The Art of Agreements

Establishes and Maintains Agreements in ICF-Aligned Coaching

CONTENTS

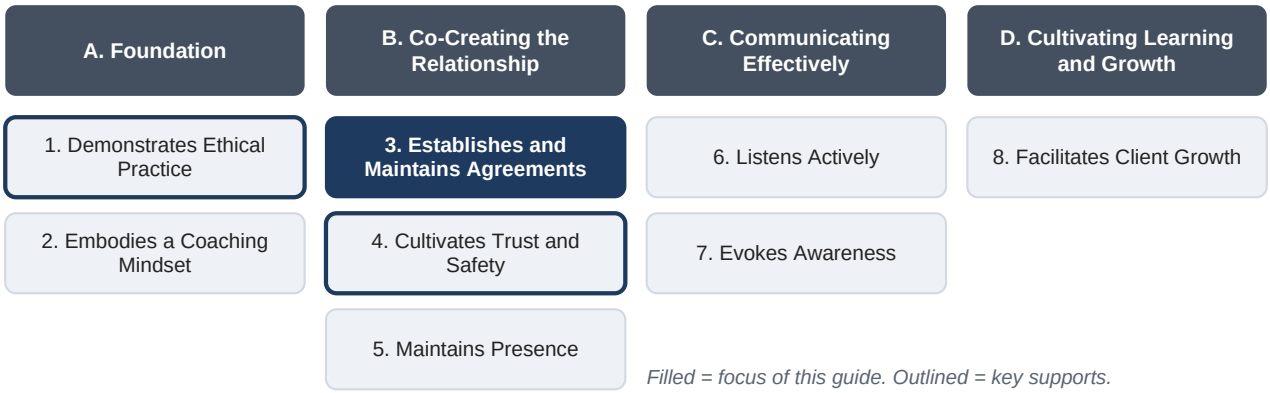
	About This Guide	2
	Map of Areas	3
1	What Coaching Is and Is Not	4
2	Chemistry & Compatibility	6
3	The Coaching Agreement: Logistics & Parameters	8
4	Sponsors & Stakeholders	10
5	The Overall Coaching Plan & Goals	12
6	Session Focus: What the Client Wants	14
7	What to Address & Measures of Success	16
8	Managing Time & Focus	18
9	Revisiting & Renegotiating Agreements	19
10	Closing, Ending & Coach Growth	21
	Putting It Together	22
	Session Checklist	24

About This Guide

In ICF-aligned coaching, Establishes and Maintains Agreements is Core Competency 3. It means partnering with the client and relevant stakeholders to create clear agreements about the coaching relationship, process, plans and goals, and establishing agreements for the overall engagement as well as for each coaching session.

This guide organizes the competency into ten areas. Each has subcategories with sample questions and phrases to adapt in your own words, plus diagrams, tables and worksheets. It is a map, not a script: agreements are conversations, not paperwork, and they are made with the client.

Where agreements fit in the ICF model



The eight ICF Core Competencies (2019 model). Agreements are Competency 3, resting on ethical practice and supporting trust, presence and growth.

What the competency asks of the coach

In plain words (paraphrased from the ICF model)	Where in this guide
Explains what coaching is and is not, and describes the process to the client and stakeholders	Area 1
Agrees what is and is not appropriate in the relationship, what is and is not offered, and who is responsible for what	Areas 1 and 4
Agrees the guidelines and parameters, such as logistics, fees, scheduling, duration, termination, confidentiality and inclusion of others	Area 3
Partners to set an overall coaching plan and goals	Area 5
Partners to check coach and client compatibility	Area 2
Partners to confirm what the client wants to accomplish in the session, what they need to address, and how they will measure success	Areas 6 and 7
Partners to manage the time and focus of the session, and continues in the direction of the client's desired outcome unless they say otherwise	Areas 8 and 9

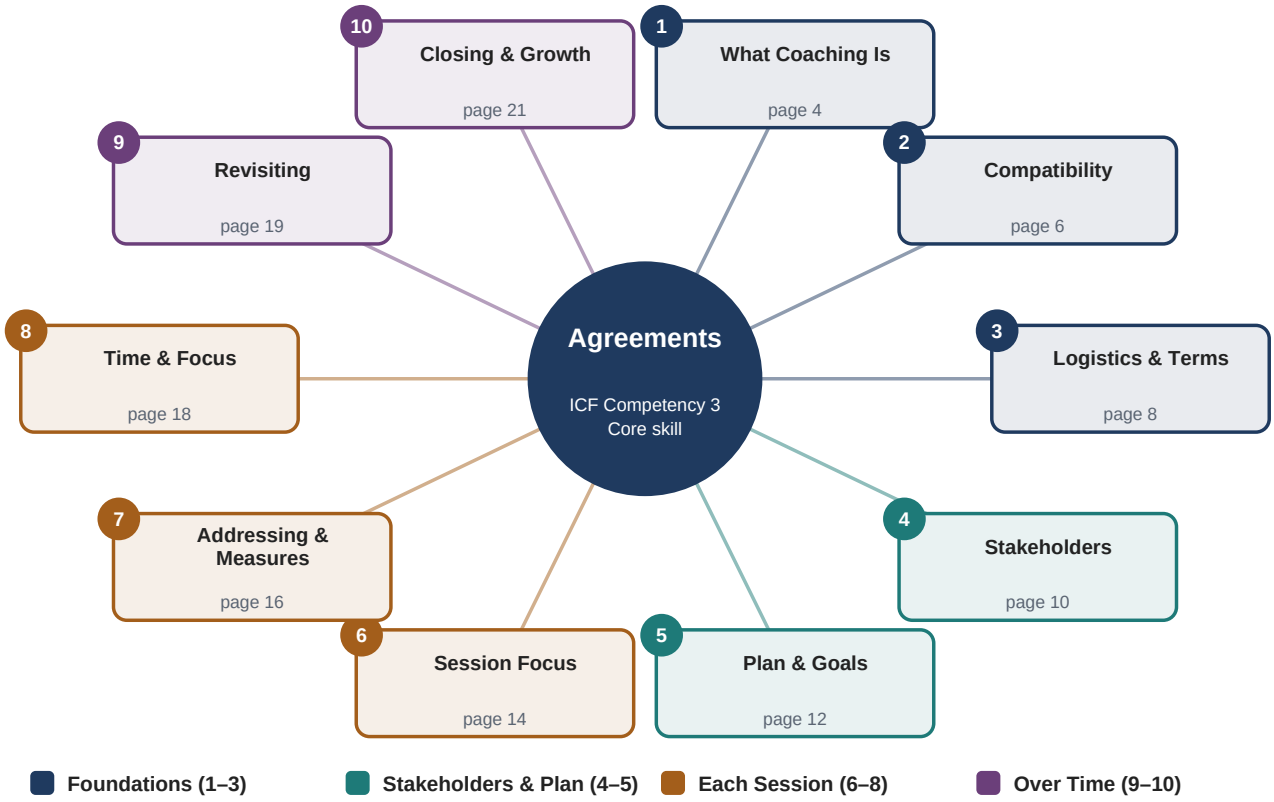
Paraphrased summary. For the official wording, see the ICF Core Competencies on coachingfederation.org.

