



# Coaching Agreement

## 1. What is Coaching?

Leadership coaching is intended for developmental purposes. While similar in some ways to other helping disciplines, it differs from mentoring, consulting, counseling, or traditional performance management. The goal in coaching is to use a structured framework to surface insights, create new awareness, and experiment with new behaviors and practices.

In Bounds: Exploring aspirations, goals, strengths, challenges, habits, and possibilities in a supportive, non-judgmental space to gain clarity on action.

Out of Bounds:

- Specific knowledge and advice (better to seek a mentor or enroll in a specific training)
- Business strategy or planning (better to seek a consultant or expert in your business domain)
- Significant mental or physical health concerns (better to seek a health specialist)
- Significant, time-sensitive performance issues (Better to receive direct performance coaching from leader)

## 2. Appropriate Coaching Topics

Think Stoplight – Coaching topics are best in the “yellow.”

- Green – *The client would talk to any acquaintance about it.* If the client stays here, progress may be superficial.
- Yellow – *The client is processing through it, requires some vulnerability, might be difficult to articulate.* This is where the good stuff happens!
- Red – *Really raw, painful, i.e. significant current state mental or physical health concerns.* May be better for a therapist, physician etc.

*See Appendix 1 for example coaching topics.*

## 3. Client Responsibilities and Ownership

Client understands that coaching is a professional-client relationship designed to facilitate awareness and growth. Client will be committed to:

- Willingness and openness
- Curiosity
- Courage (to trust and share)
- Bringing a topic/ area of focus to each session
- Being present and prompt for each session



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Client understands that real developmental work occurs between sessions and plans to come prepared to talk about progress, insights, and obstacles between sessions. While the Coach is an expert at the coaching process, the Client is the expert of his/ her own life. The Coach will often check in to make sure the time and energy spent are in service to the Client's goals and needs.

## 4. Coaching Ethics and Standards

The Coach shall maintain appropriate ethics and standards of behavior in carrying out their coaching responsibilities. This agreement governs the roles, responsibilities, and rights of both the Coach and the Client in the coaching services.

### Confidentiality

All information shared is kept strictly confidential and will not be shared with the Client's leader, HR, or any other person. The only few exceptions would be any illegal activity or threat of harm to self, UAMS, its employees, or other people and those would be reported to the appropriate entities.

### Information Exchange and Record Retention

The Client and Coach will agree on how information is exchanged. The Coach may take notes with the objective of maintaining continuity across conversations. These notes are the Coach's own and will never become a part of the Client's employment record. Coach will maintain, store, and dispose of any records, including electronic files and communications, created during professional interactions in a manner that promotes confidentiality, security, and privacy.

### Managing Conflict of Interest

Coach will be aware of and manage potential conflicts of interest with the Client and UAMS, including addressing organizational roles, responsibilities, relationships, records, confidentiality, and other reporting requirements.

### Coach's Style

Each Coach has their own personal style, even while adhering to the specific model of leadership coaching. The Client should always feel comfortable sharing the idea that a different coach might be a better fit. At any time, with no other details required, the Client can request a different coach or ask for a recommendation. The Coach will respect the Client's right to terminate the coaching relationship at any point for any reason during the coaching process and request a different coach.



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## 5. Logistics

Coaching typically consists of 8 one-hour sessions over 4-6 months (under some circumstances, the engagement can be extended). Sessions can either be in-person, virtually, or via phone as determined by the Client's preference. If a session needs to be rescheduled, the Client should notify the Coach at least 24 hours in advance. The coach will make every effort to reschedule within a 7-day period.

The pace of the scheduling will be every 2 or 3 weeks, as determined by the Client, and duration of the sessions will be 60 minutes. If the agreed-upon pace does not feel right, it can easily be adjusted.

## 6. Evaluation

Post-coaching evaluations will be sent by HR to both the Client and the Client's direct leader to assess the impact of coaching. Your honest feedback on the coaching experience is welcomed. HR will seek your input on the learning impact, the learning application, and the business impact.

## 7. How Ready Do You Feel?

- Coaching requires a time commitment to the session and a commitment to practices and strategies that will support the changes you are targeting.
  - Are you at a place in your work and your life to **carve out the time** to do this work now?
- Coaching can be uncomfortable in exploring how others view your current behaviors, strengths, and areas of development.
  - How open and comfortable are you with **seeking regular feedback** as you work through your goals?
- Coaching is about developing practices and strategies to make changes in your own behavior that will get you closer to your goals.
  - How prepared are you to **explore your own behavior and motivations?**

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Client Name:

Phone:

Email:



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## Appendix 1 - Example Coaching Topics

<p><b>Personal Power</b> <i>Claiming Oneself</i></p> <ul style="list-style-type: none"> <li>• Increasing self-confidence</li> <li>• Becoming more introspective</li> <li>• Becoming more assertive</li> <li>• Improving personal performance</li> <li>• Managing conflict</li> <li>• Embracing the maturation process</li> <li>• Developing a career</li> <li>• Maintaining clear boundaries</li> </ul>	<p><b>Achievement</b> <i>Proving Oneself</i></p> <ul style="list-style-type: none"> <li>• Promoting personal vision</li> <li>• Getting results</li> <li>• Collaborating</li> <li>• Pursuing continuous learning</li> <li>• Planning strategically</li> <li>• Reaching goals</li> <li>• Being dependable</li> <li>• Learning to manage time</li> </ul>	<p><b>Creativity</b> <i>Expressing Oneself</i></p> <ul style="list-style-type: none"> <li>• Using intuition</li> <li>• Being innovative</li> <li>• Being spontaneous</li> <li>• Finding flow in everyday life</li> <li>• Risk taking</li> <li>• Having more fun</li> </ul>
<p><b>Meaning</b> <i>Integrating Oneself</i></p> <ul style="list-style-type: none"> <li>• Exploring leadership as a calling</li> <li>• Generating inner peace</li> <li>• Wanting to leave a legacy</li> <li>• Deepening a sense of self</li> </ul>	<p><b>Relationships</b> <i>Sharing Oneself</i></p> <ul style="list-style-type: none"> <li>• Investing in friendships</li> <li>• Sustaining a high level of empathy</li> <li>• Developing better relationships</li> <li>• Inspiring others</li> </ul>	<p><b>Contribution</b> <i>Giving of Oneself</i></p> <ul style="list-style-type: none"> <li>• Being concerned beyond oneself</li> <li>• Seeking fairness in treatment of others</li> <li>• Becoming more compassionate</li> <li>• Becoming socially active</li> </ul>