



THE  **AIROS** PROJECT

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# 2021

## Impact Report

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**The Kairos Project**

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Welcome to the



# Impact Report 2021

NGOs  
**21 orgs**

Foundations  
**6 orgs**

Education  
**2 org**

New Clients  
**7**

Existing Clients  
**11**

Languages  
**11**

Coaching Projects  
**36**

Workshops  
**25**

Individuals  
**370**

Countries  
**20+**

Associates  
**23**

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# Message from



2021 was a very humbling year. And in that humility an opening for inspiration and possibility.

We were still living the impacts of Covid, keeping ourselves to ourselves, connecting online, working remotely. Remarkably, people were working in teams having not met anyone in person and not stepped foot in an office. Foundations were simplifying their grant making processes to fund the basics - to keep doors open and people in jobs. Boards were prioritising, perhaps for the first time, the wellbeing of the workforce, seeing the devastating impact of burn-out and chronic mental stress and fatigue. These were humbling times. And in many ways exceptional.

We were blown away by the courage, tenacity and perseverance of our partners in these complex times – the doctors in the NHS at BSE, the female leaders of grassroots organisations in Africa, the multinational teams working on neglected diseases, the staff at Street Games inspiring kids across the UK with

direction and purpose. What we were witnessing throughout the year was “the worst of times bringing out the very best in humanity”.

And out of this disruption, we became aware of new organisations emerging - more transparent, responsible and conscious. We saw the BCorp Movement growing with people asking themselves the hard question about their impact and wider purpose. In one year, we witnessed, kinder, more compassionate environments; new hybrid working practices; more autonomy and self-organisation. Less central hierarchical control. Shared leadership, not vertical leadership.

There is no doubt that as our consciousness evolves, around traumatic global events like Covid, our organisations evolve - which of course they are, in front of our eyes.

**Peter Baily** - 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.

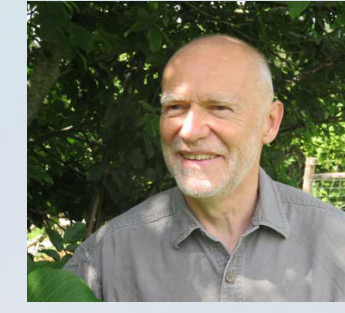
# The Board of Directors



**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.



# 2021 : Our Year

## Sanctuary Space

Coming into 2021, it was clear that we needed to look after our own community. The conditions that we were witnessing with our clients were no different to our own – isolation, anxiety, multiple complex demands. Every week, we facilitated a sanctuary space for our network of Associates. This was a space to share, support, listen and be with each other. Often the simple things are the most powerful.

## BCorp Member.



BCorp member – we heard about the BCorp movement in 2017 from our Chilean colleagues; we loved what BCorp was all about and what they were trying to do in the world. They aligned with our values completely. So we decided to embark on the process of becoming a member. Here is an email: *Hi Diego, Please send the form through to me as soon as possible in the New Year and then I can add my signature. Hopefully we will reach bcorp status in 2018.* Four years later, we received the news that we were the 501st member in the UK.



## Plan International

After a rigorous application process with online interviews, we were selected as coach service provider for Plan International. Our work aims to support CEOs across the world in extremely challenging roles and transitions. Many will be operating under stressful conditions with limited resources.

## New Clients:

## DNDi

We were thrilled to kick off a three year leadership program with DNDi working with their offices around the world. This organisation does amazing work on Neglected Diseases and was looking for support in developing a whole new paradigm of working practices – to reflect new structures, project management and cross cultural challenges

Jan

Mar

May

Jul

Sep

Apr

Aug

Oct

Dec

Feb

Jun

Nov

## Re-inventing Organisation Online Workshop.

This online workshop was a collaboration with the Hawkwood Centre in Gloucestershire UK. It was an ambitious initiative to bring a highly experiential event 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 series of 4 webinars for 25 people throughout the UK.



## World Health Organisation (WHO)

We were selected onto WHO's final list of consultants for work throughout Asia. Unfortunately, the search for partners was put on hold.