Principles that keep agreements client-centered

- **Agree with, not for.** An agreement is made together, and the client's voice shapes it.
- **Be clear early.** Clear terms at the start prevent confusion and strain later.
- **Keep it living.** Agreements are revisited and renegotiated as the work evolves.
- **Hold the whole picture.** The engagement, the plan and each session have their own agreements.
- **Follow the client's desired outcome.** Coach in that direction unless the client changes it.
- **Keep promises.** Time, confidentiality and boundaries are the foundation of trust.

Map of Areas

The ten areas fall into four themes, shown by color. Each box links to its section when the PDF is opened in a viewer that supports links.



The four themes

Theme	The question it answers	Areas
Foundations	What are we agreeing to, and does it fit?	1 What Coaching Is and Is Not, 2 Chemistry & Compatibility, 3 The Coaching Agreement
Stakeholders & Plan	Who is involved, and where are we heading?	4 Sponsors & Stakeholders, 5 The Overall Coaching Plan & Goals
Each Session	What will we do today, and how will we know?	6 Session Focus, 7 What to Address & Measures of Success, 8 Managing Time & Focus
Over Time	How do agreements change and end well?	9 Revisiting & Renegotiating Agreements, 10 Closing, Ending & Coach Growth

How to use this guide

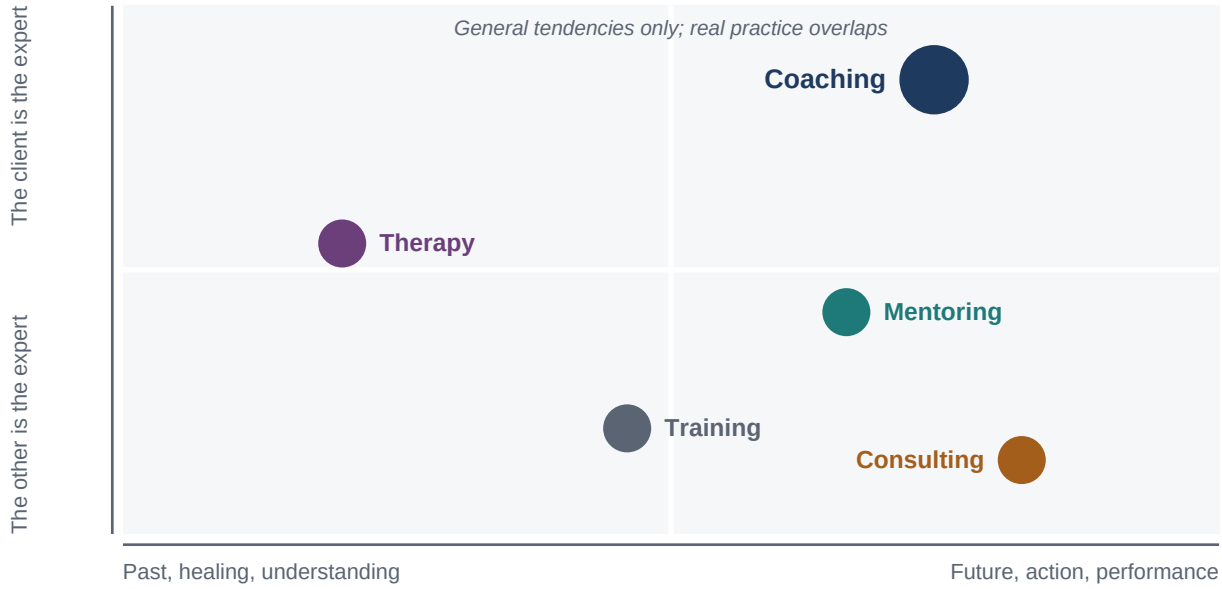
1. **Start with the first conversation.** The first meeting sets the tone for every agreement.
2. **Adapt the phrases.** Use your own voice and the client's words.
3. **Use the templates lightly.** They support, but do not replace, a real conversation.
4. **Follow your own ethics and law.** Contract terms and legal requirements vary by place and context.

