

Coaching Description of Services



Moementum, Inc. provides executive, business and team coaching to clients in business, government and non-profit entities. We adhere to the International Coaching Federation (ICF) ethics and practices, and we use the following definitions and terms of coaching services (adapted from those of the ICF).

■ Coaching Definition

Coaching is a partnership with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential while also supporting the goals of the hosting entity. Standing on this foundation, Moementum's coaching responsibility is to:

- Discover, clarify and align with what the client (and their sponsoring organization) wants to achieve;
- Encourage client self-discovery;
- Elicit client-generated solutions and strategies; and
- Hold the client responsible and accountable.

As Coaches, we are trained to listen, observe and customize our approach to individual client needs. We seek to elicit solutions and strategies from the client and provide support to enhance the skills, resources and creativity that the client already has.

■ Why Use a Coach?

There are many reasons why an individual, team or organization might choose to work with a coach, including but not limited to the following reasons:

- There is something at stake (a challenge, stretch goal or opportunity) that is urgent, compelling, exciting or all of the above.
- There is a gap in knowledge, skills, confidence or resources.
- There is a desire to accelerate results.
- There is a lack of clarity, and there are choices to be made.
- The individual is extremely successful, and success has started to become problematic.
- Work and life are out of balance, and the absence of balance creates unwanted consequences.
- One has not identified his or her core strengths and how best to leverage them.

The Coaching Process Coaching typically begins with a personal interview (in person or by teleconference call) to assess the individual's current opportunities and challenges, define the scope of the relationship, identify priorities for action and establish specific desired outcomes. In addition, we typically also meet with the sponsor (boss or company) to assess the identified reason for supporting a coaching process for the individual or team. Subsequent coaching sessions may be conducted in person or by telephone, with each session lasting a previously established length of time (typically one hour.) Between scheduled coaching sessions, the individual may be asked to complete specific actions that support the achievement of one's personally pri-

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oritized goals. The coach may provide additional resources in the form of relevant articles, checklists, assessments or models to support the individual's thinking and actions. The duration of the coaching relationship varies, depending on the individual's personal needs and preferences.

- **Assessments:** A variety of assessments are available to support the coaching process, depending upon the needs and circumstances of the individual. Assessments provide objective information, which can: enhance the individual's self-awareness as well as awareness of others and their circumstances; provide a benchmark for creating coaching goals and actionable strategies; and offer a method for evaluating progress.
- **Concepts, models and principles:** A variety of concepts, models and principles drawn from the behavioral sciences, management literature and/or the arts and humanities may be incorporated into the coaching conversation to increase the individual's self-awareness and awareness of others, foster shifts in perspective, promote fresh insights, provide new frameworks for looking at opportunities and challenges and energize and inspire the individual's forward actions.
- **Appreciative approach:** Moementum coaches incorporate an appreciative approach that is grounded in what's right, what's working, what's wanted and what's needed to get there. Using an appreciative approach, we model constructive communication skills and methods the individual or team can utilize to enhance effectiveness. The appreciative approach incorporates discovery-based inquiry, proactive (as opposed to reactive) ways of managing opportunities and challenges, constructive framing of observations and feedback to elicit the most positive responses from others and envisioning success (as opposed to focusing on problems).

■ Duration

The length of a coaching partnership varies, depending on the individual's or team's needs and preferences. For certain types of focused coaching, three to six months of working with a coach may be adequate. For other types of coaching, it is often beneficial to work with a coach for a longer period. Factors that may impact the length of time include: types of goals, ways individuals or teams like to work, frequency of coaching meetings and financial resources available to support coaching.

■ Roles in Coaching

Coach

The role of the Moementum coach is to:

- Provide objective assessment and observations that foster the individual's or team members' enhanced self-awareness and awareness of others;
- Practice astute listening to garner a full understanding of the individual's or team's circumstances;
- Be a sounding board in support of possibility thinking, thoughtful planning and decision making;
- Champion opportunities and potential;
- Encourage stretch and challenge commensurate with personal strengths and aspirations;
- Foster the shifts in thinking that reveal fresh perspectives, challenge blind spots to illuminate new possibilities and support the creation of alternative scenarios;
- Maintain professional boundaries in the coaching relationship, including confidentiality;
- Adhere to the coaching profession's code of ethics.

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Coachee

The role of the individual or team is to:

- Create the coaching agenda based on personally/organizationally meaningful coaching goals;
- Utilize assessment and observations to enhance self-awareness and awareness of others;
- Envision personal and/or organizational success;
- Assume full responsibility for personal decisions and actions;
- Utilize the coaching process to promote possibility thinking and fresh perspectives;
- Take courageous action in alignment with personal goals and aspirations;
- Engage big-picture thinking and problem-solving skills;
- Utilize the tools, concepts, models and principles provided by the coach to engage effective forward actions.

■ Measurement

Measurement may be thought of in two distinct ways:

1. **External indicators of performance:** Measures that can be seen and measured in the individual or team environment.

Examples of external measures include: achieving coaching goals established at the outset of the coaching relationship, increasing income/revenue, obtaining a promotion, obtaining performance feedback from a sample of the individual's constituents (e.g. direct reports, colleagues, customers, boss, manager) and establishing personal and/or business performance data (e.g. productivity, efficiency measures). The external measures selected should ideally be things the individual is already measuring. External measures are things the individual has some ability to directly influence.

2. **Internal indicators of success:** Measures that are inherent within the individual or team members being coached and can be measured by the individual or team being coached with the support of the coach. Ideally, both external and internal metrics are incorporated.

Examples of internal measures include: self-scoring/self-validating assessments that can be administered initially and at regular intervals in the coaching process, changes in the individual's self-awareness and awareness of others, shifts in thinking that inform more effective actions and shifts in one's emotional state that inspire confidence.

■ Pricing

Moementum, Inc. typically contracts for on-call or contracted coaching services.

- On-call coaching services: Billed by the hour. Rates are \$375 per one-hour coaching session for the individual or team and includes pre- and post-work. Non-profit rates are also available.
- Contracted services: A specific duration of time is mapped out initially. Rates are \$1,875 per month for up to four sessions per month. Duration varies from three to eight months and includes assessment, on-site visits (at least one) and other related services (additional cost to monthly fee.) Non-profit rates are also available.

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