## Pro Bono Week 1st - 12th November



Every year, we make all our coaches accessible for conversations with Non Profits worldwide. We do this in order to initiate powerful learning conversations between two dynamic agents of change: you, purpose-driven organisations and us, purpose-driven practitioners. The idea is to empower and enable you to see new possibilities in your work and inch ever closer towards your objectives for this year and beyond.

# 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

- Through FACT (French American Charitable Trust), we found match funding for our work with NHS – BSE department; otherwise our program would not have been possible.
- 18 out of our 36 projects were subsidised
- Our Associates deliver coaching for 40% of the charged fee - effectively giving a larger contribution to core cost allowing the central operation function to exist
- We were able to survive through COVID because of our business model. We have no salaries. All associates are paid from projects. And our core leadership team of five are given a small gesture of £250 per month. On this, we were able to delivery 36 projects in 2021 with core costs under £50,000.

## Geographically Possible

- In 2021, we continued to expand our presence on the African continent thanks to our work with GAGGA – our focus is to support female-led grassroots organisation throughout Africa.
- We now have a partnership with Well Grounded for supporting Leadership Development training for practitioners in Central Africa
- 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 China, Russia, USA, Kenya, South Africa, Cameroon, DRC, Sierra Leone, Kyrgystan, Syria, Tajikistan, and many countries in Central and South American.
- We reached 7 new clients in 2021



## Easily Understandable

- 15+ individuals attended our RiO online workshops in 2021
- Over 58 individuals across 25 countries participated in Connect our pro bono event
- Comprehensive learning support material distributed across 36 projects in 2021
- 70 coaching contracting calls and workshop orientations for alignment and shared understanding on coaching and its benefits

# Our Impact + Reach

## Key Figures

**1** new  
Associate  
Benedicte  
Lampe



**5 years** as  
coach service  
provider for  
The Oak  
Foundation  
and 4 years  
with Teach for  
All (4 years)



**7 new clients**  
including  
Civilians  
in Conflict,  
Hill Centre,  
Discovery,  
NHS (BSE),  
International  
Red Cross  
(Switzerland)



Working  
with  
**Street  
Games** and  
**Global  
Greengrants**  
since 2014



**89%**  
of clients  
rate our  
coaching  
work  
**8 or more**  
**out of 10**



Now able  
to work  
with leaders  
in  
**10 languages**



**23** Kairos  
Associates  
based in **11**  
countries



**Over 250**  
**hours** of pro  
bono coaching  
through our  
Connect event  
(we've been  
offering this  
event for **7**  
**consecutive**  
**years**)





# Our Impact and Reach

## 5 Key Achievements

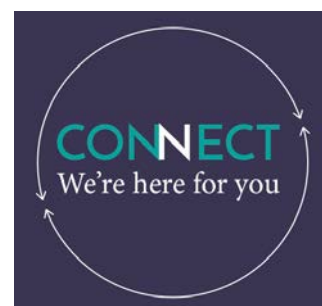
### 1. BECOMING A BCORP MEMBER, PART OF A POWERFUL COMMUNITY OF OVER 1000 + ORGANISATIONS DRIVING SUSTAINABLE PRACTICES IN THE WORLD

In 2021, after 3 years of working on and improving every aspect of our CIC functions, roles and operations, we were accredited with BCorp status, recognised worldwide as a declaration of best practices in governance, environment and workplace conduct; this means we are now part of a community of thousands of social and environmental mission-led enterprises worldwide. In the UK, we were the 501st organisation to be awarded this status.



### 2. REACHING OUT THROUGH OUR CONNECT WORLDWIDE PROGRAMS

In 2020 and 2021, we reached out to over 100 NGOs and charities worldwide with our Connect event - for one week, we make our coaches available at no cost to the not-for-profit sector. In 2020, we reached 63 people from 30 countries and in 2021, we reached 58 people from 25 countries. During the pandemic in 2020, we reached out to our community with 4 complementary webinars on Resilience and Wellbeing.