1

FOUNDATIONS · WHAT COACHING IS, FIT AND PARAMETERS

What Coaching Is and Is Not

Agreements begin with clarity about what coaching is. Explaining the process, and what coaching does not offer, helps clients choose coaching with open eyes and prevents mismatched expectations.



Coaching compared with other helping approaches. The positions are general tendencies to support a conversation, not a definition.

Explaining coaching — a clear description in plain language.

- *"Coaching is a partnership in which you set the agenda and I help you think and act."*
- *"What have you heard about coaching, and what would you like to know?"*
- *"How would you describe what you are hoping coaching will be?"*

What coaching is not — boundaries with other services.

- *"I'm not a therapist, consultant or mentor, and here is how that differs…"*
- *"If something comes up that coaching cannot help with, I'll tell you and we can find the right support."*
- *"What would you expect from me that might be outside coaching?"*

Describing the process — how sessions and the engagement work.

- *"A typical session goes like this…"*
- *"Over the engagement we'll… Does that fit what you want?"*
- *"What questions do you have about how it works?"*

What is and is not offered — the coach's scope.

- *"Here is what I offer, and here is what I don't."*
- *"What do you want from me that I might need to say no to?"*
- *"What would make this a good use of your time?"*

Responsibilities of the client — the client's part in the work.

- *"Coaching works best when you bring… Is that realistic for you?"*
- *"What will you do between sessions?"*
- *"What do you expect of yourself in this process?"*

Responsibilities of the coach — the coach's commitments.

- *"Here is what you can count on from me…"*
- *"How will I know if I'm not meeting your expectations?"*
- *"What would you like me to do if I miss the mark?"*

Coaching and its neighbors

Approach	Main focus	Who sets the agenda	Typical contribution of the practitioner
Coaching	The client's goals and growth	The client	Questions, reflection, partnership
Mentoring	Learning from experience	Shared, often mentee	Guidance from the mentor's experience
Consulting	A problem to solve	The client, with an expert	Expert analysis and recommendations
Training	Skills and knowledge	The trainer or curriculum	Instruction and practice
Therapy	Healing, mental health	Shared, clinical	Assessment and treatment

> **Coach's note.** These are broad contrasts for conversation. Say clearly that you do not diagnose or treat, and know when and how to refer a client to other support.

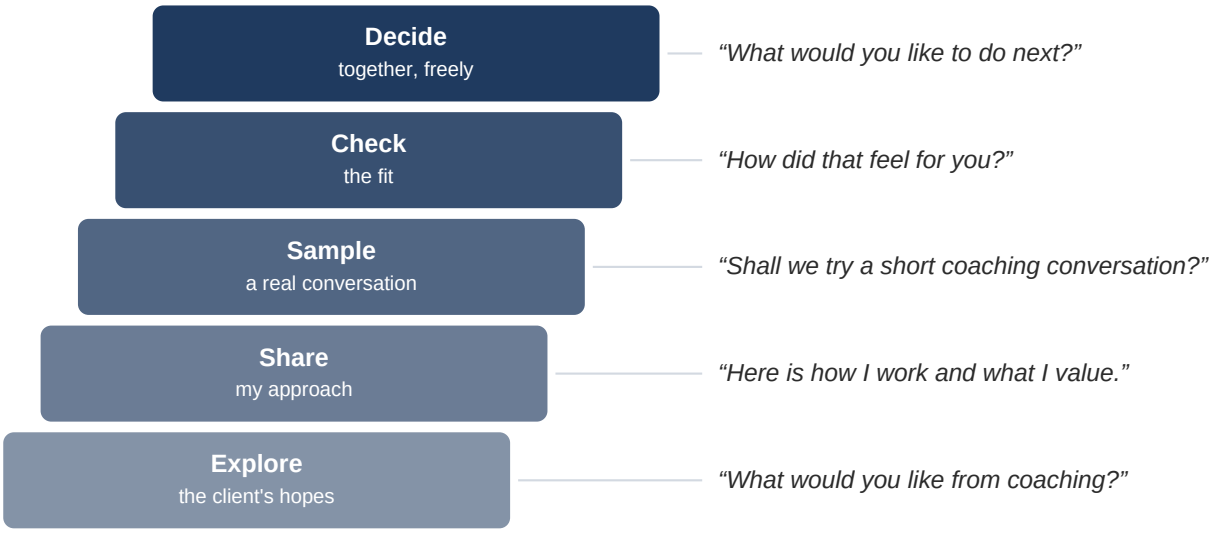
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FOUNDATIONS · WHAT COACHING IS, FIT AND PARAMETERS

Chemistry & Compatibility

A coaching relationship works best when both parties believe it fits. The coach partners with the client to explore compatibility early, and keeps the door open to a different decision.

A discovery conversation in five moves



A discovery conversation. Compatibility is decided by the client, with the coach's honest input.

Chemistry and rapport — does it feel right?

- *"How does it feel to talk with me so far?"*
- *"What would help you feel comfortable?"*
- *"What do you notice about our connection?"*

Coach's style and approach — being open about how you work.

- *"Here is how I coach… How does that sit with you?"*
- *"What kind of coaching style works best for you?"*
- *"What would you like more or less of from me?"*

The client's readiness — are they ready and willing?

- *"What makes this the right time for coaching?"*
- *"How ready are you to make changes?"*
- *"What might get in the way of doing this work now?"*

Fit with expertise — honest about what you can and cannot help with.

- *"Here is where my experience can help, and where it may not."*
- *"What kind of experience would you want in a coach?"*
- *"Would you like me to suggest someone else for this part?"*

Practical fit — schedule, format, budget.

