



THE  **AIROS** PROJECT

# 2024

## Impact Report

---

**The Kairos Project**

[contactus@thekairosproject.com](mailto:contactus@thekairosproject.com)  
[www.thekairosproject.org](http://www.thekairosproject.org)

Welcome to the



# Impact Report 2024

NGOs	26
Foundations	8
For Profit	2
Individuals	2
New Clients	22

Languages	11
Coaching Projects	29
Workshop Projects	11
Participants	492
Countries	18+
Associates	25

## Contents

4	MESSAGE FROM DIRECTOR
5	MISSION, VISION AND VALUES
6	THE BOARD OF DIRECTORS
8	OUR 2024 HIGHLIGHTS
10	ACCESSIBILITY GOALS
12	OUR IMPACT & REACH - KEY FIGURES
16	OUR IMPACT & REACH - SPECIAL STORIES
28	OUR FOUNDATION PARTNERSHIPS
32	BUSINESS STRATEGY
34	OUR FINANCES
36	OUR SERVICES
38	OUR CLIENTS
42	MEET OUR NEW ASSOCIATE
46	MEET OUR TEAM OF COACHES
50	THEORY OF CHANGE
52	EVALUATION, FEEDBACK AND IMPACT



# Message from



When the going gets tough, the tough connect to their purpose. Or in today's speak, to their Theory of Change.

Every day, week, month in 2024 brought us opportunities, surprises, challenges - some good, some bad. To stay firm and true, it served us to remember our "Why". It was this that resourced our community of 25 Associates worldwide.

Our desired change in the world was for "Philanthropic organisations to unlock their highest transformative potential" and thereby move "humanity towards a sustainable future". This is as true today as when we opened our doors in 2013. If not more so.

To achieve change, we recognised four necessary conditions – Adaptive Leadership, Deep Relationships in teams, Conscious Cultures and Purposeful Collaboration. For us, this acknowledges the importance of systems thinking – from individuals, to communities, organisations and ecosystems.

With Desired Change and the Conditions in place, we were able to shape and define our work in 2024. Most of our projects were with leading

Foundations and International NGOs, some governmental and education institutions, some social enterprises.

Our work focused on Leadership and what it meant to lead in today's world; leading into Volatility, Uncertainty, Complexity, and Ambiguity. We worked with teams to, fundamentally, build safe spaces; spaces to navigate biases, multi-culturalism, trauma, new transversal ways of working; we did this through Peer Learning Groups, Themed Webinars, Master Classes and Group Coaching. We designed programs to identify and develop the competencies and behaviours for conscious cultures connecting them to their values and beliefs. And on a broader level, we created an organisational ecology to learn, share and build relationships. Our cup was full.

Heading into 2025, we will all need to resource and sustain our efforts; and as we know, we can connect to ourselves, and what nourishes our being; we can connect to others and our communities for belonging and solidarity; we can connect into the world and our natural environment. Or, as we did, and will do, we can connect into our purpose and resourcing ourselves with our "Why".

**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:

<b>Conviction</b>	To stand for positive change and transformation
<b>Belonging:</b>	To come from our bigger selves and practice inclusion
<b>Celebration:</b>	To always remain in awe and wonder
<b>Respect:</b>	To recognise others
<b>Authentic:</b>	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.



# 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



**Alexandra Montgomery**

Alexandra is an accredited leadership coach, facilitator and yoga-mindfulness teacher with 20 years’ experience in international management, organisational development and start-up projects. Alexandra has worked with a diversity of organisations and networks, both in the social-environmental and private sector. Her own journey spans over 20 years of living, loving and working across countries, cultures and languages, interweaving diverse values and traditions.

Polyglot and multicultural, Alexandra works globally in four languages, English, Spanish, French and German. She is dedicated to innovative, whole-person forms of collaboration, leadership and body-mind techniques to foster more awareness, alignment and impact in people, organisations and communities.



# 2024 : Our Highlights



## Opening conversations with Rockefeller Brothers Foundation (RBF)

The Kairos Project explore coaching opportunities with RBF; our work would start later in the year.



## Launch Capacity Building program for Karl Kahane Foundation

Our year-long program consists of One-to-one coaching, Peer Learning Groups and Themed Masterclasses for 35 partners across Eastern Europe and the Middle East



## 3-year Global Leadership Program Completed

We have now completed our three year program with DNDi. In this third year, we worked with the Tokyo and Indonesia offices, in parallel to coaching 5 individuals from across the network. We also included Year 1 and Year 2 in our Master Classes and Peer Learning Groups .



## Pitch for Coaching Services with UNHCR

In early October, we rallied our international Associate community behind a proposal to become the coach service provider for the UNHCR.



## Re-inventing Organisation Workshops in Poland

Our signature workshop – Re-inventing Organisation – allows people to experience different levels of human consciousness at play in organisations. We brought this work to 100 individuals in Poland.

Jan

Feb

Mar

Apr

May

Jun

Jul

Aug

Sep

Oct

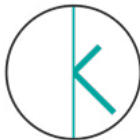
Nov

Dec



## Aga Khan Foundation Collaboration

The Kairos Project is invited onto the AKF Women in Leadership Program coaching partners in Syria.



## TKP Retreat for Core Team

Critical in-person gathering of Directors in London to discuss key organisational questions - Are we on track? What aspect of our strategy do we need to revise, if any? How do we shift our leadership? And how can we better support our community of Associates. We were joined by our non-executive chair - William Eccles.



## Opening Conversations with Packard Foundation (PF):

The Kairos Project enters conversations with PF to explore ways to support their CEO partners in Chile, Central Africa and Indonesia with all aspects of running and scaling an NGO.



## GAGGA Leadership Program 2024

Now in our fourth year, GAGGA, a consortium of foundations consisting of Global Greengrants, Mama Cash, Both Ends and FCAM, funded a blended Leadership Program for 24 individual participants from different organisations in Africa. The program included Master Classes, Peer Learning Groups and Buddy Pairs – all in support of Female-led grassroots NGOs.



