



Enlighten.  
Encourage.  
Enable.

---

3435 Ocean Park Blvd. Suite 203 ■ Santa Monica, CA 90405  
(310) 295-1059 Office ■ (310) 450-0548 FAX  
<http://www.envisialearning.com>

## Coaching Memorandum of Agreement

**To:** Chris Sample, XYZ Corporation  
**From:** Kenneth M. Nowack, Ph.D.  
**Date:** January 28, 2013  
**Re:** Agreement of Executive Coaching Services

---

I am looking forward to working with both of you on this Executive coaching project. I wanted to briefly summarize the key features of this coaching process as we discussed.

### **EXECUTIVE COACHING PROJECT OBJECTIVES**

- To assess and strengthen critical interpersonal, relationship management, communication and managerial competencies required for effective performance
- To identify strengths and potential developmental areas
- To facilitate professional development and career planning

---

## **ABOUT ENVISIA LEARNING, INC.**

---

Envisia Learning, Inc. provides cutting edge, state-of-the-art management consulting programs and services in such areas as integrated human resources systems, 360° feedback, executive coaching, personnel selection, career management, training and development, needs assessment and training evaluation, and stress management/health promotion.

Since 1984, Envisia Learning has partnered with many of the world's leading organizations in the private, public and non-profit sectors to enhance competitive performance through the development of a company's most valuable asset-people.

Envisia Learning is a recognized leader in providing both customized and off-the-shelf products, instruments and Windows-based software in the areas of 360° feedback systems (multi-rater assessment through the Internet, diskette or paper administration), leadership assessment, management practices, supervisory skills, career development, and stress/health management. Envisia Learning also provides complete scoring bureau and report generation services to support our diverse assessment instruments and software systems.

Kenneth M. Nowack, Ph.D., who is a licensed psychologist, founded Envisia Learning in 1984. He has over 20 years experience in the human resources field as both an internal and external consultant. Dr. Nowack received his doctorate degree in Counseling Psychology from UCLA and has published extensively in the areas of 360-degree feedback, assessment, health psychology and behavioral medicine. Dr. Nowack also is on faculty at the UCLA Anderson School of Management as a guest lecturer.

---

## STATEMENT OF ASSURANCES

---

- The reliability and validity of all assessment instruments used in the coaching process proposed herein have been demonstrated with published research. Norms upon which comparative findings are determined are based on large and relevant samples
- Dr. Kenneth M. Nowack, licensed psychologist (PSY13758) in California, is qualified to administer and interpret all coaching assessment instruments proposed herein

---

## DESCRIPTION OF THE COACHING PROCESS

---

The Executive/Management Assessment, Feedback and Coaching program includes the following steps:

**Step 1: Coaching Agreement and Contracting:** Envisia Learning Inc. will mutually define a coaching intervention to address key presenting issues along with metric to evaluate coaching effectiveness. The client system will be defined along with a discussion of confidentiality and use of relevant assessments to facilitate the coaching process.

**Step 2: Executive Assessment:** Completion of job-related management assessment instruments targeted to critical managerial competencies associated with high performance. These assessments might include a 360-degree feedback inventory, personality, career or stress/resilience measure depending on the coaching goals.

**Step 3: Individual Feedback Meetings:** Feedback and coaching meetings to discuss the results and findings from the management assessment instruments. Feedback meetings will

also discuss current work, team and organizational situations that arise during the coaching process. When appropriate, coaching meetings will also include review of relevant resources, readings and materials shared with the executive relevant to the key coaching goals agreed to.

#### **Step 4: Implementation of the Development Plan and Future Assessment**

- During the coaching process, a professional development plan will be created and discussed with his current manager using **Talent Accelerator** and **Coach Accelerator**
  
- Evaluation of coaching effectiveness will be done by using our goal evaluation system called **ProgressPulse** approximately 6-8 months after the coaching intervention is completed
  
- Optional administration of the 360-degree feedback will occur in approximately 12 to 18 Months following the conclusion of the coaching project.

# Envisia Learning Inc.

## Executive Coaching Steps

**Step 1. Coaching Contracting and Defining Goals, Expectations, and Outcomes of the Coaching Engagement with the Client System.**



**Step 2. Data Collection and Analysis. Using Assessments and Interviews to Systematically Define Skills, Interests and Abilities.**



**Step 3. Data Feedback and Developmental Planning. Providing the Client with Input and Data to Identify Strengths and Developmental Opportunities.**



**Step 4. Behavioral Rehearsal and Coaching Meetings to Translate Awareness into Deliberate Practice and Performance Improvement using our online goal setting system Talent Accelerator.**



**Step 5. Evaluation of Client's Progress through ProgressPulse Approximately 6-8 Months after Coaching Along with an Optional 360 Assessment 12-18 months after the Coaching Program is over.**

---

## OVERVIEW OF COACHING SERVICES TO BE PROVIDED

---

This Executive Coaching project encompasses three components: assessment, individual feedback/management development and developmental planning. Executive assessment will consist of job-related instruments targeting critical management competencies related to effective performance.