- *"Does the schedule suit you?"*
- *"What format would you prefer: video, phone or in person?"*
- *"What would make this workable in your life?"*

Saying no, or not yet — ending the possibility with respect.

- *“It’s okay to take time or choose someone else.”*
- *“What would help you decide?”*
- *“If it isn’t a fit, I’m happy to recommend other options.”*

Compatibility questions to explore

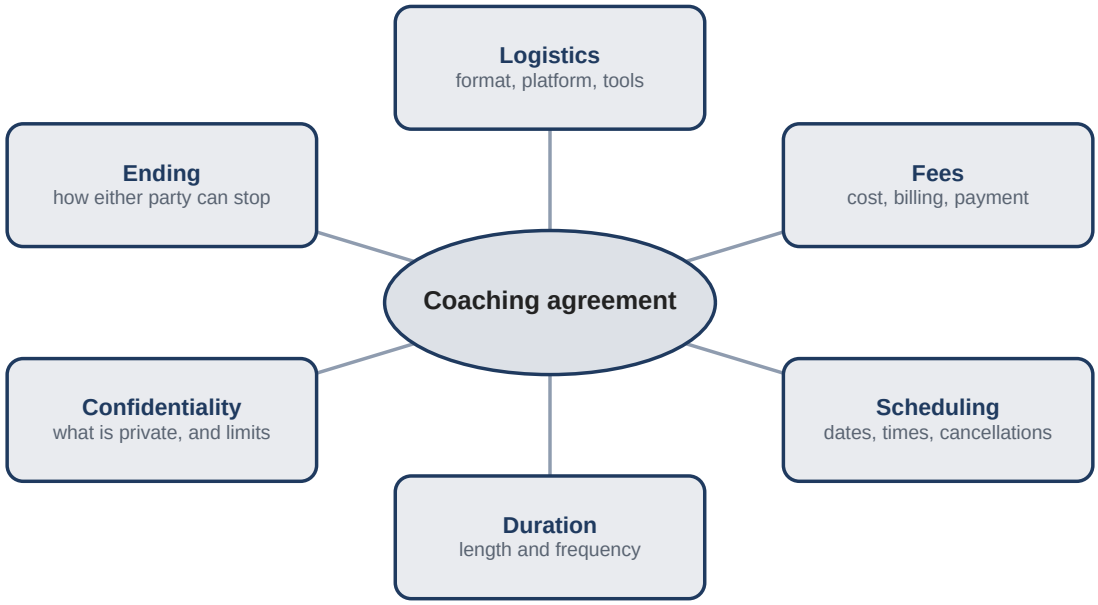
Topic	A question for the client	A question for yourself
Goals	*“What do you hope to achieve?”*	*“Can I genuinely help with this?”*
Style	*“How do you like to be coached?”*	*“Can I work this way for this person?”*
Values	*“What matters to you in a coach?”*	*“Do I have any values conflicts?”*
Readiness	*“How ready are you to act?”*	*“Is coaching the right service now?”*
Logistics	*“What works for your schedule?”*	*“Do I have capacity?”*

> **Coach’s note.** A free discovery session is optional but common. Be transparent about any limits, and let the client leave the door open or closed without pressure.

FOUNDATIONS · WHAT COACHING IS, FIT AND PARAMETERS

3 The Coaching Agreement: Logistics & Parameters

A clear coaching agreement covers the practical terms of the relationship: logistics, fees, scheduling, duration, confidentiality, ending and who else may be involved. Clear terms protect both parties.



Six core parameters of a coaching agreement. Add others that matter in your context.

Logistics and format — how the sessions will happen.

- *"Would you prefer video, phone or in person?"*
- *"What tools and platform will we use?"*
- *"What should we do if the connection drops?"*

Fees and payment — clear and agreed in advance.

- *"Here are the fees and how billing works."*
- *"What questions do you have about the cost?"*
- *"How would you like to handle payment?"*

Scheduling and cancellations — agreeing time boundaries.

- *"Here is how scheduling and cancellations work."*
- *"What would be a realistic rhythm for you?"*
- *"What will we do if one of us needs to reschedule?"*

Duration and frequency — how long and how often.

- *"How long would you like to work together, to begin with?"*
- *"What frequency would support your goals?"*
- *"When shall we review whether to continue?"*

Confidentiality and its limits — what is private and what is not.

- *"Here is how I protect what you tell me, and the exceptions."*
- *"What would you like me to keep especially private?"*
- *"How do you feel about those limits?"*

Records and recordings — notes, recordings and data.

- *“I keep notes in this way. Is that okay?”*
- *“May I record sessions for my learning?”*
- *“How long do I keep records, and who can see them?”*

Termination and pausing — ending or pausing the relationship.

- *“Either of us may end or pause the coaching. Here is how.”*
- *“What would you like to happen if you want to stop?”*
- *“How would you like to close well?”*

Including others — other people in sessions.

