

Welcome to the Coaching Conversation!



The enclosed documents will help to prepare both you and I to enter into the coaching conversation with a clearer understanding of the purpose and the context for those conversations. I suggest you **review and complete the documents in the order shown**, i.e. complete your goals worksheet and the final questions last. Once you have defined your goals, it will be time to get started – so if we have not yet put a date on the calendar, **contact me to schedule that first conversation**.

I look forward to working with you, toward your success!

In happiness,

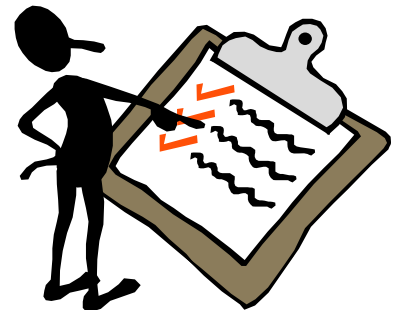
A handwritten signature in black ink that reads 'Jim'.

Jim Smith, SPHR, NCOC™, PCC

Welcome Package Contents

1. Coach Bio and complete contact information
2. ICF Definition of Coaching; Ethics Statement
3. Article: How To Maximize Your Coaching
4. Coaching Agreement **
5. Personal Fact Sheet **
6. Self-Assessment: Leadership Audit **
7. Self-Assessment: Life Balance Wheel **
8. Goals Worksheet **
9. Final Questions **

** Please return a copy of items 4-9 to me via USPS (address on next page). If you prefer to complete electronically, you can find a Word version of items 4, 5, 8, and 9 on my client page, <http://tinyurl.com/ClientsPage>



Other tools: Along with practice/execution, you will find that reflection and self-observation are two very powerful tools for personal change. I encourage you to make use of **a file or journal** (manual or electronic) to hold – in one place -- all your notes, coaching assignments, commitments, learnings, and observations. **A journal will help you be accountable to yourself as well as create a tool for assessing your progress.**

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Jim Smith, SPHR, NCOC[®], PCC

The Executive Happiness Coach[®] is a global provider of executive coaching, and personal and workplace transformation services. My passion is to create a Happier world and workplace, one Leader at a time.

Jim Smith is an executive and life coach, international speaker, author, and change strategist. **He works with leaders to better balance their lives, dramatically**

improve their leadership skills, and build more positive workplace cultures.

Jim spent 20+ years in the corporate world where he held senior executive roles in Sales, Marketing, Finance, Operations, and HR. He began coaching executives in 1992, and has coached leaders from twenty-seven countries and six continents to achieve greater leadership effectiveness and balance. Jim's clients include high-performing middle market and Fortune 500 companies in the service, healthcare, and manufacturing sectors as well as non-profit, government, and educational organizations.

Jim holds an MBA in organizational behavior from the Weatherhead School at Case Western Reserve University and a BSBA in management and finance. He achieved the highest designation in Ontological Coaching (NCOC[™]) through The Newfield Network where he serves as a Mentor Coach, and earned his PCC (Professional Certified Coach) designation through the International Coach Federation, in addition to certification as a Senior Professional in Human Resources.

Jim is a founder and past president of the ICF Cleveland Chapter, a past two-term president of the Cleveland Society for Human Resource Management, and has served/serves on various professional boards. In addition, he is an adjunct Instructor for Baldwin Wallace University for their MBA in Human Resources program.

Jim is the author of *"Happiness At The Speed of Life: 13 Powerful Strategies for Finding Happiness at Home and On the Job."* and he has touched the lives of over 16,000 people through his work on Happiness and the enhancement of Positive Emotion. He has used the 13 Principles of Happiness to raise his own family and to deal with work, life, love, and tragedy.

Finally, Jim wants you to know this: he worships Dark Coffee, Dark Beer, and Dark Chocolate... and deeply believes that Happiness is a Decision, not an Event!



Jim Smith, SPHR, NCOC[®], PCC
The Executive Happiness Coach[®]

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TO: Clients of Jim Smith, PCC, The Executive Happiness Coach[®], and People, Inc

RE: Ethics and Coaching

I hold myself to a high level of personal and business integrity. In addition, as a member of the International Coach Federation (ICF) and a co-founder and leader within my local community of coaches (ICF Cleveland, an ICF Charter Chapter), I subscribe to and seek always to model the Code of Ethics established by this professional association. These standards, which apply to the coaching profession worldwide, I personally represent through my Professional Certified Coach (PCC) credential.