### 3. WORKING ON TWO AFRICAN PROGRAMS - Facilitators for Change (F4C) in partnership with Well Grounded AND Leadership Webinar Series (LWS) in partnership with GAGGA consortium:

F4C: We are partnering with Well Grounded to deliver a Program for training Leadership Development Practitioners in Central Africa. This program is training local consultants in leadership to delivery OD programs across Central Africa; through this program, we are reaching the next generation of change agents on the African continent.



LWS: We will be partnering with GAGGA to support female-led grassroots organisations in Africa. The program will reach out to 25 participants who will take part in a 4-webinar series program. This would not be possible without Oak core funding

### 4. UPGRADING CHRONOS- Online Management System

We have made significant improvements to our online platform that allows us to co-ordinate and deliver projects far and wide. We can 1. manage and rollout our own 360 assessment tool 2. Invoice in local currencies through Transferwise 3. All forms are online - the set up and admin run through links, no need for any personal computers or software 4. Alert system to make sure that work across time zones is executed in a timely and efficient manner.



### 5. UNDERGOING A COMPREHENSIVE OVERHAUL OF OUR WEBSITE and clarification of our offerings which we finished in summer of 2020

















# Our Partnerships



## KEY SUMMARY

Due to Covid disruptions, we needed to extend the first period of our 2-year grant by 14 months to 28th Feb 2022. In this time, we delivered 21 coaching engagements to 19 organisations (160 x 1-hour coaching sessions and 2 x 2-hour workshops); we articulated our Theory of Change, became a BCorp organisation, designed an online leadership webinar program, created our own M&E tool on Chronos, and ran two Connect events worldwide.

## WE PARTNERED WITH THEIR GRANTEE ORGANISATIONS WORLDWIDE INCLUDING:

		
	Hafiza Merkezi (Turkey)	
	MHAction (USA)	
	Great Plains Conservation Foundation (South Africa)	
	Huridocs (Switzerland)	
	European Network on Statelessness (UK)	
	ICCA Consortium	
	Hill Center (USA)	
	Oasis Cardiff (UK)	
	Bail for Immigration Detainees (UK)	
	Russian LGBT Network /Sphere (Russia)	
	Witness (USA)	
	EachOther (UK)	
		

## 1. STATS ON COACHING ENGAGEMENTS (21 COMPLETED)

Overall Engagement Rating: 8.9 (out of 10)

Achieve Desired Objectives: 8.5 (out of 10)

## 2. STATS ON COACHING IMPACT (FROM 21 COACHING PARTICIPANTS)

100% said "Agree" or "Strongly agree"

I am more confident in my ability to lead change

I feel more socially connected to the workplace

I feel more comfortable in the workplace

I am more confident in making decisions

I feel my communication has improved

My self awareness has improved

80% said "Agree" or "Strongly agree"

My stress levels have decreased



# 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

# Our Services



## LEADERSHIP COACHING

Executive coaching is less about change and more about expanding who you are; it is a powerful way to transform how you are seeing yourself, others and the world; to move beyond old narratives and habits and through any stuck-ness and paralysis



## CROSS CULTURAL COMPETENCE

Understanding and navigating different cultural context(s) is pivotal for purposeful co-operation, sustainable performance and effectiveness in this interconnected world.



## TEAM COACHING

Team coaching is a highly effective way of transforming a group of efficient individuals into a highly effective team. It is the process by which individuals move from working in isolation to working with shared purpose; it is the moment when the collective mindset shifts from "I am one" to "we are one".



## LEADERSHIP WITH HORSES

Working with horses enables you to distinguish the fundamentals of leadership in a new way – helping you to experience, understand and adopt qualities and practice of great leadership. With direct emotional and somatic experience you will address the soul of communication, relationships, collaboration, accountability, integrity, respect, trust and humility



## MINDFULNESS

Mindfulness develops our capacity to pay attention to what is happening in the present moment without judgement. By developing this awareness we can master our own mind in order to be able to choose what will serve us at any given time.







# Our Coaches

Our Coaches are an international community of accredited and fully trained coaches, based worldwide, connected by a shared purpose – to partner with our clients in their work to create a sustainable world.