- *“Is anyone else involved in or affected by our coaching?”*
- *“How should we handle any other person who joins?”*
- *“What would you like shared, and with whom?”*

Agreement checklist (sample)

Topic	What to make clear	Agreed (tick)
What coaching is	Process, roles and what is not offered	
Logistics	Format, platform and contact	
Fees	Amount, billing and payment terms	
Scheduling	Time, length, frequency, cancellations	
Confidentiality	What is private, limits, records	
Stakeholders	Who is involved and what is shared	
Ending	How either party can end or pause	

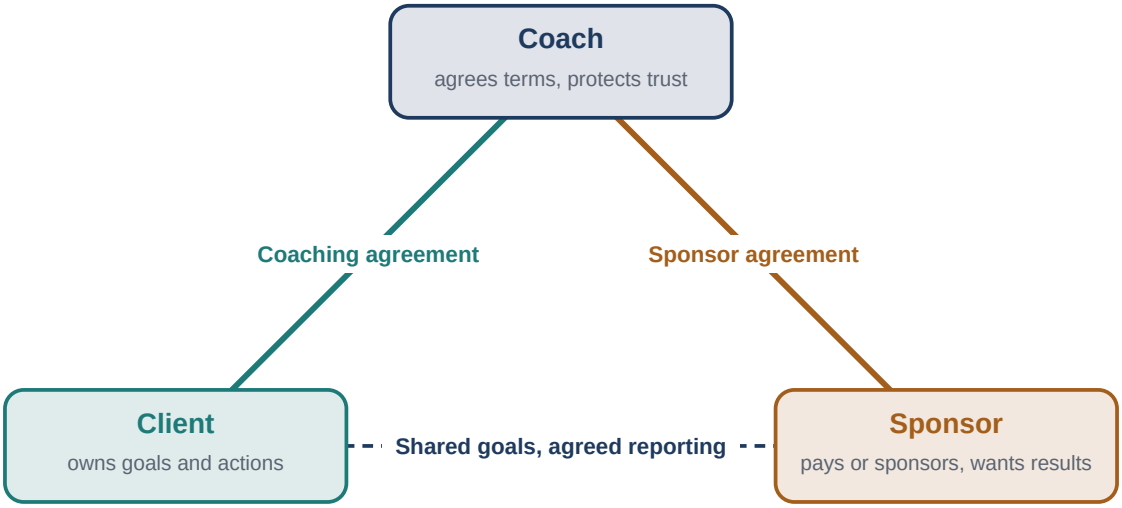
> **Coach’s note.** Put key terms in writing, in plain language, and invite questions. Legal and ethical requirements vary by country and context, so follow your code of ethics and local law.

4

STAKEHOLDERS & PLAN · WHO IS INVOLVED AND WHERE WE ARE HEADING

Sponsors & Stakeholders

When someone other than the client, such as an employer, pays for or is affected by the coaching, clear agreements with all parties protect the client's trust and the integrity of the work.



A three-way coaching relationship. Each connection needs its own clear agreement, and the client's confidentiality stays central.

Clarifying who the client is — the person coached versus the sponsor.

- *"Who is the client in this engagement?"*
- *"What is the sponsor's role, and what is mine?"*
- *"Whose goals are we working toward?"*

Sponsor expectations — what the organization wants.

- *"What does success look like for your organization?"*
- *"What would you like to see change?"*
- *"What are your expectations of the coaching and of me?"*

Reporting and confidentiality — what is shared, and how.

- *"What will be shared with the sponsor, and by whom?"*
- *"How will we agree what is reported?"*
- *"What stays between the client and me?"*

Aligning goals — coaching goals and organizational goals.

- *"How do your goals fit with the organization's goals?"*
- *"Where might they pull apart?"*
- *"What do we do if they conflict?"*

Three-way meetings — agreeing how and when.

- *"When shall the three of us meet, and for what purpose?"*
- *"What will we discuss and not discuss?"*
- *"How will we prepare together?"*

Conflicts of interest — staying transparent and fair.

- *“Is there any conflict I should be aware of?”*
- *“How do we keep the client’s trust if interests differ?”*
- *“What would you like me to do if I’m unsure?”*

Who agrees to what

Party	Needs clarity on	Example agreement
Client	Process, confidentiality, goals, responsibilities	The coaching agreement
Sponsor	Purpose, fees, reporting, boundaries	The sponsor agreement
Coach	Scope, fees, limits, ethics	Both of the above
Client and sponsor	Shared goals, what is reported	A three-way goals meeting
Others affected	How they are involved, if at all	Agreed communication

> **Coach’s note.** The client’s confidentiality is agreed at the start and protected throughout. Any reporting to a sponsor should be agreed with the client in advance and limited to what was agreed.

5

STAKEHOLDERS & PLAN · WHO IS INVOLVED AND WHERE WE ARE HEADING

The Overall Coaching Plan & Goals

Beyond each session, the coach and client co-create a plan for the engagement: where the client wants to get to, how they will know, and how the work will unfold. The plan guides the sessions while staying open to change.



Session
Each conversation has its own focus and measure of success, agreed at the start.

Coaching plan
The goals, themes and milestones the client wants across several sessions.

Engagement
The overall relationship: terms, confidentiality, stakeholders and duration.

Three nested agreements: the engagement, the coaching plan and the session.

Clarifying the big picture — the client's overall aim.

- *"What would you like to achieve through coaching?"*
- *"What would be different in six months?"*
- *"Why does this matter to you now?"*

Setting goals — in the client's own words.

- *"What goals do you want to work toward?"*
- *"How will you know you've reached them?"*
- *"Which goal matters most?"*

Priorities and sequence — deciding what first.

- *"What should we start with?"*
- *"What needs to happen before the other things?"*
- *"What would you like to leave for later?"*

Milestones and review points — markers along the way.

- *"What would be a good sign of progress after a month?"*
- *"When shall we review how it's going?"*
- *"How will we check we are heading the right way?"*

Involving stakeholders in the plan — when a sponsor is involved.

- *"What input would you like from your manager?"*
- *"How will we align the plan with organizational goals?"*
- *"What do you want your sponsor to see?"*

Keeping the plan flexible — plans change as clients learn.