Please review the following three pages prior to our first conversation, which will include an element of 'contracting.' If you have any questions or concerns about the ethical standards I follow, please bring them to that initial session or to any subsequent conversation.



Jim Smith, PCC, NCOC[™]
The Executive Happiness Coach[®]



Code of Ethics

Preamble

ICF is committed to maintaining and promoting excellence in coaching. Therefore, ICF expects all members and credentialed coaches (coaches, coach mentors, coaching supervisors, coach trainers or students), to adhere to the elements and principles of ethical conduct: to be competent and integrate ICF Core Competencies effectively in their work.

In line with the ICF core values and ICF definition of coaching, the Code of Ethics is designed to provide appropriate guidelines, accountability and enforceable standards of conduct for all ICF Members and ICF Credential-holders, who commit to abiding by the following ICF Code of Ethics:

Part One: Definitions

- **Coaching:** Coaching is partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential.
- **ICF Coach:** An ICF coach agrees to practice the ICF Core Competencies and pledges accountability to the ICF Code of Ethics.
- **Professional Coaching Relationship:** A professional coaching relationship exists when coaching includes an agreement (including contracts) that defines the responsibilities of each party.
- **Roles in the Coaching Relationship:** In order to clarify roles in the coaching relationship it is often necessary to distinguish between the client and the sponsor. In most cases, the client and sponsor are the same person and are therefore jointly referred to as the client. For purposes of identification, however, the ICF defines these roles as follows:

Client: The "Client/Coachee is the person(s) being coached.

Sponsor: The "sponsor" is the entity (including its representatives) paying for and/or arranging for coaching services to be provided. In all cases, coaching engagement agreements should clearly establish the rights, roles and responsibilities for both the client and sponsor if the client and sponsor are different people.

- **Student:** The "student" is someone enrolled in a coach training program or working with a coaching supervisor or coach mentor in order to learn the coaching process or enhance and develop their coaching skills.
- **Conflict of Interest:** A situation in which a coach has a private or personal interest sufficient to appear to influence the objective of his or her official duties as a coach and a professional.

Part Two: The ICF Standards of Ethical Conduct

Section 1: Professional Conduct at Large

As a coach, I:

- 1) Conduct myself in accordance with the ICF Code of Ethics in all interactions, including coach training, coach mentoring and coach supervisory activities.

- 2) Commit to take the appropriate action with the coach, trainer, or coach mentor and/or will contact ICF to address any ethics violation or possible breach as soon as I become aware, whether it involves me or others.
- 3) Communicate and create awareness in others, including organizations, employees, sponsors, coaches and others, who might need to be informed of the responsibilities established by this Code.
- 4) Refrain from unlawful discrimination in occupational activities, including age, race, gender orientation, ethnicity, sexual orientation, religion, national origin or disability.
- 5) Make verbal and written statements that are true and accurate about what I offer as a coach, the coaching profession or ICF.
- 6) Accurately identify my coaching qualifications, expertise, experience, training, certifications and ICF Credentials.
- 7) Recognize and honor the efforts and contributions of others and only claim ownership of my own material. I understand that violating this standard may leave me subject to legal remedy by a third party.
- 8) Strive at all times to recognize my personal issues that may impair, conflict with or interfere with my coaching performance or my professional coaching relationships. I will promptly seek the relevant professional assistance and determine the action to be taken, including whether it is appropriate to suspend or terminate my coaching relationship(s) whenever the facts and circumstances necessitate.
- 9) Recognize that the Code of Ethics applies to my relationship with coaching clients, coachees, students, mentees and supervisees.
- 10) Conduct and report research with competence, honesty and within recognized scientific standards and applicable subject guidelines. My research will be carried out with the necessary consent and approval of those involved, and with an approach that will protect participants from any potential harm. All research efforts will be performed in a manner that complies with all the applicable laws of the country in which the research is conducted.
- 11) Maintain, store and dispose of any records, including electronic files and communications, created during my coaching engagements in a manner that promotes confidentiality, security and privacy and complies with any applicable laws and agreements.
- 12) Use ICF Member contact information (email addresses, telephone numbers, and so on) only in the manner and to the extent authorized by the ICF.

Section 2: Conflicts of Interest

As a coach, I:

- 13) Seek to be conscious of any conflict or potential conflict of interest, openly disclose any such conflict and offer to remove myself when a conflict arises.
- 14) Clarify roles for internal coaches, set boundaries and review with stakeholders conflicts of interest that may emerge between coaching and other role functions.
- 15) Disclose to my client and the sponsor(s) all anticipated compensation from third parties that I may receive for referrals of clients or pay to receive clients.
- 16) Honor an equitable coach/client relationship, regardless of the form of compensation.

