the New Age Committee.
- To initiate a strategic planning process

METHODOLOGY:

This process was developed in two different instances.

- First, the work was carried out with the New Era Committee to awaken the emerging leadership of the team.
- In a second activity, a participatory collaborative strategic planning process was held over 5 sessions, that started with circles of dream with the 60 main leaders of the organization, using elements of Dragon Dreaming.



SUMMARY:

IDB Lab is a division of the Inter-American Development Bank, responsible for generating innovation within the organisation. In the process of transforming itself into a laboratory, IDB Lab initiated in 2019 a process of circularisation of its organisation, and invited The Kairos Project to develop a white paper on the experience.

PURPOSE:

To generate a listening process on the circular experience, to identify learnings from the experience, celebrate progress and next steps in this organisational development.

OBJECTIVES:

To create a document with insights from the process so far, and to generate a value proposition to the Bank for the next steps.

METHODOLOGY:

A self-managed listening process was carried out by representatives chosen by the circles themselves, which included elements of Theory U.

Meet Our Team



Ainhoa Campo
Associate

Ainhoa is an executive and life coach, facilitator, psychologist and entrepreneur whose deepest desire is to bring the potential of people to its highest performance. Ainhoa has worked with corporate and self-owned businesses. For her, it is the integral development of the individual as a human being that brings out exceptional managers, workers and leaders. As facilitator she holds seminars focused on creativity, stress management and also Mindfulness and Personal development.



Alexandra Montgomery
Associate

Alexandra works as a coach, group facilitator and yoga-mindfulness teacher. She speaks English, français, español & deutsch and brings 20 years' experience in international corporate management, human resources and start-up projects across different sectors. Her professional focus is on innovative and holistic collaboration and development - for more consciousness, empowerment and wholeness.



Alvaro Perez
Associate

Alvaro is a clinical and organizational psychologist, ontological coach, musician, producer and cultural manager. With a transpersonal and strategic integrative orientation, he has 9 years of experience in organizations in issues related to personal development and training in soft skills, translated into a holistic approach.



Asha Nair
Associate

Asha's philosophy in leadership development and coaching is influenced by her 17+ years of experience working with corporate professionals- including her own endeavor to find balance between personal fulfilment alongside economic and professional reward.

Asha believes the choice of creating a life full of contentment, purpose, adventure, fun, achievement and care -is a definite possibility for everyone. Her yearning to generate inspiring space for individuals & organisations to realise the 'unexplored possibility of their live's potential' is what brings Asha to The Kairos Project.



Carolina Valdenegro
Associate

Some time ago I connected with two great words, which have served as a guide and company. LOVE AND WISDOM, which over time have resulted in motivating change in people and their organizations. How? with self-awareness, learning from who we are, surpassing us and also loving ourselves integrally, with our lights and shadows, recognizing what is at stake and making conscious decisions.

I have been working on this path for more than 15 years, working as a consultant for organizational development and senior coach.



Ignacio Céspedes Fell
Associate

Ignacio is an executive coach, facilitator and consultant in organizations. After more than 15 years as an executive and consultant in operations and supply chain departments of large retail corporations with presence in Latin America, he has put all his experience and passion into accompanying organizations, and the people who give them life, on the permanent path of becoming a better version of themselves, more effective, free and authentic.



Jo Heeson
Associate

As a coach Jo is motivating, caring, supportive and facilitates transformational and sustainable change. Her experience includes career change, relationships, health and work-related challenges, personal and inter-personal effectiveness as well as strategy implementation.

PASSION LED US HERE



Ksenia Forafonova
Associate

As a coach and consultant Ksenia works with individuals to help create happier and more fulfilling lives, supporting people to find self expression and generate balance in all areas.

Ksenia is a sensitive and authentic coach. From the first session she creates a safe, caring and inspiring space where changes happen easily and results are maintained. Her approach to clients' experiences and emotions is warm and respectful. Ksenia works closely with each individual client to help them achieve their dreams, desires and objectives.



Manuel Prieto Mendez
Associate

Manuel is an ontological coach, multi-instrumentalist musician, yoga instructor and artistic project manager, currently specializing in Organizational Coaching at Escuela Fractal.

On a self-guided path, he integrates his skills and competencies and puts them at the service of the development of people and teams. In this way, he travels the world in search of experiences and learning, leading several artistic organizations linked to music.



Marcela Iglesias
Associate

Marcela is an holistic therapist who integrate psychology and energetic wisdom, through Martial Arts (Qi Gong, Taiji and Kung Fu).

For 20 years, she has been working in the service of community wellbeing, environmental care and sustainability. She has researched the wisdom of the native peoples; their worldviews and their connection with nature, as a contribution to the current culture



Paresh Kanani
Associate

Paresh is an Executive/Leadership Coach, Investor, charity yoga teacher and family/organisational facilitator. He works with individuals, organisations/family offices to create personal and organisational change - to realise true potential, generate high performance and greater self-awareness/balance. Paresh brings a wide range of experiences - business/banking, cross cultural, Yoga/meditation, working with start-up orgs (not for and for profit) and use of a wide range of hoiistic tools/techniques.