- *“What would tell us the plan needs to change?”*
- *“How will we handle new priorities?”*
- *“What would you like to adjust now?”*

From vague aim to plan (client’s words)

Vague aim	A question to sharpen it	Plan element
Be a better leader	*“What would a better leader do differently?”*	Goal: hold weekly one-to-ones
Reduce stress	*“What would be different if stress were lower?”*	Goal: finish work by six, three days a week
Advance my career	*“What role do you want, and by when?”*	Milestone: apply for the next role in six months
Find balance	*“What would balance look like in a typical week?”*	Goal: protect two evenings a week

> **Coach’s note.** A plan is a compass, not a contract. Revisit it often and let the client reshape it.

6

EACH SESSION · FOCUS, MEASURES AND TIME

Session Focus: What the Client Wants

At the start of each session, the coach partners with the client to agree what they want to accomplish. This short conversation is the compass for everything that follows.

Opening a session in five moves



Opening a session. The client chooses the focus; the coach helps make it clear.

Inviting the agenda — starting with the client.

- *"What would you like to focus on today?"*
- *"What is most important to you right now?"*
- *"What brings you to this session?"*

Following up on the last session — continuity.

- *"What happened with the action you chose?"*
- *"What have you noticed since we last met?"*
- *"What would you like to build on?"*

Clarifying the desired outcome — what they want to take away.

- *"What would you like to have by the end of our time?"*
- *"What would make this session worthwhile?"*
- *"If we did only one thing today, what would it be?"*

Choosing among topics — when several things compete.

- *"Which of these matters most today?"*
- *"What would you like to leave for another time?"*
- *"Where do you feel the most energy?"*

When the client is unsure — helping them find a focus.

- *"What's on your mind?"*
- *"What has been taking your attention lately?"*
- *"What would you like to understand better?"*

Confirming the agreement — making the focus explicit.

- *“Let me check I have this right…”*
- *“Is this what you want to work on?”*
- *“Shall we begin there?”*

Weaker and stronger openers

Weaker	Stronger
“So, what’s going on?”	*“What would you like to focus on today?”*
“Last time you were supposed to…”	*“What happened with the action you chose?”*
“Let’s work on your presentation skills.”	*“What would you like from our time today?”*
“Do you have anything for today?”	*“What would make today useful for you?”*

> **Coach’s note.** Even when the topic is clear, take a moment to agree the focus. Clients often discover that the first topic is not the real one.

7

EACH SESSION · FOCUS, MEASURES AND TIME

What to Address & Measures of Success

Once the focus is chosen, the coach helps the client define what they need to address to reach it, and how they will know the session, or the engagement, has worked. Measures keep the work honest and give the client something to celebrate.

From topic to measure: a client example



From topic to measure. The client defines each step in their own words.

Defining what needs to be addressed — what stands between the client and their aim.

- *"What do you need to figure out or resolve to get there?"*
- *"What is the real issue underneath?"*
- *"What would need to shift?"*

Separating the symptom from the cause — going beneath the first description.

- *"What is behind that?"*
- *"What do you think is really going on?"*
- *"If that were solved, what would still be in the way?"*

Defining measures of success — how the client will know.

- *"How will you know this was useful?"*
- *"What would you notice, feel or do differently?"*
- *"What would a good result look like?"*

Session measures versus engagement measures — short and long horizons.

- *"What would make this session a success?"*
- *"What would tell us the engagement is working?"*
- *"How will we check in on that?"*

Reconfirming during the session — checking we are on track.

- *"Is this still what you want to work on?"*
- *"Are we getting closer to what you wanted?"*
- *"What would you like to adjust?"*

When the measure changes — letting the goal evolve.

- *“What has shifted for you?”*
- *“What matters most now?”*
- *“What would you like the new measure to be?”*

Types of success measures

Type	Example	A question to find it
Something observable	I’ve held three difficult conversations	*“What will you see or hear?”*
Something felt	I feel calmer before presentations	*“How will you feel?”*
A decision made	I’ve decided whether to apply	*“What will you have decided?”*
A shift in thinking	I see my role differently	*“What will you understand that you don’t now?”*
A number or milestone	Two new clients a month	*“What number would tell you?”*

> **Coach’s note.** Measures belong to the client. If the client cannot name one yet, a first step of exploring what success would look like is a perfectly good measure.

8

EACH SESSION · FOCUS, MEASURES AND TIME

Managing Time & Focus

The coach and client share responsibility for using the time well. The coach tracks time and direction lightly, checks in, and keeps coaching toward the client's desired outcome, unless the client chooses another direction.

A 60-minute session (sample)



Agree: what do you want from today, and how will you know?
Time checks: Are we still on what matters most?
The shape is flexible; the client can change direction at any time.

A sample shape for a 60-minute session. The proportions flex to suit the client and the topic.

Tracking time together — sharing the clock.

- *"We have about twenty minutes left. What would you like to do with them?"*
- *"How are we doing for time?"*
- *"What do we most want to cover before we finish?"*

Checking the focus — are we still on track?

- *"Is this still what you wanted to work on?"*
- *"Where have we got to, compared with what you wanted?"*
- *"What would make the rest of our time most useful?"*

Redirecting kindly — when the conversation drifts.

- *"May I check that this is where you want to go?"*
- *"We've covered a lot. What matters most?"*
- *"Shall we return to what you wanted at the start?"*

Following the client's lead — allowing a change in direction.

- *"It sounds like something more important has come up. Shall we explore that?"*
- *"Would you like to shift focus?"*
- *"What do you want to do with the time we have?"*

When there is too much content — handling long stories.

- *"I want to make sure I'm following. What is the heart of this for you?"*
- *"May I interrupt and reflect what I'm hearing?"*
- *"What do you most want me to understand?"*

Closing on time — ending with clarity.