Section 3: Professional Conduct with Clients

As a coach, I:

- 17) Ethically speak what I know to be true to clients, prospective clients or sponsors about the potential value of the coaching process or of me as a coach.

- 18) Carefully explain and strive to ensure that, prior to or at the initial meeting, my coaching client and sponsor(s) understand the nature of coaching, the nature and limits of confidentiality, financial arrangements, and any other terms of the coaching agreement.
- 19) Have a clear coaching service agreement with my clients and sponsor(s) before beginning the coaching relationship and honor this agreement. The agreement shall include the roles, responsibilities and rights of all parties involved.
- 20) Hold responsibility for being aware of and setting clear, appropriate and culturally sensitive boundaries that govern interactions, physical or otherwise, I may have with my clients or sponsor(s).
- 21) Avoid any sexual or romantic relationship with current clients or sponsor(s) or students, mentees or supervisees. Further, I will be alert to the possibility of any potential sexual intimacy among the parties including my support staff and/or assistants and will take the appropriate action to address the issue or cancel the engagement in order to provide a safe environment overall.
- 22) Respect the client's right to terminate the coaching relationship at any point during the process, subject to the provisions of the agreement. I shall remain alert to indications that there is a shift in the value received from the coaching relationship.
- 23) Encourage the client or sponsor to make a change if I believe the client or sponsor would be better served by another coach or by another resource and suggest my client seek the services of other professionals when deemed necessary or appropriate.

Section 4: Confidentiality/Privacy

As a coach, I:

- 24) Maintain the strictest levels of confidentiality with all client and sponsor information unless release is required by law.
- 25) Have a clear agreement about how coaching information will be exchanged among coach, client and sponsor.
- 26) Have a clear agreement when acting as a coach, coach mentor, coaching supervisor or trainer, with both client and sponsor, student, mentee, or supervisee about the conditions under which confidentiality may not be maintained (e.g., illegal activity, pursuant to valid court order or subpoena; imminent or likely risk of danger to self or to others; etc) and make sure both client and sponsor, student, mentee, or supervisee voluntarily and knowingly agree in writing to that limit of confidentiality. Where I reasonably believe that because one of the above circumstances is applicable, I may need to inform appropriate authorities.
- 27) Require all those who work with me in support of my clients to adhere to the ICF Code of Ethics, Number 26, Section 4, Confidentiality and Privacy Standards, and any other sections of the Code of Ethics that might be applicable.

Section 5: Continuing Development

As a coach, I:

- 28) Commit to the need for continued and ongoing development of my professional skills.

Part Three: The ICF Pledge of Ethics

As an ICF coach, I acknowledge and agree to honor my ethical and legal obligations to my coaching clients and sponsors, colleagues, and to the public at large. I pledge to comply with the ICF Code of Ethics and to practice these standards with those whom I coach, teach, mentor or supervise.

If I breach this Pledge of Ethics or any part of the ICF Code of Ethics, I agree that the ICF in its

sole discretion may hold me accountable for so doing. I further agree that my accountability to the ICF for any breach may include sanctions, such as loss of my ICF Membership and/or my ICF Credentials.

For more information on the Ethical Conduct Review Process including links to file a complaint, please click [here](#).

Adopted by the ICF Global Board of Directors June 2015.

How To Maximize Your Coaching

Take time to think about and answer the Welcome packet questions fully. The more detail you can provide, the better coaching you'll receive, as your answers are used as the basis for the ongoing coaching relationship.

Keep a copy of your answers to the pre-work documents, and the coaching agreement. I also suggest you keep a journal or single place where you keep your notes for each coaching session. That way, you'll be able to look back on your accountabilities and progress.

Be on time for your call or appointment. If you can't be, call or e-mail in advance as soon as you can. (I do my best to reschedule sessions that need to be changed/delayed due to vacations, unavoidable circumstances, etc. Sessions missed must be rescheduled during the same month, as sessions are not carried over into a new month.)

Be open to surprises once in awhile. I reserve the right to throw in extra coaching services as I choose.

Be serious & committed to growth & change. Some people like to be "stuck" - I don't work well with people like this. If you're not serious about growth & change, please tell me and I'll find another great coach for you to work with.

Please remember that as your coach, I regard you as already whole and complete and fully engaged in the process of your life, right now. I cannot and will not "fix" you. I will coach you to be your best.

Follow through on your accountabilities. When you choose not to, or circumstances delay you, consider what you've learned from the experience. Failure is often more fertile ground for coaching!