# Accessibility Goals

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

- For the fourth year running, FACT (French American Charitable Trust), has made our work possible with NHS (Echocardiography Departments) with a match-based grant for leadership development work.
- Since 2016, The Oak Foundation has enabled The Kairos Project to subsidise our fees and cover key aspects of our core costs including the ongoing development of our online management platform, Chronos, and expansion of our international Associate community.
- We continue to use digital channels to deliver nearly 90% of our services which allows us to streamline our costs and reduce our environmental impact
- We deliver a 100% of our work at a subsidized rate
- The cost of our services is delivered with just under 20% supporting our key administrative and operational base
- All our associates, including the core team, are paid by project fees or invoiced fees associated with key roles. There are no salaries at The Kairos Project.

## Geographically Possible

- In 2024, we were in conversation with potential Associates from India, Indonesia, Pakistan and UK. All are set to join our network in 2025. Our international network of accredited consultants now makes it possible for us to work in 12 languages across multiple cultures and geographies – including Russian, Mandarin, Hindi, Bahasa and Arabic
- We have partnerships around the world that allow us to take our work far and wide including The Ford Foundation, Aga Khan Development Network, Edge Funders Network, Environmental Funders Network (EFN), Global Greengrants, Plan International, The Newfield Network, and our long-term partners - The Oak Foundation.
- 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.
- We reached 14 new clients in 2024 in many parts of the world.

## Easily Understandable

- Through four consecutive GAGGA leadership programs, we have learnt to deliver our learning so that it meets the context of our audience on the ground – all program communication is through Whatsapp, learning is highly participatory and interactive and content is reviewed and agreed by the learners.
- One of our popular services, for making coaching available across a wide network, is Drawdown Coaching. Any member of staff can draw coaching from a pool of coaching session on an ad hoc basis. This has been extremely successful at introducing coaching far and wide at minimal cost to new people. Importantly, on registration, all participants confirm that they have read the information about coaching and how it works.
- For our Oak Partners, as part of the coaching process, we have an informal conversation to establish the level of understanding about coaching and whether it is suitable. This is an invaluable step in making the coaching engagement successful and one we will introduce as part of our onboarding process with other clients and partners to confirm that our services are the best possible support for their development needs.



# Our Impact + Reach

## Key Figures





# Our Impact + Reach

## Key Figures

### Oldest Client

Working with  
Street Games and  
Global Greengrants  
since 2014



### 11 languages

Proudly working in  
multiple cultures  
across all continents  
with our network of  
associates



### Consistent Impact

96% of coachees  
in a worldwide  
coaching program  
said "Strongly Agree"  
to question "My  
coach was effective  
in supporting me to  
see new perspectives,  
ideas or actions  
to address my  
challenges".

### 100% of our work is offered at a subsidised rate.

This is made possible  
by grants from The  
Oak Foundation,  
GAGGA and FACT.



### 25 Kairos Associates based in 12 countries:

Spain, Switzerland,  
UK, Chile,  
Singapore, Russia,  
India, Netherlands,  
Belgium, Zimbabwe,  
Italy, France.



### 22 New Clients

including  
Nobel Women's  
Initiative, Good  
Shepherd International  
Foundation, Clarifi and  
Access Social Care





# Our Impact + Reach

## Special Stories







## Objectives

The Karl Kahane Foundation (KKF) partnered with us to strengthen the organizational capacity of its grantees. KKF's vision was to bolster leadership capabilities, enhance decision-making, improve well-being and resilience, facilitate navigation of change, and support smooth role transitions. Key goals included addressing staff well-being, enabling leadership support for teams, navigating organizational shifts, providing individual learning for leaders, cultivating strong stakeholder relationships, leveraging strategic thinking for organizational impact, and refining decision-making.



## Key Highlights

- Over 30 KKF partners across Europe and the Middle East participated in a tailored capacity-building program, fostering cross-cultural exchange and networking.
- The program offered three complementary learning avenues: personalized Executive Coaching, themed Masterclasses, and interactive Peer Learning Labs, creating a comprehensive learning experience.
- The spring Masterclass, "Growth Mindset & Strategic Thinking," equipped participants with tools to foster innovation and long-term vision. The autumn Masterclass, "Effective Delegation," focused on empowering teams and optimizing workflows. Masterclass satisfaction was high, with an average score of 8.48 out of 10 for "Would you recommend this to a peer?". This indicates strong value and relevance for participants.



- Peer Learning Labs provided a platform for collaborative problem-solving and knowledge sharing. Participants explored real-world challenges and learned from the collective wisdom of their peers, resulting in an average satisfaction score of 8.68 out of 10 for the recommendation question.
- Executive Coaching provided personalized support tailored to individual needs and goals. An impressive 92% of coaching participants agreed that coaching helped them gain new perspectives and identify actionable steps, demonstrating its effectiveness in driving personal and professional growth

## Our Conclusion and reflections

This program successfully engaged KKF partners in a transformative journey of leadership development. The Masterclasses provided valuable insights and practical tools, inspiring participants to adopt new approaches and strategies. The interactive format and peer connection opportunities

fostered a strong sense of community and shared learning. Peer Learning Labs created a safe and supportive space for collaborative problem-solving, enabling participants to share challenges, gain diverse perspectives, and learn from each other's experiences. The personalized coaching sessions provided tailored support, empowering participants to deepen self-awareness, enhance critical leadership skills, and address specific challenges related to well-being, work-life balance, and navigating complex organizational dynamics.

While the program achieved significant success, we identified opportunities for future enhancements. To further enrich the Masterclass experience, we recommend shorter, more focused sessions or on-demand learning modules to accommodate busy schedules. For Peer Learning Labs, we suggest theme-based sessions and proactive reminders to improve attendance and ensure relevance. To maximize coaching engagement, we recommend showcasing success stories and testimonials to highlight the tangible benefits and potentially developing a shared learning platform to extend the learning experience. We noted a slight decrease in attendance for the second round of Masterclasses and Peer Learning Labs in the autumn, with participants citing competing priorities. For future programs, we will explore strategies to engage a broader range of partners, introduce "bite-size" learning options, maintain ongoing engagement through a learning community, cater to diverse learning preferences, and address potential barriers to coaching participation. Overall, the program has demonstrably supported KKF partners to lead and manage their organizations with greater effectiveness, resilience, and impact.