- *"We have five minutes left. What do you want to capture?"*
- *"What would you like to take away?"*
- *"How would you like to close?"*

Staying on course

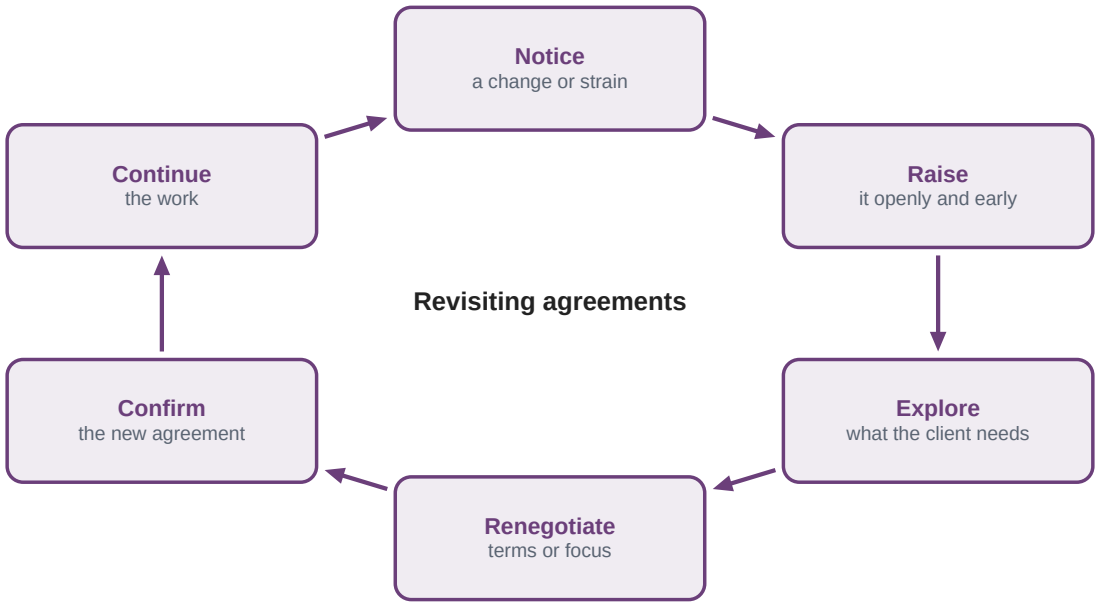
Signal	Possible meaning	A coach's response
The client moves to a new topic	A more important issue, or avoidance	*"Is this where you want to go?"*
The story is long	Needing to be heard, or circling	*"What is the heart of it for you?"*
Time is running low	Pressure to close	*"What do you want to leave with?"*
The goal feels fuzzy	The aim is not yet clear	*"What would help us get clear?"*
The client seems stuck	An obstacle or a pause	*"What would move this forward?"*

Coach's note. Interrupting can be respectful when it serves the client's aim. Ask permission, be brief and hand the conversation straight back.

9 Revisiting & Renegotiating Agreements

OVER TIME · REVISITING, RENEGOTIATING AND ENDING

Agreements are not set once and forgotten. Needs, circumstances and goals change, and so should the agreements. Checking in regularly keeps the relationship honest and avoids small issues becoming big ones.



A cycle for revisiting agreements. Raising a concern early is a service to the client.

Regular check-ins — reviewing how the work is going.

- *"How is the coaching working for you?"*
- *"What would you like more or less of?"*
- *"Is anything about our agreement worth changing?"*

When goals change — adjusting the plan.

- *"What has changed since we set the goals?"*
- *"What matters most now?"*
- *"How shall we adjust our plan?"*

When boundaries are tested — returning to the agreement.

- *"Let's go back to what we agreed about…"*
- *"How does this fit with our agreement?"*
- *"What would you like to do about it?"*

Scope creep and role confusion — keeping coaching distinct.

- *"This feels like it might be more consulting than coaching. How shall we handle that?"*
- *"What do you need that is outside our agreement?"*
- *"Who else might help with this part?"*

Late, missed or changed sessions — handling logistics kindly.

- *"I noticed we've rescheduled a few times. What's going on?"*
- *"How can we make the schedule work better?"*
- *"What would help you protect this time?"*

When a stakeholder's needs change — re-aligning.

- *"Has your organization's expectation changed?"*
- *"What needs to be re-agreed with your sponsor?"*
- *"How do we keep your confidentiality central?"*

Agreement health check (worksheet)

Area	Still working?	What needs to change?
Goals and plan		
Session format and time		
Confidentiality and sponsors		
The coach-client fit		
Responsibilities		

A client-and-coach worksheet to use at review points.

> **Coach's note.** Name the issue early and kindly. "I notice… how would you like to handle it?" is almost always better than silence.

OVER TIME · REVISITING, RENEGOTIATING AND ENDING

10 Closing, Ending & Coach Growth

Endings are part of the agreement. A clear, respectful close leaves the client with their learning, a plan and confidence, and gives the coach a chance to learn too.



How to use the wheel

Rate yourself from 0 (center) to 10 (outer ring) in each area, today and where you want to be.

Choose one or two areas to practice for a month, and ask a mentor coach for feedback.

Scores here are samples for illustration only.

Today (sample)

Goal (sample)

An agreements self-assessment (sample scores). A conversation starter, not a test.

Preparing to end — talking about the close early.

- *"How would you like to end our work?"*
- *"What would you like to have achieved?"*
- *"When shall we begin to think about closing?"*

Reviewing progress — looking back at goals and measures.

- *"What has changed since we began?"*
- *"How do you know you've grown?"*
- *"What are you most proud of?"*

Ending with learning — capturing and carrying it forward.