Prepare for your sessions. If you like, formulate an agenda ahead of time. You can e-mail it to me in advance (the evening before is best). I will *always* ask you about a focus for the conversation.

Be on time to get the full benefit of your session, pay on time and otherwise eliminate unnecessary "static" in the coaching relationship, so the focus can be on YOU.

Communicate with your Coach when something isn't working (some things may not work, so we'll simply do something else). If there's something you'd like to do that I haven't mentioned, bring it up!

Take action to get the coaching you want - ASK!

If coaching is working great for you, tell others. If it's not, tell your coach, so we can adjust things.

Have a sense of humor. Personal growth is hard work, and a sense of humor really helps. Have fun & learn! After a period of steady growth & changes, consider taking time to consolidate those gains by reviewing the progress made.

Realize the Coach doesn't create change for you - YOU do. The Coach simply facilitates change.

Inspire your coach by r-e-a-l-l-y stretching yourself to take action! I love being inspired by my clients and seeing just how Big a Dream they act on. But it isn't about inspiring me... it's about inspiring yourself!

Show up for coaching ready, willing and able to grow!

Why it matters to you

For you to get the best from yourself it involves knowing clearly what you want, taking action, living up to your agreements and asking for what you want, and taking responsibility for your own growth and communication.

Really, all the points above relate to you being your best. 😊

Coaching Agreement



Name: _____

Date Coaching will start: _____

The Logistics

Client agrees:

Remuneration: To make payment** to the coach at the beginning of each month for the next month, and coaching will continue if and as agreed to by client and coach. Make checks payable to People Inc (for A/P purposes, Federal ID 34-1879316). Credit card payments can be made via PayPal or can be set up for automatic payment.

** according to the fee and frequency schedule agreed upon. If a corporate contract, according to terms defined in the Statement of Work/proposal

Session time: Day and time of *next* conversation will be set at the end of each session

Call procedure: Client will call coach at 440-885-3247, with client paying for all telephone charges. On occasion, the coach may ask the client to call into a bridgeline, either for purposes of recording the conversation (with permission, of course!) or to participate in a group call.

Timeliness: Please be prompt for your scheduled session. I am on Eastern Time. If you have not called within five minutes of the scheduled time, I may begin to work on something else. If you call after that time, I will hold it available for you through the end of the scheduled time.

Agenda: You are responsible for preparing for each session in advance. Ideally, you will review your progress or practice since the prior session, identify a focus for the current session, and send your agenda to me a day in advance, via email. When you prepare, I promise you will take more away from each session.

Call Cancellations and Makeup: Cancellations must be made 24 hours in advance. Make up calls must be completed within the current calendar month. Schedule permitting, your session will be rescheduled. Unless there are extenuating circumstances, forgotten or missed appointments will be waived. *In other words, if you don't call for your session, you may lose it.*

Cancellation/Termination of coaching: You may stop coaching at any time. Cancellation must be in writing, e-mail, or fax. In the event of an unpaid balance at the time of cancellation, full payment is due and payable.

Changing terms of service: You may also upgrade or reduce the level of your coaching service, with appropriate additional billing or reimbursement as required.

Suspending service: Sometimes a client needs to take a break from coaching for a while (e.g. to catch up on their development, to consolidate gains, or just to 'rest' a bit). If you choose to suspend coaching for three months or less, we can resume from the same place we left the conversation. If more than three months, I will ask that we 're-contract' and that you redefine your written goals.

CONFIDENTIALITY

Generally speaking, the fact you are receiving coaching is confidential, as is the specific content of what you share. If your employer is paying for the cost of coaching, it may be necessary for me to have conversations regarding your coaching. The content of these conversations will relate only to whether you have “shown up” and are participating in the process. No other details will be shared unless you do so yourself, or have given me specific permission.

In order for me to serve as a resource between clients or refer potential customers/clients to you, it may be helpful to disclose that you are a client. In addition, coaching prospects – as you once were – often seek the testimony of past/current clients to assist them in making a choice. *I will always ask your permission first, before sharing your name as a contact.* Let me know if this is acceptable. [redacted] (initial here if it is)

Additionally, it may be helpful to others interested in coaching to hear about how coaching has assisted you. Would you be comfortable with me sharing your “story”, as long as the information is general and anonymous? [redacted] (initial here if it is)