**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 Poole**  
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.



**Benedicte Lampe**  
Associate

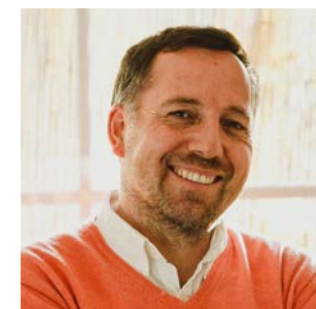
Benedicte is a certified Ontological Coach from the Newfield® Institute in Colorado, an Insights Discovery® Licensed Practitioner and a certified Engendering Balance® Coach. In addition to her Coaching work, she also dedicates significant time to volunteer work, including serving on the Board of the Marion Woodman Foundation and as Co-Chair of BodySoul Europe, organizing BodySoul Rhythms® workshops and meditations on Labyrinths.



**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.





**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 holistic 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.



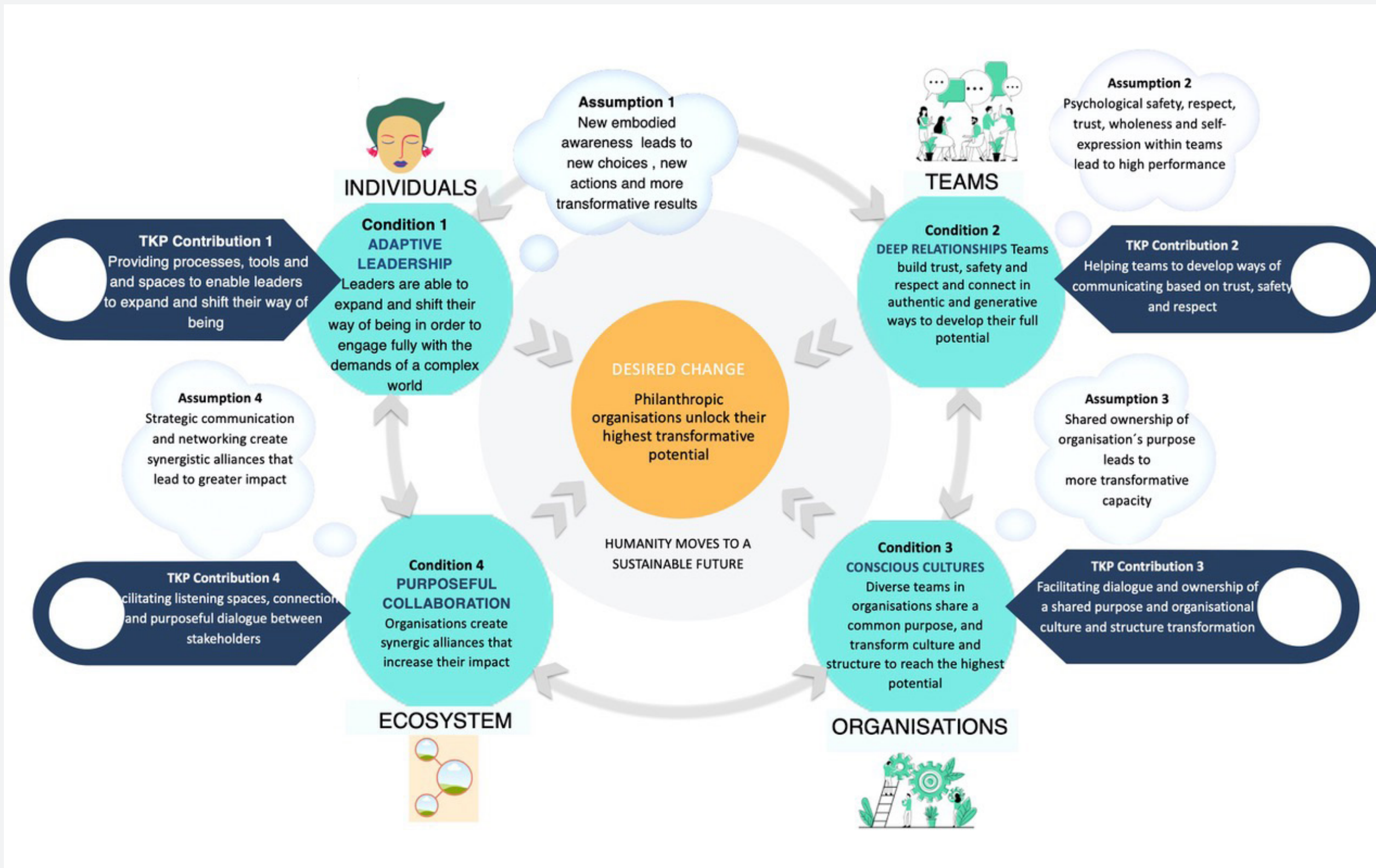
**Holly Lowe**  
*Head of Communications*

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.