## BSE / KAIROS LEADERSHIP PROGRAMME 2024: More Ease in Challenging Conversations

### Objectives

- To provide NHS team leaders with tools to strengthen their communication skills to handle challenging conversations so they can better support their teams to meet patient commitments and develop their leadership skills
- As always, a critical developmental aspect of all our NHS programmes is to generate group spaces for structured reflection, provide opportunities to practice new skills, and offer constructive peer exchanges that boost community, connection, and mutual support;

### Key Highlights

- This programme was successfully designed to be an efficient and structured way of offering experiential learning and practice to leaders. To meet the needs of the participants a brand new online platform was used to offer flexible, self-paced learning as well as offering the previously experienced benefits of a strong connection to peers.



- The programme consisted of 5 pre-recorded webinars, designed with the context of ECHO leaders in mind. Webinars were pre-recorded in shorter “bite-size” sessions to accommodate busy schedules and difficulties in finding a mutual time that worked for all to meet. Participants were offered Action in Learning sessions as practical, live spaces to build confidence in their new skills.
- A unique and impactful aspect of the programme was its focus on self-regulation during difficult conversations. The program emphasized the importance of self-awareness. Participants engaged in exercises designed to enhance their understanding of their own emotional responses and how these responses influence communication outcomes. This focus on self-awareness and self-management was highly valued by participants, enabling them to lead more effectively and navigate challenging interactions with greater composure.
- Each year the BSE supports a leadership programme that best meets the needs of it's leaders. A rigorous application process and limited budget provided an opportunity to see how this content can be applied in a practical way in the NHS. This programme was deemed so impactful that one of the participants will be sharing these valuable tools/models with the 4000+ membership of the BSE in an article later this year.
- Feedback results included: Experience of - our online platform 10 (out of 10); - Module Videos 9.67; - Practice Lab Sessions 10; - Buddy Groups 10; - Supplementary learning resources 10. Each year we collect valuable feedback to enable improvements for subsequent programmes. We were delighted with the feedback received from this newly designed programme.

### Our Conclusion and reflections

A revised program delivery approach, incorporating flexible remote learning, resulted in significantly higher participation rates compared to previous “live” programmes. Recognizing the scheduling constraints faced by many participants, the shift away from exclusively live sessions allowed for greater accessibility and engagement. This delivery method will be further developed and integrated into our 2025 programme offerings.

In addition, participant feedback highlighted a significant gap in leadership training within the NHS. Current practice in staff promotion relies mainly on length of service and clinical qualifications. This often leaves individuals unprepared for the demands of leadership.

Our programme directly addressed this need through essential leadership competencies, including problem-solving, managing difficult conversations, and resolving conflict within a high-stress environment. Participants reported increased confidence and competence in navigating challenging situations.



## LEADING IN A VOLATILE UNCERTAIN COMPLEX AND AMBIGUOUS WORLD

### Objectives:

We live in and/or are impacted by a volatile, uncertain, complex and ambiguous (VUCA) world. A world where team relationships, self and social awareness, effective leadership styles, prioritisation and delegation, communications including feedback and feed forward are increasingly important.

StreetGames is moving into new ways of working and building new teams and developing as the environment around them changes.

The purpose of this programme is to ensure that StreetGames team members are fully supported, listened to, well connected and have the tools and resources to be at their best. We will create “space” for each participant to reflect and grow with their new challenges.

- space to share
- space to listen
- space to challenge
- space to connect



### Key Highlights

Spanning 6 sessions over 8 months, the programme enabled staff to share experiences, reflect on challenges, and develop strategies for change. Facilitators and participants co-created a trusting environment for open dialogue and honest reflection.

The sessions encouraged exploration of self and social awareness, the impact of identity on team dynamics, and effective leadership styles. Using the OAR (Observer-Actions-Results) model, participants learned how perspective-shifting and agility drive better outcomes in uncertainty.

A central focus was resilience and energy management. Participants learned to prioritise managing energy over time, sustaining inner resources through change.

### Our Conclusions and Reflections

Throughout the programme, staff had space to share, listen, challenge, and connect, identifying ways to collaborate and build trust. Supplementary materials—articles, videos, worksheets, and peer coaching—reinforced learning, helping embed new practices.

As the programme progressed, participants developed a greater awareness of organisational change and individual transition, strengthening empathy and commitment to shared goals.

By the programme’s end, StreetGames had taken significant steps in building a resilient, connected, and collaborative culture. Participants deepened personal development while strengthening a more adaptive organisation ready for future challenges.

And probably the best reflection is in the words of one of the participants:

*“the space for open and honest conversations around work, its challenges and how everyone's day to day workload has been evolving in recent months was hugely valuable, as was the focus on exactly how each of the VUCA elements apply to our work and more widely to the communities we are working for.”*





# Ford Foundation

## Leadership Development in LATAM

### Objectives

The Latin America Program 2024 aimed to:

- Provide practical tools to BUILD organisations to inspire and facilitate a smooth transition to new leadership.
- Empower participants to engage with leadership challenges at both personal and organisational levels.
- Foster peer learning and support across 34 organisations in 10 countries, involving 79 participants.

### Key Highlights

Programme Structure: Divided into four main routes:

- Leadership Leaps
- Facilitating the Transition
- Supporting Others' Growth
- Adaptive Leadership

Each route combined forums, workshops, leadership circles, and elective series on:

- Balance and self-care
- Team coaching
- Collective leadership

### Participant Engagement:

- 8% joined peer circles
- 42% joined collective leadership series
- 34% attended team coaching
- 28% participated in balance and self-care sessions

### Challenges Identified:

- Organisational: financial sustainability, team management, and effective transitions
- Personal: time management, burnout, difficulty in delegating, and self-care

### Participant Feedback (Ex-post evaluation, 2 months post-programme):

- Usefulness: 4.3 / 5
- Confidence in facilitators: 4.7 / 5
- Likelihood to recommend: 4.1 / 5

### Testimonials:

Participants praised the programme for building confidence, encouraging reflection, and offering valuable tools for leadership development.