Feedback consists of a series of meetings to provide interpretation and understanding of the results and findings as well as discussion of current issues related to the coaching goals. Coaching consists of a series of meetings to set and pursue specific developmental goals based upon the assessment results, current/previous work related events and situations and findings resulting in a professional development plan.

---

## DESCRIPTION OF THE COACHING STEPS

---

The Executive/Management Assessment, Feedback and Coaching program includes the following steps:

**Step 1: Executive Assessment:** Completion of job-related management assessment instruments targeted to critical managerial competencies associated with high performance. Includes assessment of instruments, administration, and collection of completed questionnaires, shipping for computer scoring (if needed) and generation of feedback reports.

Additional interviews will be scheduled with human resources, selected direct reports, peers and the senior management team as part of this coaching process.

### Administration of the **Emotional Intelligence View/360**

**Emotional Intelligence View/360** measures three broad competency domains of behavior including self-management, relationship management and communication. The Emotional Intelligence View/360 questionnaire (74 items rated on a 1 to 7 frequency scale) will be completed by the executive, his/her own manager and others (e.g., direct reports, team members, peers). The questionnaire also provides confidential written comments that will be provided without editing. Estimated administration time is 20-30 minutes.

### Administration of **FACET5**

FACET5 is a leadership oriented personality inventory based on the five factor model, which allows managers to understand how people differ in their behavior, motivation, attitudes and aspirations. It is based on recent developments in personality theory and management development and yet is simple and practical to use. FACET5 is a norm based instrument that measures five key dimensions and 13 facets of personality based on executives and managers in diverse industries. Estimated administration time is 30 minutes.

### Administration of the **Career Profile Inventory**

The **Career Profile Inventory** is administered over the Internet. The **Career Profile Inventory** contains 40 questions and results in a 25-page comprehensive professional feedback report comparing and contrasting current to ideal preferences in career stage, path preference and political style orientation. The **Career Profile Inventory Professional Report** also includes an action plan to support specific career and professional development goals as well as additional professional development resources and websites.

**Step 2: Individual Feedback Meetings:** Feedback and coaching meetings to discuss the results and findings from the management assessment instruments. Feedback meetings will also discuss current work, team and organizational situations that arise during the coaching process. When appropriate, coaching meetings will also include review of relevant resources, readings and materials shared with the executive relevant to the key coaching goals agreed to.

## Interpretation of the Assessments

**Emotional Intelligence View/360** provides a comprehensive 35-page feedback report. This report will increase understanding of how others experience his/her leadership, interpersonal and managerial strengths and development needs as compared with self-perception. The feedback report will also provide confidential written comments, a list of most frequently observed and least frequently observed behaviors, graphs of self versus other comparisons based on the 17 critical self management, relationship management and communication competencies being measured. Knowing the ratings of self and others on these 17 critical competencies helps an individual determine strengths/development areas as well as gain greater insight into opportunities for better management of the perceptions of others.

**Career Profile Inventory** provides a comprehensive 22-page feedback report. This report summarizes differences between current and ideal Career Stage (entry, development, balanced, exploration), Career Path Preference (Managerial, Specialist, Generalist, Entrepreneurial) and Political Style Orientation (Promoter, Strategist, Team Player, Independent Player). A difference in scores between “current” and “ideal” provides information about effective career management required for developmental planning. Knowing these differences allows managers to identify his/her primary job, work and career motives, interests and anchors. The report will also identify Executives who “prefer” alternate career paths and are facing critical work/family and personal identity issues related to career.

The **FACETS** personality inventory provides a comprehensive summary feedback report in five areas including: Will (determination, confrontation, independence); Energy (vitality, sociability, adaptability); Affection (altruism, trust, support); Control (discipline, responsibility); and Emotionality (emotional stability, confidence, affect). The comprehensive summary feedback report provides graphical summaries of each scale along with narrative highlighting managerial/leadership strengths and potential blind spots.



- Discussion on the use of these assessments to work situations and challenges
- Discussion of current workplace situations, problems and challenges and/or agreed upon management topics (e.g., participative leadership, performance improvement coaching, delegation, handling difficult personalities at work, etc.)