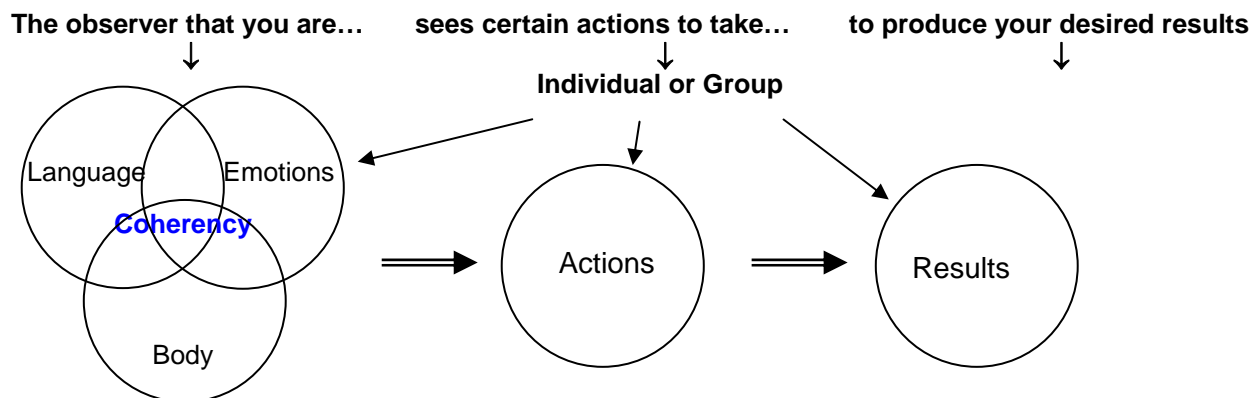
The specific content of our discussions will ALWAYS be strictly confidential. I know I will be asking for explicit and specific business and personal information and respect your willingness to be truthful. I will always treat this information as a *special confidence*.

Nature of the Coaching Relationship

I as your coach hold a background in: public speaking and training, facilitation, adult education, goal setting, coaching techniques, mentoring, creative problem solving, creativity, behavioral analysis, values development and clarification, MBTI and DISC, Image Streaming, spirituality and the development of intuition, Ontological Coaching* Positive Emotion and the conscious development of Authentic Happiness, Emotional Intelligence, business strategy, business operations & management, leadership development, sales, finance, administrative services, and human resource management.

I coach from the following framework:

***Ontological Coaching: © From the work of the Newfield Network, Inc.**



Expand the observer that you are – the way you “see, move and act” in the world – and you will have a greater number of choices for action and possibilities as you aim for new results in your personal and professional life.

The Purpose of our interaction is to remind you of your initial intentions and to coach you to realize those intentions.

The Service to be provided by The Executive Happiness Coach® is coaching – which may address specific business projects and conditions of your business, profession, relationships, or life. **As your coach, I hold you to be whole, creative, and resourceful.** As noted above, we will work with you as a whole person: in the domains of Language (the Head), Emotion (the Heart), and your Somatic self (the Body). Coaching focuses on the now and your preparation for a new future; it does not dwell in the past.

My Promise to You: I promise you will be uncomfortable. Discomfort is a sign that the body is learning. If discomfort does not occur, that may be a sign that the coaching is not on target for you. In that context, your job is to tell me if I've gone too far... or not far enough; while my job is to be honest, straightforward, to share my observations, and to make challenging requests for action.

You firmly understand that **the Power of the coaching relationship can only be granted by yourself – and you agree to do that.** If you see coaching is not working as desired, you agree to communicate that to the coach and take action to once again return the power to the coaching relationship.



My promise: Due to the personal nature of decisions to change behavior, 100% *results* cannot be guaranteed. However, your satisfaction with the facilitation or coaching is. If, at anytime, you are *not completely happy* with the process/direction of the coaching or facilitation, you agree to let me know so that we can review our process and adjust as necessary. If that is not effective, I will return any fee for that month and any other future months already billed and paid.

You enter into coaching with the understanding that **YOU are responsible for creating your own results** – in fact, that is what coaching is about. What I do guarantee is to keep your agenda as a priority, listen carefully, encourage and support your actions, challenge your thinking, expand your awareness, provide you new approaches, and keep you focused on taking actions that move you toward your goals.

I've read and agree to the above.

Client

Date

A handwritten signature in black ink that reads 'Jim Smith'.