### Our Conclusion and reflections

Overall Impact: The programme successfully addressed a pressing need among BUILD organisations for leadership development during transitions. The tools provided were timely and relevant, and peer support was highly valued.

### Key Learnings:

- Leadership development benefits greatly from safe, reflective spaces.
- Burnout and time constraints are significant barriers to sustained engagement.
- A “culture of sacrifice” in the sector needs to be challenged through balance and boundary-setting.

### Recommendations:

- Consider shorter programmes (3–6 months) with weekly engagements to support retention.
- Maintain leadership circles for peer-to-peer learning.
- Simplify programme structure to better accommodate participants' limited time.

The programme left a strong foundation for continued leadership development and pointed clearly to the importance of wellbeing and adaptability in sustaining organisational impact.





## SUPPORTING FEMALE-LED GRASSROOTS ORGANISATIONS IN AFRICA

### Objectives:

The Kairos Project continues to work with GAGGA in supporting female-led grassroots organisations across Africa with leadership development and capacity building. In 2024, we delivered a leadership program to 18 participants, all from different organisations. The program consisted of 5 Organisational Development Modules (ODM), 2 Peer Learning Labs and Buddy Pair Groups.

The design of our program was driven by the feedback from our previous participants; they wanted spaces to address and resolve the issues that arise from running and scaling small organisations as female leaders. They wanted practical tools and skills to immediately apply to the workplace and work force – which is why there was a resounding request for OD workshops supported by Peer groups for sharing and embedding their new learning.

The five ODM themes were selected by the 2024 participants on a Whatsapp Survey. They chose: 1. Influencing & Persuading 2. Effective Decision Making 3. Strategic Thinking 4. Managing Conflict 5. Continuous Feedback. The two Peer learning groups were woven in between these modules and Buddy Pair groups convened every 6 weeks.

The idea of these learning spaces was to encourage collaboration, sharing and active participation. The facilitation aimed to generate highly interactive sessions where the focus and direction of the discussion were in the hands of the participants. This approach was intentional in order to keep these spaces valuable, meaningful and relevant.

It was clear that these female-led organisations encountered similar challenges and in sharing, there was solidarity, valuable collective intelligence and creative problem solving. Our role, as facilitators, was to provide a safe environment, structured process and timely interventions.

### Key Highlights

1. 18 female leaders were invited onto our 2024 Leadership Program.
2. Attendance remained high throughout the program
3. The five OD Module scored an average of 8.5 out of 10
4. The two Peer Learning Groups scored an average of 8.4 out of 10.
5. The Buddy Pair Groups scored an average of 7.4 out of 10.
6. The qualitative feedback from participants is very positive (see Appendix) and the comments demonstrate key learnings, take-aways, new awareness, fresh thinking, transformation.



### Our Conclusions and Reflections

#### OD Modules

1. We got feedback from 14 participants. 4 did not attend any sessions. So 100% of attendees completed the online survey – this is a remarkable result.
2. The average score across all three OD modules was 8.54. This would suggest a positive experience. Also reflects consistent high quality across the classes. A score of 9 or 10 was rated 40 times out of 70 (so over 50%).
3. 10 out of 18 came to all the OD Modules
4. When asked if this learning can be applied, 5 out of 14 active participants said “Strongly agree” and 6 said “Agree”, 2 “Neutral”
5. It appears that the last OD Module on Continuous Feedback was rated the highest.

#### Peer Learning

1. We received feedback from 11 participants on both Peer Learning Labs
2. The average score across the three Peer Learning Labs was 8.41 – this is higher than last year and a positive result for a challenging peer-based environment.
3. 10 participants came to both Peer Learning Labs
4. Rating and attendance remained high even though there was 3 months in between.
5. When participants were asked if they could apply this learning, 5 said “strongly agree” and 6 said “Agree” and 2 said “Neutral”.



# Our Foundation Partnerships

Our partnerships with Foundations are hugely important to our learning, growth and ability to deliver on our Theory of Change.

## New Partner

# Ford Foundation

The Ford Foundation runs an inspiring, ambitious program, BUILD, that aims to strengthen the capacity of their partners worldwide. Last year, for the first time, we partnered with the Foundation to develop the leadership skills of their partners in Latin America. We delivered a year-long blended learning program for over 70 individuals across diverse cultures and geographies.

The program included Executive coaches, Peer Learning Groups and Master classes - all pull together on our Learning platform - Sutra. Our partnership works well as our missions are aligned - to help social justice organisations become stronger and more resilient. We both think long term, believe in people, and understand the importance of resilience across teams and all functions of an organisation. We know that funding is not enough. People are the key. And we look forward to seeing leadership flourish across their network.





**OAK FOUNDATION** -Key highlights – our relationship reached another level with a new substantial two-year grant starting in October 2024 – for both core funding and paid services. Over two years, we have committed to deliver 57 Leadership Coaching Engagements and 8 Peer Learning workshops. Importantly, the core funding allows us to increase the reach of our services through new clients and new Kairos Associates; consolidating our services in three ways. 1. By working across all areas of our Theory of Change – individual, team, culture and system. 2. Offering multi-layered programs with different learning spaces. 3. Providing comprehensive programs with diagnostic tools (360, Surveys) and Impact Reporting and Evaluation. Furthermore, Oak’s core grant allows us to develop and build a robust technical platform for delivery worldwide.



**FRENCH AMERICAN CHARITABLE TRUST** – Key highlights – for five years, FACT has supported our work with British Society of Echocardiography (BSE), a part of UK’s NHS; all funding from FACT has been matched by BSE in order to ensure engagement, commitment and deliverables. This year, the results from the coaching and webinars were exceptional – the coaching scoring an average 9 out of 10, and the webinars 9.5 out of 10 from the participants. We are seeing a clear need and appreciation for this work in a desperately under-resourced environment.