### **Step 3: Implementation of the Development Plan and Future Assessment**

- At the conclusion of the coaching process, a professional development plan will be created and discussed with his current manager.
- Optional administration of Emotional Intelligence View 360 in approximately 10 to 12 Months following the conclusion of the coaching project.

---

## **DURATION OF THE COACHING PROJECT**

---

Coaching meetings will occur over a XX month period ending in XX 201X. Each coaching meeting will be approximately 1 hour in length. Meetings will occur in person unless it is not possible due to travel or schedule difficulties. Alternatively, coaching sessions can be scheduled over the phone. Meetings will be scheduled weekly depending on availability a a location mutually agreed upon to ensure confidentiality of the sessions.

---

## **AGREEMENT AND UNDERSTANDING OF THE COACHING PROCESS**

---

This document constitutes a contract between us (the “agreement”) and you should read it carefully and raise any questions and concerns that you have before you sign it.

### **Coaching and Therapy**

In addition to being a coach, I am also a licensed in California (PSY 13768) with training and experience in diagnosing and treating emotional problems. While there are some similarities between coaching and therapy, they are very different activities and it is important that you understand the differences between them. Therapy is a health care service and is usually reimbursable through health insurance policies. This is not true for coaching. Both coaching and therapy utilize knowledge of human behavior, motivation and behavioral change, and interactive counseling techniques. The major differences are in the goals, focus, and level of professional responsibility. The primary foci of therapy are identification, diagnosis, and treatment of mental and nervous disorders. The goals of therapy typically include alleviating symptoms, understanding the underlying dynamics which create symptoms, changing dysfunctional behaviors which are the result of these disorders, and developing new strategies for successfully coping with the psychological challenges which we all face.

The focus of coaching is development and implementation of strategies to reach client-identified goals of enhanced performance and personal satisfaction. Coaching may address specific personal projects, life balance, job performance and satisfaction, or general conditions in the client’s life, business, or profession. Coaching utilizes personal strategic planning, values clarification, brainstorming, motivational counseling, and other counseling techniques.

The relationship between the coach and client is specifically designed to avoid the power differentials that occur in the therapy relationship. The relationship is designed to be more direct and challenging. You can count on your coach to be honest and straightforward, asking powerful questions and using challenging techniques to move you forward. You are expected to evaluate progress and when coaching is not working as you wish, you should immediately inform me so we can both take steps to correct the problem.

Because of these differences, the roles of coach and a therapist are often in potential conflict and I believe that, under most circumstances, it is ethically inappropriate for one to play both roles with a client, whether concurrently or sequentially. This means that if either of us recognizes that you have a problem that would benefit from a therapeutic intervention, I will refer you to appropriate resources. In some situations, I may insist that you initiate therapy and that I have access to your therapist as a condition of my continuing as your coach.

It is also important to understand that coaching is a professional relationship. While it may often feel like a close personal relationship, it is not one that can extend beyond professional boundaries both during and after our work together. Considerable experience shows that when boundaries blur, the hard won benefits gained from the coaching relationship are endangered.

In order to understand and clarify the services and relationship, Client (Chris Sample) and Contractor (Envisia Learning) acknowledge and agree that:

1. Coaching is a relationship, which is based on the Client's expressed professional goals, interests, and objectives.
2. A coach uses discussion, questions and requests to assist the Client, as the Client identifies professional/business goals, develops strategies and action plans intended to achieve such goals, and monitors progress toward implementation of professional development plans.

3. Coaching does not involve counseling, therapy or psychological treatment to the Client. Appropriate referral for such services, if identified during the course of the coaching intervention, will be provided to the Client.
4. A client is responsible for his/her own achievements and success, or lack thereof, and the coaching process cannot guarantee that the Client will take any specific action or attain any specific goals.
5. Client understands and accepts that the ultimate outcome of coaching services, outlined earlier, are not guaranteed by the agreement or the Contractor.

---

## **CONFIDENTIALITY**

---

As a licensed psychologist, I am ethically and legally bound to protect the confidentiality of our communications. I will only release information about our work to others with your written permission or in response to a court order. There are some situations in which I am legally obligated to breach confidentiality in order to protect you or others from harm. If I have information that indicates that a child or elderly or disabled person is being abused,

I must report that to the appropriate state agency. If a client is an imminent risk to him/herself or makes threats of imminent violence against another, I am required to take protective actions. These situations are quite rare in coaching practices. If such a situation occurs in our relationship, I will make every effort to discuss it with you before taking any action.