Jim Smith, **The Executive Happiness Coach®**
Jim@TheExecutiveHappinessCoach.com

Personal Fact Sheet

All information is confidential and treated appropriately

Full name _____

Name you prefer to be called _____

Home mailing address _____

Home Phone _____ Work Phone _____

Mobile Phone _____ Fax Number _____

Email address

Home _____ Work _____

Which is your *preferred* method of contact? _____

Occupation (what you do to earn a living)

Employer Name _____

Employer Address _____

Date of birth _____ Marital Status _____

Significant Other's Name _____

Wedding/Anniversary Date _____

Names of children and ages _____

Pets (e.g. Dog, Fido) _____

Leadership Audit

PROGRESS CHART

Date	Points (+/-)	Score
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

Leadership Audit 100-POINT CHECKLIST

10										
9										
8										
7										
6										
5										
4										
3										
2										
1										
Section	Empowered Leadership	Team Work	Management	High Productivity	Personal Standards	Leadership Standards	Communication	Personal Development	Recognition	Environment

GIVE YOURSELF CREDIT AS YOU GET POINTS FROM THE 100-POINT PROGRAM. FILL IN COLUMNS FROM THE BOTTOM UP.

Welcome

The *Leadership Audit* is a diagnostic assessment. It serves as a review of your personal leadership and leadership of your team. By strengthening the accompanying 100 items in your work place, you will reduce stress, increase your professional satisfaction, find it easier to attract and retain quality employees, and increase your personal and leadership effectiveness.

Instructions, Part 1*

1. Start by checking the box preceding any of the 100 statements that are true for you. Then, add up your score in each of the 10 areas: *Empowered Leadership; Team Work; Management; High Productivity; Personal Standards; Leadership Standards; Communication; Personal Development; Recognition; and Environment.*
2. **Be rigorous; be a hard grader.** If the statement is sometimes or usually true please DO NOT check the box until the statement is virtually always true for you. (No "credit" until it is really true!)
3. **Use the same context for every statement.** Behavior is situational, e.g. a statement may be true at work but not at home. Be consistent in your interpretation.
4. **If the statement does not apply to you, check the box.** If the statement will never be true for you, check the box. (You get "credit" for it because it does not apply or will never happen.) And, you may change any statement to fit your situation better.
5. Record your initial score in the chart on the left by coloring in the blocks, starting from the bottom up, in each column.
6. Keep notes on the actions you want to take in each area. When you put a goal in writing you dramatically increase the probability that you will achieve it!

*See Additional Instructions on last page

EMPOWERED LEADERSHIP

- I have a strong vision for my team; all team members know what it is and have bought into it.
- I encourage creativity and innovation; I actively seek and use others' ideas.
- The team culture is cooperative vs. adversarial.
- The team regularly sets goals, and everyone is excited about reaching these goals.
- I am qualified by experience, motivation, and personal skills to lead the team.
- I initiate HUGE requests and trust my team to deliver on them.
- I am developing leaders from among my team members.
- Team members are proud of their role on, and the work done by the team.
- The team is customer-sensitive and customer-driven...really.
- I encourage team members to make decisions and take appropriate risks.

_____ **Number of checked boxes (10 max)**

TEAM WORK

- I know how to be a great team player and I am one myself.
- The team is set up to maximize strengths not cover for weaknesses.
- Every team member has a mentor or a work buddy.
- I trust all the members of my team.
- We get along well and respect our individual needs.
- I schedule regular time for the team to focus on the process and practice of *being* a team.
- I focus on people **and** results; not just results.
- I do not gossip or talk negatively about others, either inside or outside the team.
- I use the team as a resource to address problems that arise. I behave as if "none of us is as smart as all of us."
- I share positive stories about my team members as a way to communicate success.

_____ **Number of checked boxes (10 max)**

MANAGEMENT

- Employee accountabilities are clear and are in writing.
- I conduct "Employee Success Conferences" at least quarterly.
- I know my Key Performance Indicators and monitor them regularly.
- I have self-managing systems in place to address common work situations.
- Each employee is in the job that best uses his/her strengths; there are no mismatches.
- Consequences are imposed for non-performance.
- Employees are fully competent and skilled or a training plan is in place to get them there within a year.
- No one is coasting or being "carried" by the team.
- Everything has a deadline or promised completion date and deliverables are reviewed regularly.
- I am visible and accessible to my team.

_____ **Number of checked boxes (10 max)**

HIGH PRODUCTIVITY

- All paperwork is touched only once.
- Routine tasks are automated. We leverage technology, always.
- We have very few "problems." When they occur they are handled immediately.
- I tell my team exactly what I want from them to be productive.
- My team has the equipment and training they need to do their jobs.
- Team members get the training they need to increase their productivity every year.
- Daily "huddles" are incredibly productive and support daily success.
- Every team meeting accomplishes something specific.
- The team does complete work; nothing thrown together or substandard.
- Team members communicate what is getting in the way of their being productive and know how to make requests versus complaints.