**GLOBAL ALLIANCE GREEN AND GENDER ACTION** - Key highlights: for four years, GAGGA has trusted us with supporting their female-led grassroots organisations across Africa. The power and impact of our collaboration is due to the long-term approach. Each year our programs grow organically as we listen to what works and doesn’t work from the participants and embed our learning into better learning spaces. Each year, the engagement levels have improved (80% receiving certification for full attendance), the results are more positive (8.5 out of 10 for Maser Classes) and the retention rate has increased (in 2023, 9 out of the 18 participants had been on previous programs).



**AGA KHAN FOUNDATION** – Key highlights: our partnership with the Aga Khan Foundation is born out of our ability to work across geographies and cultures. Our international network of 25 Associates working in 11 languages is able to create learning spaces for diverse groups. Our coaching, in person workshop, online master classes, peer learning groups, mentor session have supported AKF in creating strong community institutions that improve the lives of millions of people. Rooted in Africa, Asia and Middle East, AKF combines local knowledge with global practices to bring improvements to quality of life in fragile contexts. We are proud to support those who support others on this important and challenging journey.



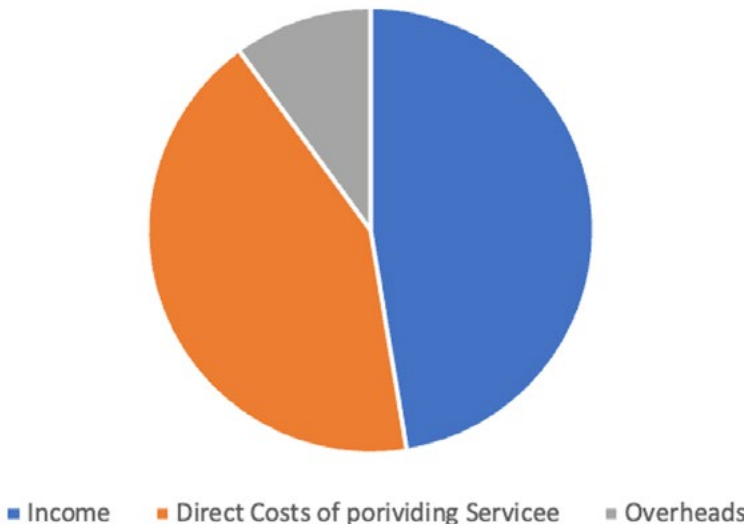
# Business Strategy

- To increase the reach of our work through an international network of committed Associates worldwide
- To live our Theory of Change helping us achieve our goals through developing Agile Leaders, Deepening Relationships, building Conscious Organisations and leveraging Networks
- To rapidly grow our online learning platform for delivering online programmes. Increase reach and revenues by converting all off line learning materials into online offerings.
- To increase our ability to deliver our work from a more local context starting with Africa and India.
- To continue investment in our Online Delivery Platform, Chronos – to scale in other regions
- To create a powerful shared learning community among our organisations and leaders



# Our Finances

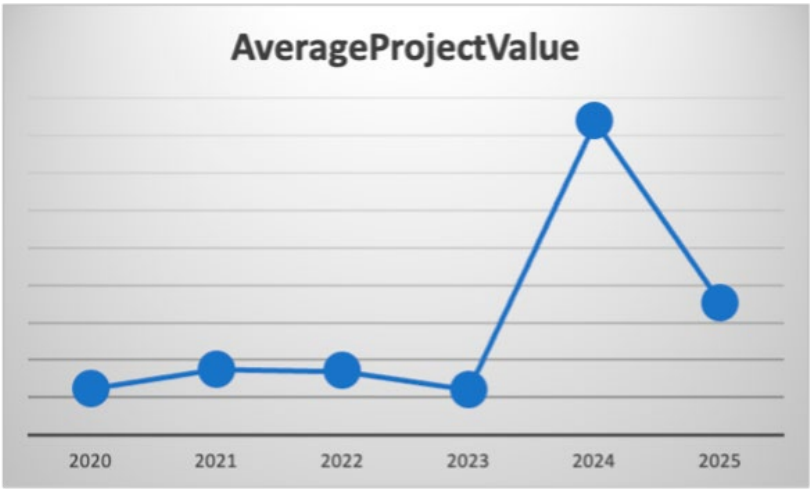
Income, Direct Costs & Overheads



2024 felt like a recovery year - recovery from the challenges to increase revenue and decrease relative cost in the years since Covid.

We achieved our ambition to keep overheads at less than 20% and in many projects managed to reward our incredibly skilled coaches and facilitators with increased rates (still well below industry norms)

Of course, none of this is possible without the ongoing and dedicated support and understanding of our funders and associates.



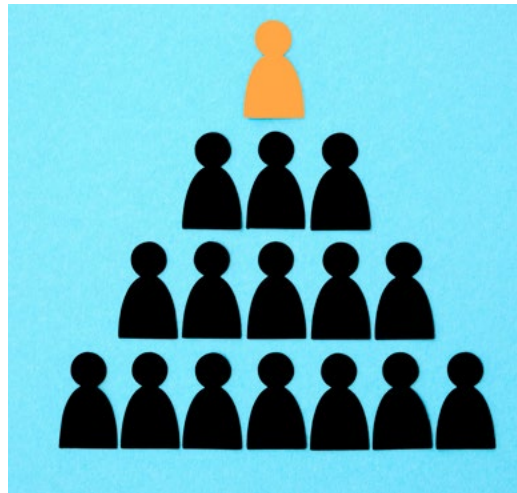
Another characteristic in 2024 was a jump in the average value of projects. This has been a gentle trend for a number of years but was particularly marked in 2024. This increase helps us keep overheads down. And I am pleased to say that so far in 2025 the trend has continued – albeit on a more gentle increase than the exceptional jump in 2024

Increases in project scale (average value) was most noticeable in South America, and Africa

We can never write about our financial picture without both mentioning and honouring all the people and founders who make possible our core principle – that our services are offered irrespective of geography, scale or financial constraints.