### **Email Communications**

I use email communication and text messaging only with your permission and only for administrative purposes unless we have made another agreement. That means that email exchanges and text messages with my office should be limited to things like setting and

changing appointments, coaching assignments, and other related issues. Please do not email me about personal matters because email is not a secure way to contact me. If you need to discuss a personal matter with me, please feel free to call me so we can discuss it on the phone or wait so we can discuss it during your coaching session. The telephone or face-to-face context simply is much more secure as a mode of communication.

### **Text Messaging**

Because text messaging is a very unsecure and impersonal mode of communication, I do not text message to nor do I respond to text messages from anyone in a coaching relationship with me. So, please do not text message me unless we have made other arrangements.

### **Social Media/Networking**

I do not communicate with, or contact, any of my clients through social media platforms like Twitter, LinkedIn, Google+ and/or Facebook. In addition, if I discover that I have accidentally established an online relationship with you, I will cancel that relationship. This is because these types of casual social contacts can create significant security risks for you.

I participate on various social networks, but not in my professional capacity. If you have an online presence, there is a possibility that you may encounter me by accident. If that occurs, please discuss it with me during our time together. I believe that any communications with clients online have a high potential to compromise the professional relationship. In addition, please do not try to contact me in this way. I will not respond and will terminate any online contact no matter how accidental.

I do not accept friend or contact requests from current or former clients on any social networking site (e.g., Twitter, LinkedIn, Google+). I believe that adding friends or contacts on these sites can compromise your confidentiality and our respective privacy. It may also blur our boundaries of our coaching relationship.

Additionally, I will not follow you back on media platforms such as Twitter, LinkedIn, etc. I only follow other health professionals and do not follow current or former clients because I believe that casual viewing of client's online content outside of our coaching sessions can create some possible confusion in regard to whether it's being done as part of our coaching work or to satisfy my personal curiosity. If you have questions about this, please bring them up so we can discuss them in more detail.

### **Blogging**

I publish a blog on my website ([www.results.envisialearning.com](http://www.results.envisialearning.com)) and I post psychology news on Twitter and LinkedIn. I have no expectation that you as a client will want to follow my blog or Twitter and/or LinkedIn feeds. However, if you use an easily recognizable name on Twitter, LinkedIn, and/or Google+ and I happen to notice that you have followed me there, we may briefly discuss it and its potential impact on our coaching relationship. My primary concern is your privacy.

### **Websites**

I have a website that you are free to access ([www.envisialearning.com](http://www.envisialearning.com)). I use it for professional reasons to provide information to others about me and my practice. You are welcome to access and review the information that I have on my website and, if you have questions about it, we should discuss this during your therapy sessions.

### **Web Searches**

I will not use web searches to gather information about you without your permission. I believe that this violates your privacy rights; however, I understand that you might choose to gather information about me in this way. Today there is an incredible amount of information available about individuals on the internet, much of which may actually be known to that person and some of which may be inaccurate or unknown. If you encounter any information about me through web searches, or in any other fashion for that matter, please discuss this with me during our coaching work together so that we can deal with it and its potential impact on our coaching relationship.

Recently it has become fashionable for clients to review their coaches on various websites. Unfortunately, psychologists cannot respond to such comments and related errors because of confidentiality restrictions. If you encounter such reviews of me or any professional with whom you are working, please share it with me so we can discuss it and its potential impact on your coaching. Please do not rate my work with you while we are in working together on any of these websites. This is because it has a significant potential to damage our ability to work together.

By signing this coaching agreement, you commit yourself to maintaining the confidentiality of all information communicated to you by other coaching clients and by your coach.

1. Envisia Learning will provide copies of the assessment feedback reports only to Chris Sample. All discussion during the Coaching meetings with Chris Sample will be confidential. No other information, written or oral, will be shared with anyone else without written consent from Chris Sample.
2. Envisia Learning acknowledges that they may obtain confidential personal/business information from the client and agrees to keep and maintain such information confidential and not to disclose or use such information without the Client's prior written consent. However, Envisia Learning is legally, professionally and ethically obligated to report all admissions of intended physical harm or abuse to self or others to appropriate authorities during the course of the coaching services.

### **NEXT STEPS**

1. Discuss, clarify and amend this agreement, if required
2. Discuss this coaching agreement with Chris Sample's manager and the Vice President Human Resources for final approval.

**ACCEPTED AND AGREED:**

CONTRACTOR:

Envisia Learning  
Kenneth M. Nowack, Ph.D.

---

*Signature*

---

*Date*

CLIENT:

---

*Print/Type Name*

---

*Signature*

---

*Date*