_____ **Number of checked boxes (10 max)**

Notes/goals: _____

PERSONAL STANDARDS

- I have a written set of Core Values and review them often.
- I do accurate work; I do not make errors.
- I expect, encourage, and demand the best from everyone.
- I continually “add value” to the projects and teams in which I participate.
- I don't waste time.
- If something does not go well, I correct it immediately rather than wait.
- My personal standards are very, very high and my team & customers know this.
- I am very proud of everything I touch and accomplish.
- I regularly request feedback from my team and customers, and then act on that feedback.
- I am satisfied with my work/life balance, and support others to achieve the same.

_____ **Number of checked boxes (10 max)**

LEADERSHIP STANDARDS

- I shift my leadership style to fit the individual situation.
- I keep my team fully informed; I share both good and bad news.
- I hold regular meetings where everyone is encouraged to both report and learn.
- I serve as a great coach to my team members.
- I make strong requests of my team members so I/we can produce well.
- I encourage people to offer three possible solutions to problems they bring to me.
- I put myself in “others’ shoes” and seek to understand their perspective on issues.
- I seek to fix the problem, not fix the blame.
- I educate my team in the big picture; I explain the Why as well as the How.
- I don't ask my team to do anything that I wouldn't ask of myself...providing it isn't illegal, unethical, or fattening.

_____ **Number of checked boxes (10 max)**

COMMUNICATION

- I come from a positive, constructive place when I communicate.
- I use “I” messages when communicating rather than make people defensive.
- I allow others to be “right” even when we disagree or I see things differently.
- I am aware that most of communication is thru non-verbals; I pay attention to non-verbal signals that I send and receive.
- I listen with empathy (to understand how others are feeling).
- I am aware of my own emotions and recognize how they affect communication.
- I am direct, yet not offensive or rude in my speaking style.
- I ask a lot of questions of others and listen for their response.
- I notice others' communication style and adapt mine when that will create a more comfortable conversation “space.”
- I match my message to the medium i.e. voicemail, email, and face-to-face.

_____ **Number of checked boxes (10 max)**

PERSONAL DEVELOPMENT

- I stay current in the body of knowledge defined for my profession. I maintain any certifications (CEUs)
- I actively seek opportunities to learn new skills or grow deeper in what I know.
- I am comfortable with technology; I use what I know & leverage others' expertise.
- My office environment/work space is comfortable and supports me in my work.
- I take care of myself mentally and physically; I make healthy eating choices, I exercise, I get enough sleep.
- I have a mentor or someone who supports my growth and development.
- I maintain a variety of interests (e.g. the arts, reading, sports, hobbies, cultures)
- I grow my professional network by making at least one new connection each month.
- I know how to relax and I regularly create opportunities to “refuel.”
- I infuse excellence and professionalism into all that I do.

_____ **Number of checked boxes (10 max)**

Notes/goals: _____

Leadership Audit

RECOGNITION

- I provide specific feedback on positive behaviors so those are repeated.
- I reward both individual and team accomplishments.
- I acknowledge goal achievement; I also recognize *progress* against goals.
- I use non-monetary incentives as well as those that cost money.
- I reward those who identify problems that, when resolved, help us be better.
- I don't assume that what drives me drives them; I customize recognition and rewards to the individual.
- I continually improve and innovate the ways I reward and recognize others.
- I reward frequently, and in-the-moment, not just annually.
- I compliment a lot to reinforce new or desired behaviors.
- I teach others how to give praise so that I am not the sole source of recognition.

_____ **Number of checked boxes (10 max)**

ENVIRONMENT

- I create a culture where hard work is expected and fun is encouraged!
- I utilize the least expensive motivational tool by giving my team a say in their assignments.
- I encourage people to bring conflicts into the open; I know how to address conflict in a positive way, and teach others to do the same.
- We regularly celebrate team and individual successes.
- I maintain a standard that personal and group space be kept clean and orderly.
- I award pay increases based on measurable outcomes.
- Goals and incentives reinforce continuous learning and skill development.
- I create a learning environment; I treat mistakes as learning opportunities.
- My annual reviews emphasize strengths, contributions, and plans for growth.
- I make sure people take breaks from their work, and use their full vacation.