# Our Services



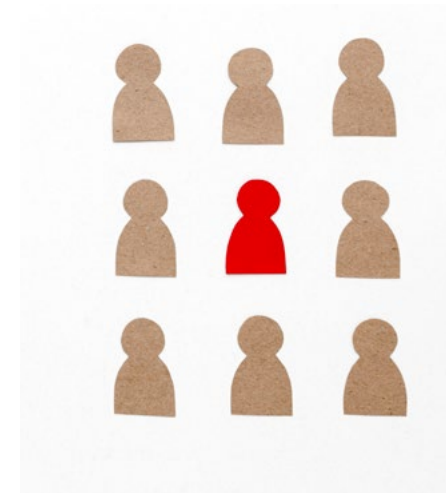
## LEADERSHIP & TEAM DEVELOPMENT CAPACITY BUILDING

- Bespoke Leadership and Team Workshops
- Masterclasses & Intensives
- Fully customized learning journeys
- Virtual Learning Platform for self-directed learning & hybrid programs
- Peer Learning and Communities of Practice



## COACHING

- Executive Coaching
- Senior Leadership Coaching
- Career & Transition Coaching
- Skills-based Coaching
- Needs-based draw-down Coaching
- Team Coaching
- Coaching Training Programs



## ORGANISATIONAL LEARNING & ACCOMPANIMENT

- Strategy Development & Implementation
- Thought Partnership on key organizational processes
- Organizational Development
- Group Facilitation
- Mentor Training Programs
- Mentoring Initiatives

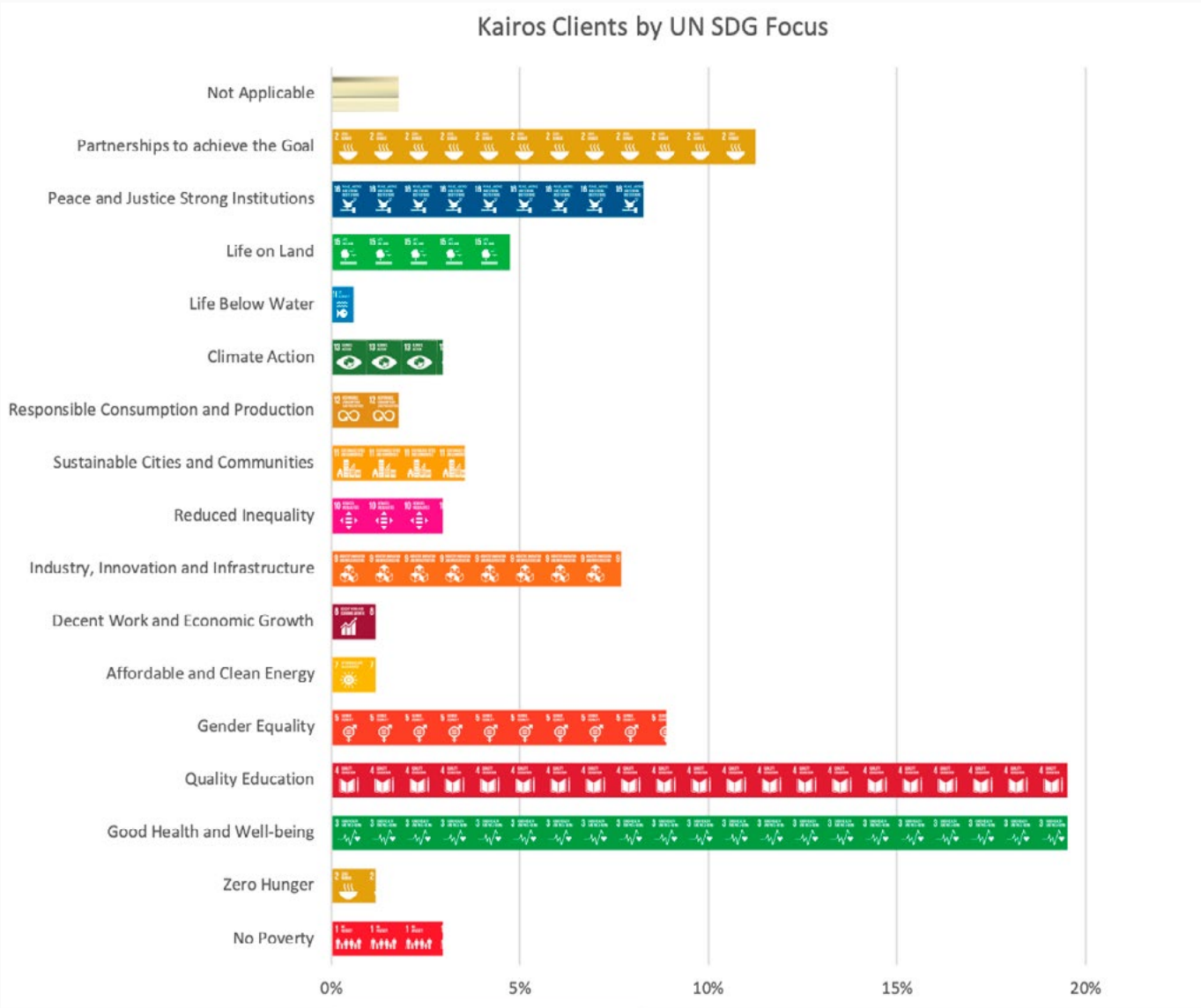


## IMMERSIVE LEARNING EXPERIENCES

- Reinventing Organizations Experiential Workshop
- Leadership & Team Development with Horses
- Leadership & Team Retreats with Outdoor Challenges

# Our Clients

Since 2013, we have worked with over 400 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.





# Our Clients





# Meet Our Newest Coach



New Associate:

## Shalini Matai - Bali, Indonesia

We are thrilled to welcome Shalini into our community of Associates.

With over 20 years and 3,000+ hours of experience, she has worked with C-Suite executives, senior leaders, and emerging talent across industries and regions. She designs and delivers leadership programs and immersive retreats for SMEs and family businesses, using diverse transformation modalities.