- *"What do you want to take with you?"*
- *"What practices will keep you growing?"*
- *"What will you do on your own now?"*

Transition to independence — preparing the client to continue alone.

- *"What support will you have after we finish?"*
- *"What would you tell yourself if I weren't here?"*
- *"What is your plan beyond coaching?"*

Early endings and referrals — when coaching is not the right fit.

- *"I wonder whether different support would serve you better. What do you think?"*
- *"Would you like me to suggest some options?"*
- *"How would you like to end well?"*

Coach reflection — learning from each engagement.

- *"What did this client teach me about agreements?"*
- *"What would I do differently at the start?"*
- *"What do I want to practice next?"*

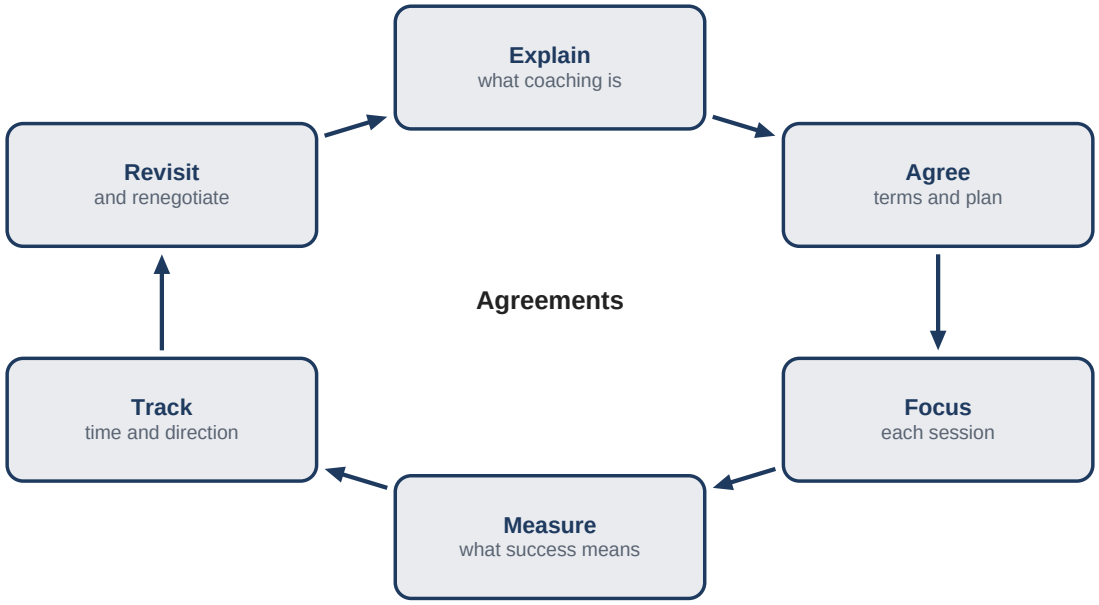
Closing the engagement: a quick guide

Step	What to do	A prompt
Plan	Raise the ending early	*"How would you like to close our work?"*
Review	Look at goals and measures together	*"What has changed?"*
Learn	Name key learning and strengths	*"What will you take with you?"*
Prepare	Plan for after coaching	*"What will support you?"*
Celebrate	Mark the progress	*"What would you like to celebrate?"*
Follow up	Agree if and when to check in	*"Would a follow-up be useful?"*

> **Coach's note.** Aim for progress, not perfection. Strong agreements make coaching easier for everyone, and every ending is a chance to improve the next beginning.

Putting It Together

Agreements are a thread through the whole relationship. The coach explains, checks fit, agrees terms, involves stakeholders, shapes the plan, agrees each session, stays on course, revisits and ends well.



The agreements cycle.

Do and avoid

Do	Avoid
Explain coaching in plain language	Assuming the client knows
Agree terms together and in writing	Leaving key terms unspoken
Clarify who the client is	Letting a sponsor’s needs override the client’s
Agree the focus at each session	Starting without a clear aim
Check in on time and direction	Letting the clock decide
Revisit agreements as things change	Treating them as fixed

Phrases by purpose

Purpose	Sample phrases	When to use
Explain	*Coaching is a partnership where you set the agenda.*	At the start
Check fit	*How does this feel so far?*	In discovery
Agree terms	*Here is how we’ll work. What questions do you have?*	When contracting
Set focus	*What would you like to focus on today?*	Opening each session
Define success	*How will you know this was useful?*	After the focus
Check time	*We have ten minutes left. What matters most?*	During the session
Renegotiate	*Is anything about our agreement worth changing?*	At review points

Practical notes

- **Say it out loud.** Unspoken expectations cause most contract trouble.
- **Keep it simple.** A clear one-page agreement beats a long unread one.
- **Protect confidentiality.** It is the heart of the client’s trust.
- **Contract at every level.** Engagement, plan and session.
- **Follow the client.** Their desired outcome is the compass.
- **Follow your ethics and the law.** Requirements vary by place and context.

Session Checklist

A quick review after a session, or before the next one.

- [ ] I was clear with the client about what coaching is and is not.
- [ ] We checked that the coaching relationship was a good fit.
- [ ] Logistics, fees, confidentiality and ending were agreed.
- [ ] Any sponsor or stakeholder arrangements were agreed with the client.
- [ ] We shared a plan and goals that the client owns.
- [ ] We agreed what the client wanted to focus on in this session.
- [ ] We defined what needed to be addressed and how success would be measured.
- [ ] We managed time and checked we were still on track.
- [ ] I raised any change or strain in the agreement early.
- [ ] I chose one thing to improve in how I contract next time.