# Theory of Change



## THE JOURNEY BEHIND OUR 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.





# This Year's Learnings

## WHAT HAVE WE LEARNED.

1. It is essential to interconnect all our engagements working on different levels - Individual, Teams and Organisation - we know that lasting impact is achieved through blended learning using multiple ways to create relationship and human connection; we understand the importance of ongoing committed actions and practices with accountability; we have seen enhanced learning through sharing in community; through mentor programs and Buddy groups; through delivering or taking part in talks. The challenge for us is to create a multitude of touch points beyond the coaching engagement.

2. **Data is gold dust** - we started implementing our 3-month post program survey in June 2021. We are now gathering information that allows us to assess and review our Theory of Change and make adjustments to our programs. It also allows us to sense into the needs of our client system; we see their objectives, challenges and visions for the future.

3. **Diverse TKP practitioners are essential** - it is clear to us that we need to stay focused on our international network of associates; that we are able to respond to sensitivities regarding race, language, culture, gender and sexual orientation. We need to work on our own unconscious biases and ensure that we are being shaped by today's forces

4. **Local delivery for local work supported by an international resources** - we see decentralisation as paramount; we are in service of our Associates and enabling them to deliver work on the ground. Our role at the core is to make all the logistics and administration as seamless as possible so that the Associates and participants can focus on the learning journey.

# Our Testimonials

## IMPACT ON INDIVIDUALS

Participants all replied either Crucial or Significant

*"..I really enjoyed the coaching experience. It allowed me to see myself as my colleague might see me and to understand that my own positioning could be unhelpful. I think one of the most profound insights is that I create all sorts of 'stories' about other people - they are lazy, careless etc which are highly critical and judgemental and ultimately wrong and unhelpful"*

*"...After the coaching program I feel more self-confident. I realized that I do not have to be a perfect leader (and that I am not sure what exactly this perfection is) and it helped me enormously to reduce the level of stress and to enjoy the work I am doing. I also learned how to look at everything that is happening as one big process and it gave me new level of understanding."*

*".. the key things I have taken for the coaching are: # 1) Increased self awareness of behaviours and strategies/ approaches to utilise (ie. when triggered) to improve leadership e.g. avoid over-granularity, coach not play, demonstrate trust and ensure clarity/alignment of purpose; 2) increased self-awareness of emotional intelligence and how best to respond to support interpersonal and team dynamics; 3) improved presencing to support internal/external presentation as well as achieve mental space consistent for given tasks and ensure proper prioritisation.."*

## IMPACT ON TEAMS

Participants all replied either Crucial or Significant

*"..Massive changes in the way in interact with my team. I have become much more dispassionate and more empathetic. The coaching gave me some tools to enable me to disengage and to be more open without the judgement."*

*"..I think being able to explore my own responses to others in a non judgemental way has enabled me to explore the negative impact I was having on others and my part in the unhelpful dynamics of the team which was becoming dysfunctional."*

## IMPACT ON ORGANISATIONS

Participants all replied either Crucial or Significant (besides one participant who replied limited)

*"..Helped me look at developing tools to use when engaging with my team. Made me interested in developing coaching skills myself to support the team. Found the coaching very helpful in my role making me see and acknowledge thoughts and processes in my daily dealings with staff. Also gave me courage to be more direct."*

*"...Reflective and gave me time to look at where and how i was. I had the space and guidance to think about how I am reflects on others, to be more comfortable with my decisions and trust myself more. It made me realise taking time for me was a good thing."*



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**THANK YOU!  
FOR BEING A  
PART OF OUR  
COMMUNITY**