Paula Lazo Rivera
Associate

Paula is a Faculty member at the Center for Creative Leadership (CCL) EMEA office. She is a certified leadership coach, trainer and leadership solutions designer. She has also held previous roles managing global client accounts. In her current role she supports leaders to increase their effectiveness in both 1:1 coaching sessions and program trainings . Paula also consults and partners with clients throughout CCL's client engagement process to create bespoke leadership development solutions. Paula has worked with numerous Fortune 500 enterprises helping them develop the leadership capabilities required to succeed in their business strategies and create more collaborative, innovative and sustainable organizations.



Peter Baily
Associate

From an early age, Peter Baily has always been fascinated by human nature and why we do things; he studied Philosophy at Edinburgh and went into advertising for ten years at Ogilvy in Hong Kong.

He started his own coaching practice, Because It's There, in 2004 using outdoor challenges as a catalyst for extraordinary transformational learning. In 2013, he became a founding director of The Kairos Project. As an accredited coach, he works exclusively with senior leaders in NGOs worldwide.



Paul Jackson
Associate

Paul is an executive coach, a farmer and runs a programme developing leadership for individuals and teams through working with horses. Over 20 years his passion remains enabling and supporting transformation in people and organisations – driven by a sense of what is possible, sustainable, and our ability to honour each other and our shared environment. Paul works with team dynamics, boardroom effectiveness, personal well-being, organisational leadership and executive/personal development.



Rachel Adams
Associate

Rachel is a leadership and transformation specialist, a neuroscience/ontological/personality coach, a speaker and the founder of Narachi Leadership, where she empowers leaders towards courageous and authentic leadership. She believes that the world will only get the future it deserves if leaders can access their highest courage and most authentic power. She concentrates on conversations for healing, personal mastery (including personality typing, values determination, strengths, shadow exploration), inspired teams and leadership development.



Rehab Abbas
Associate

Rehab is a cross-cultural trainer, and a transformational coach. Her coaching methodology revolves around three main domains:

- The Linguistic-Self (what is said and not said)
- The Emotional-Self (how our emotions steer our actions)
- The Somatic-Self (how we stand in the world)

Supporting her clients to acknowledge the limitation of the self and expand that self beyond its boundaries, beyond its own horizon of possibilities.

Some of her areas of expertise include leadership transitions, developing holistically as a leader and change leadership.



Robin van Raaij
Associate

Robin is an (executive) coach, facilitator and Zen-teacher. As a coach and teacher he offers support to people from all walks of life in an individual as well as team settings to explore and access the options.

Before he became a coach/teacher, he held senior management positions in small and large corporations developing and driving change programs.



Ruth Jolly
Associate

Ruth loves working as a coach and group facilitator. I'm convinced coaching offers a special combination of ingredients. It's where we can be heard, be acceptably challenged and be in relationship with another, freed from usual commentaries. Insights arrive that bring deep changes and results.

She has worked across the social development sector in East Africa, South East Asia and in the UK. I coach ways to learn how to 'come home to ourselves' thrive and make a bigger contribution.



Sian Choo Tong
Associate

Sian Choo is an ontological coach, facilitator and bilingual event host based in Singapore. Influenced by her late grandpa, she believes in paying it forward to make our world a better place to live in. Sian Choo is also grateful to be surrounded by a community of like-minded friends and change makers, who constantly inspire her that we are better together in making positive impact.

Sian Choo was trained as a coach with Newfield Asia in 2016.



Sari Marsden
Associate

Sari Marsden is an executive coach and co-author of "Fit to Lead", a groundbreaking book that emphasises the role of the body in leadership and performance. She is a Professional Certified Coach (PCC) with the International Coaching Federation (ICF). Her expertise lies in facilitating leadership development, peak performance, executive presence, somatic intelligence and wellness.

She has dedicated herself to coaching for more than 10 years and specialises in working through the medium of the body to facilitate personal growth and development.



Shungu Chirunda
Associate

Shungu is a Certified Integral Coach and Certified Breathwork Practitioner, whose practice focuses on coaching groundbreakers, trailblazers, rapid risers and visionaries. Supporting them to discover their unique leadership expression and embodied presence. In her coaching, Shungu works with leadership embodiment principles alongside her understanding of breath as a whole being experience and language that is communicative, connective and supportive.



Tomas Gueneau
Associate

Psychologist by degree (Universidad Alberto Hurtado) and then Master in Sociology (Université Paris Dauphine), Tomás has focused on promoting purpose and wellbeing in organizations.

For 10 years he has served and conducted organizational purpose processes; working in public policy and social innovation as tools for human dignity. He promoted the rise of the B Corporation movement in Latin America from Sistema B and participates as a board member in purpose-driven organizations.



Holly Lowe
Head of Communications

Holly is a freelance designer and project manager with a passion for humanitarian causes. Graduating from UNSW, College of Fine Art, Australia with a Bachelor of Design, Holly has spent the past 14 years designing for, and managing creative projects within Europe.

Most recently, Holly has combined her design and digital marketing experience, and fundraising abilities whilst working for humanitarian organisations including Oxfam Brixton, Requiem for Aleppo, Sport Allies and The Kairos Project.

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IS COMING**

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