Her strengths in presence, deep listening, and compassion help leaders feel safe to be vulnerable, fostering trust and meaningful breakthroughs. Drawing from pioneers in the field, she adopts a systemic perspective and integrates multiple leadership perspectives and mindfulness principles to facilitate holistic and sustainable transformation. Believing that conscious leadership is vital for sustainable success, she created the nine-month Conscious Leadership Program to expand leaders' inner capacity and skills.

Her qualifications include certifications in Growth and transformation Facilitation, encompassing ontological, epistemological coaching and values-based cultural transformation. As an ICF-certified coach (PCC, ACTC), she co-founded the ICF Chapter in Jakarta and contributed to the accreditation of two ICF-ACTP programs. Her educational background includes completing all CFA levels and earning an MBA and BBS in business management.

## 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.

Below is the geographic distribution of our work and many of our Associates.





# Our Coaches



## AINHOA CAMPO

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.



## BENEDICTE LAMPE

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.



## ALEXANDRA MONTGOMERY

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.



## CAROLINA VALDENEGRO

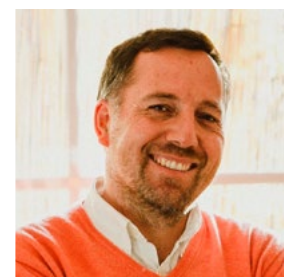
Some time ago I connected with two great words, which have served as a guide and company. LOVE AND WISDOM, which over time have resulted in motivating change in people and their organizations. How? with self-awareness, learning from who we are, surpassing us and also loving ourselves integrally, with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

I have been working on this path for more than 18 years, working as a consultant for organizational development and



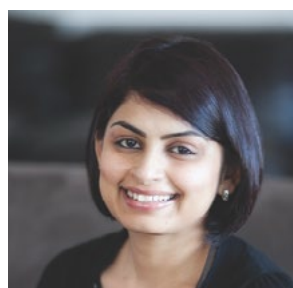
## ALVARO POOLE

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.



## IGNACIO CÉSPEDES FELL

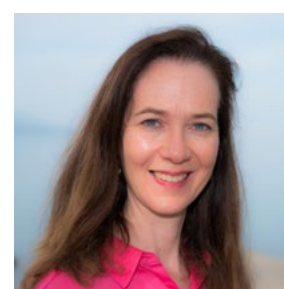
Ignacio is an executive coach, facilitator and consultant in organizations. After more than 15 years as an executive and consultant in operations and supply chain departments of large retail corporations with presence in Latin America, he has put all his experience and passion into accompanying organizations,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



## ASHA NAIR

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



## JO HEESON

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

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.



#### MARCELA IGLESIAS

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



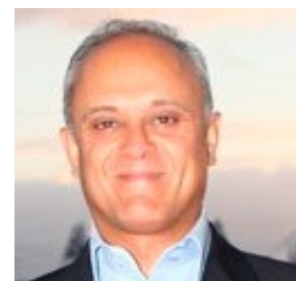
#### MARWA FAROUQ

Marwa Farouq most recently served as an executive leader with Teach For All, where she led multiple teams as the Global Head of Operations. Known for championing innovative approaches to work as a strategic executor, Marwa leveraged a hands-on leadership style derived from her deep expertise in coaching and consulting. Her 19-year career has centered around driving significant and lasting cultural transformations that exemplify her steadfast commitment to diversity, equity, and inclusion initiatives. She is passionate about working with leaders and organizations to enable them to create human centered organizations that are able thrive in our uncertain time.



#### MERCEDES VILLALBA

Mercedes is a Certified Ontological Coach who trained with the Latin American Coaching School. She discovered ontological coaching through her Drama teacher, who is a coach, back in 2012. Her coaching training started there in the Drama lessons, with a particular emphasis in emotions and bodyfulness. She holds a diploma on Theatre and Education from the University of Chile.



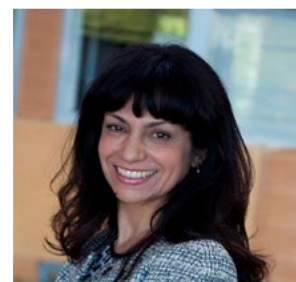
#### PARESH KANANI

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.



#### PAOLA MARINONI

I am master integral coach certified by Integral Coaching Canada Inc, with more than 20 years of experience in the social development field acting as executive manager and consultant/facilitator for foundations and NGO's in Brazil. I am passionate in supporting social impact leaders in overcoming challenges that are causing frustration and preventing them from reaching their potential.



#### PAULA LAZO RIVERA

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

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

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.



#### REHAB ABBAS

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

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.

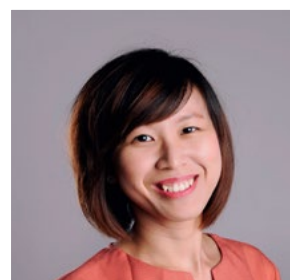
Before he became a coach/teacher, he held senior management positions in small and large corporations developing and driving change programs.



#### RUTH JOLLY

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

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

Sari 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



#### SHUNGU CHIRUNDA

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.



#### HOLLY LOWE

Holly is a freelance designer and project manager with a passion for humanitarian causes. Graduating from UNSW, College of Fine Art with a Bachelor of Design, Holly has over 20 years experience 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 Requiem for Aleppo, Barefoot Sport Allies and as Head of Communications for The Kairos Project.