_____ **Number of checked boxes (10 max)**

Notes/goals: _____

Additional Instructions

7. **Let your awareness work for you.** Over the next year, take the assessment several more times and update the chart accordingly. It's very likely that your score will increase naturally. This is because you've begun to think more about these items, just by reading them once.
8. **Update the Progress Chart on Page 1.** The goal is to have the entire chart filled in. In the meantime, you will have a current picture of how you are doing in each area.
9. **Keep reviewing until all boxes are filled in.** You can do it! This process may take 30 or 360 days, but you **can** achieve a success! Use your coach or a friend to assist you. Audit yourself once a year.
10. **Remember: Leadership is not about a Title; Anyone can be a leader if they focus on helping others succeed!** If you are not currently in a manager role, you can still use the assessment to gauge your positive influence on others. Simply adapt the statements so they apply.

Support

If you wish to accelerate your process, why not work with a coach who has been trained to support your growth and development?

This *Leadership Audit* is brought to you by The Executive Happiness Coach®. Visit www.TheExecutiveHappinessCoach.com to find this tool and others to help you grow.



Happiness is a decision, not an event!

Jim Smith, PCC

The Executive Happiness Coach®

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3 Goals Worksheet

Identify 3 key areas that you want held as your MAIN focus during your coaching experience. For each focus area, provide a simple statement AND a description of measurable results you can use to establish that you've achieved your goal in that area.

See page next page for Instructions and Examples and guidelines on creating powerful, positive, goal statements.

Goal statement 1: _____

I will know I am being successful when: _____

Goal statement 2: _____

I will know I am being successful when: _____

Goal statement 3: _____

I will know I am being successful when: _____

*** INSTRUCTIONS PAGE ***

Guidelines to create Powerful Goals:

Notice the language you use to craft your goal – HOW it is written can impact its effectiveness. Write in **First Person** (I...), **Present tense** (as tho' it is already happening), and **Positive Voice** ("going toward", versus "going away from" goals)**. Use **Descriptive Detail** to envision what you will be doing/how you'll be acting when you achieve the goal; define **Measurable** (observable) results.

EXAMPLES: (numerous examples are shown – yours need not be this long ☺)

Goal statement: _ I FEEL PRODUCTIVE AT WORK <this is the Main focus area> _____

I will know I am being successful when: _ I have a system to follow up calls & letters; I'm on time for appointments; I get all tasks accomplished; I rarely feel overwhelmed; I respond to emails within 24 hours and keep my Inbox current; I have a realistic goal for new business and increased income. <this is the description of specific, measurable results> _____

Goal statement: _ I CONTRIBUTE FULLY IN MEETINGS I ATTEND _____

I will know I am being successful when: _ I leave meetings with no regrets regarding a point I wanted to make; I speak up in discussions without having to be invited first; I offer my input even when I'm not sure it's the "perfect" thing to say; I ask questions of others during meetings; I occasionally challenge the prevailing opinion if I am uncomfortable with the direction of discussion; I receive positive feedback from others regarding the value I add during meetings. _____

Goal statement: _ I TAKE CARE OF MY BODY _____

I will know I am being successful when: ___ I go to the gym or take a 30 minute walk at least three times weekly; I put only healthy foods into my body; I do not use food to make myself feel better; I get a minimum of 6.5 hours of sleep every night; I drink no more than two cups of coffee each day, and no sodas; I wear only comfortable shoes and throw away old uncomfortable pairs; at restaurants, I eat until I am satisfied and do not feel compelled to "clean my plate" of enormous portions. _____

Goal statement: _ I DEVELOP MY STAFF EFFECTIVELY _____

I will know I am being successful when: _ I ask questions to understand how someone is thinking before I give them an answer; I share my rationale when making decisions so team members understand the 'why' and can more easily make those decisions themselves; I delegate projects that are important to me, not just the ones I don't want; I offer everyone on my staff at least one piece of feedback every week; I spend at least one hour on the floor every day. _____

** If your main goal statement includes words like 'stop' 'lose' 'cease' 'not', etc, your focus is on what you are leaving. Focus instead on the destination

Final Questions

Please complete your Goals Worksheet PRIOR to working on these Final questions. Your responses here will provide us a shared context for your coaching. Return your responses with your Coaching Agreement and Goals.

1a. What do you care about?

2. What do you care about *that's keeping you up at night*?

3. Where are your major points of dissatisfaction?

For #4, refer to your Goals Worksheet

4. How will achieving those goals take care of what you care about?

This last question set will help me understand the somatic, or physical context in which we will be coaching – your body!

5. Tell me about your Eating habits and patterns.

6. How much sleep do you typically get, and of what quality?

7. What are your rituals and practices around exercise and care of your body?

"What is Coaching? It is creating a space where people have no choice but to blossom"
Julio Ollala, founder and president, The Newfield Network