

IUCN Leadership Coaching Programme

Terms of reference

Background

The International Union for Conservation of Nature ([IUCN](#)) is a democratic Union that brings together the world's most influential organisations and top experts in a combined effort to conserve nature and accelerate the transition to sustainable development. IUCN harnesses the experience, resources and reach of its more than [1,400 Member organisations](#) and the input of more than [18,000 experts](#). This diversity and vast expertise makes IUCN the global authority on the status of the natural world and the measures needed to safeguard it.

The [IUCN Secretariat](#) serves Member organisations and moves the vision of IUCN's membership into action. The Secretariat has a staff of 950 based in more than 50 countries and runs projects in over 160 countries. Its HR team is composed of 26 HR professionals or focal points distributed across 15 offices.

Purpose

IUCN invites Proposals from firms and/or individuals providing leadership and executive coaching services to ensure that IUCN leadership continues refining existing skills and acquiring new skills required to develop and lead a successful, effective organization.

The consultant will provide a variety of on-demand coaching and leadership services, including coaching new and emerging leaders, supporting senior leadership team in their professional development or delivering additional support during leadership transitions.

Each service would be set forth in a statement of work which would include identification of need and objectives, coach providing the services, pricing, time frame and approach for delivery and other service specific details. Each proposal will be submitted by the requesting unit to IUCN HR Management Group for approval.

The initial contract duration is five years, renewable.

The selected contractor will carry out the following tasks on demand:

- Identify and provide the methods and tools to be used to assess and develop IUCN existing, new and emerging leaders' knowledge, skills and abilities.
- Identify needs for future leadership skills at IUCN and methods for acquiring these skills.
- Conduct one-on-one leadership coaching sessions with identified leaders enrolled in Leadership Coaching cohort once a year.
- Develop and facilitate corporate leadership learning and development sessions to enhance IUCN leadership team efficiency and further refine collective leadership skills.
- Support leadership transitions through planning and coaching.
- Develop and facilitate team coaching sessions with identified teams to enhance collaboration and learning, to help team members understand their strengths and

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Attachment 1 *Terms of Reference*

weaknesses as a team, identify the areas where they need to improve and define action plans with the overall objective to enhance IUCN teams' efficiency

- Develop and produce related metrics to measure qualitative and quantitative impact of the services on IUCN performance.

The selected contractor will carry out the following tasks on annual basis

- Produce an annual report of all services provided and recommendations for programme improvement for IUCN HR Management Group.

The selected provider should demonstrate a proven track record in coaching workforces across diverse continents and cultures, showcasing their ability to adapt and excel in varied global contexts. Additionally, they should possess extensive experience in coaching senior and executive management within international organisations. The consultants assigned to IUCN should hold executive coaching certifications.

Moreover, the ideal candidate should have the experience and capability to provide coaching services in both hybrid and in-person settings, ensuring the flexibility to meet the unique needs of our organisation. The provider should also have a strong history of coaching top-tier leadership positions, indicating their proficiency in guiding and enhancing the performance of our senior executives and top management.

Furthermore, we require a comprehensive range of coaching programs that address all leadership profiles in our organisation, from emerging leaders to experienced executives, covering the full range of leadership development. The chosen provider should also be able to translate coaching concepts into tangible, measurable outcomes, with a structured approach for tracking progress, identifying key performance indicators, and consistently delivering metrics to assess the impact of coaching initiatives.