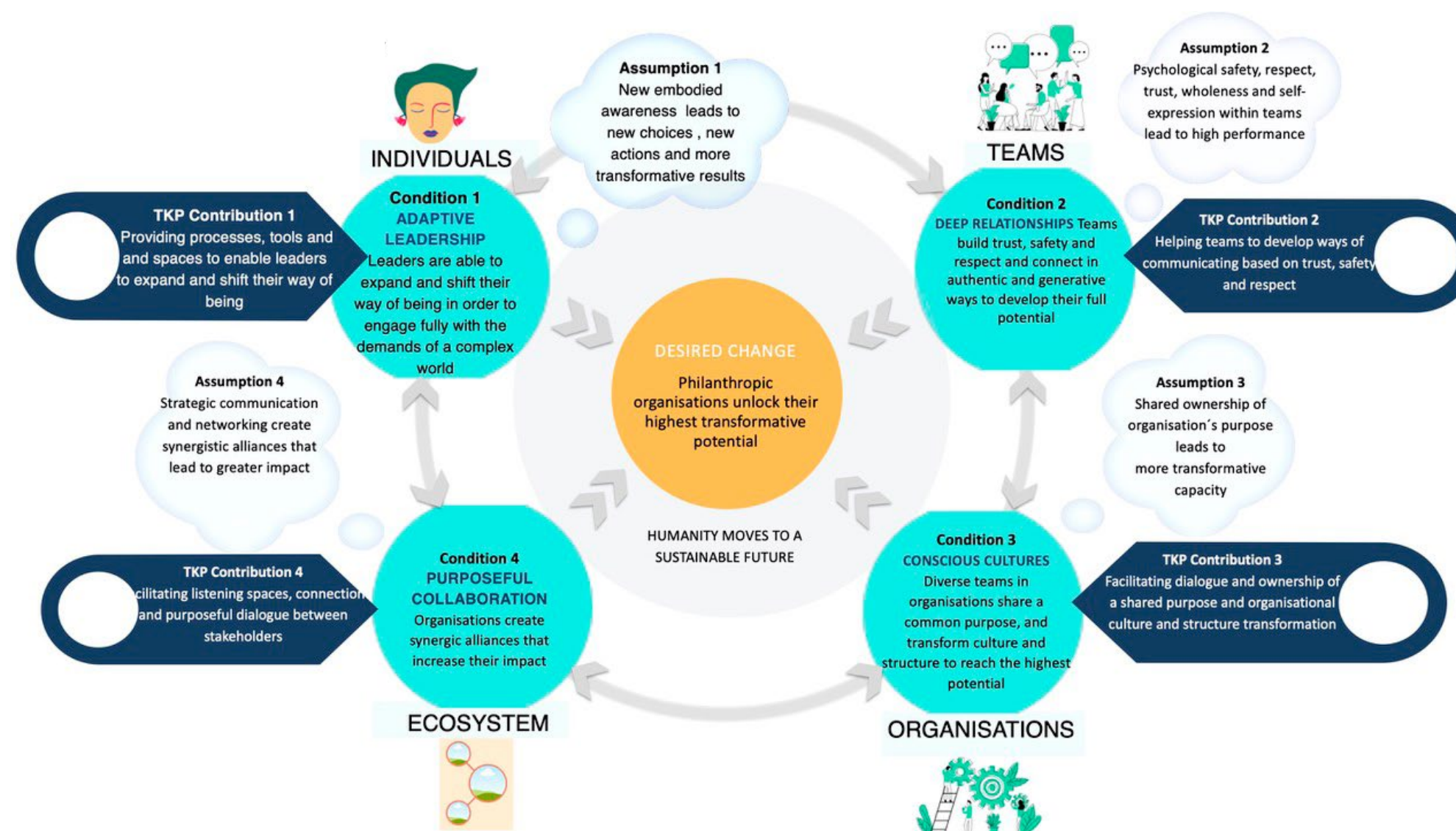


# Theory of Change

## 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.





# Our Testimonials

## About Learning and Insights

1. To never under value myself and believe in what my initial thoughts are telling me. 2. Stand up for myself. I have needs and if they aren't getting met I need to be braver. 3. Step back and reflect on how certain situations made me feel. Look at the bigger picture.

Begin to understand the underpinning reasons why I behave in certain ways, recognise the feelings and thoughts that come and try to change the response behaviour. Self-kindness and acceptance.

1) remember to celebrate the things that have brought "success" are also the things that can cause tension  
2) think first: "what can I learn from this situation", rather than "why did it go wrong" and seek to apportion blame.

Discipline to create new habits. Use of timers for varying activities. What we resist persists. Set intentions - how do

I want to show up in this conversation?  
What's the mood I want to show up in?

I have learnt how to express myself in different settings and how to ground myself and appreciate the way other people work. I have developed my own style of leading other people and have become more holistic in my approach

A deeper understanding of my motivations and constraints, and how to channel this understanding into my leadership and broader working style - Practical tools for finding balance in my work

The difference between caring 'for' something and caring 'about'; the power of noticing how I am responding in that moment to something and noticing when adrenaline serves me and when it doesn't - it isn't always a crisis, that making a change in how I do things is more sustainable if I also look at the changes made for the whole team and to our systems / policies and procedures.

## About how you would sum up your experience

*I didn't realise just how intertwined our past experiences and present behaviours are; being given the time and space to explore this with my coach and understand the associated feelings have led to me feeling more confident, self-assured and accepting.*

*Always very valuable reflective spaces - helpful new ways of thinking, and good reminders of tried and tested methods - this is an ongoing process that doesn't really end.*

*Fantastic experience with my coach. Her empathy, skills and knowledge shone through in every session. Highly recommend.*

*My coach has been great, attentive and has shaped my behaviours and thinking about being a leader. It has been a journey which I was unsure was right for me, but it has developed me as a person.*

*My coaching experience with my coach coincided with a very difficult and busy time during my leadership journey where I and colleagues were under a lot of pressure. I valued the time away from the noise to listen to myself with someone who gently guided me towards a new perspective in some areas. I valued the session openings which focussed on breathing and centring myself.*

*I have started some somatic yoga practice as a result and think this is a new skill I can look to deepen. I know that the areas we discussed will need continued work from me in the future but my coach encouraged me to share my experience with others and this has helped. Some of the tools and frameworks that my coach introduced me to are simple and insightful and I know I will continue to rely on them and share them with others as I move forward.*



**thekairosproject.org**

contactus@thekairosproject.com

**Certified**



**Corporation**

**This company meets the  
highest standards of social  
and environmental impact**