

*Based in part on the International Coaching Federation (formerly International Coach Federation)
Code of Ethics (2015 & 2019)*

1. The purposes for these Model Standards of Ethical Conduct for **CINERGY®** Conflict Management Coaches are:
 - a. to provide standards of practice and principles for the conduct of conflict management coaches;
 - b. to promote public confidence in conflict management coaching as a process for helping people enhance the way they engage in and manage conflict; and
 - c. to inform clients, sponsors, and the public of the model standards of practice and ethical requirements for providing conflict management coaching.

Definitions

2. The following definitions apply throughout these Model Standards of Ethical Conduct for **CINERGY®** Conflict Management Coaches:
 - a. “Coaching”: partnering with clients in a thought-provoking and creative process that inspires them to maximise their personal and professional potential;
 - b. “Conflict management coaching” or “conflict coaching”: a voluntary process in which a trained coach supports and assists people to reach their goals for managing and resolving disputes, for preventing unnecessary conflict and for enhancing their conflict competency. Conflict management coaching is not counselling or therapy;
 - c. “Conflict management coach” also known as “conflict coach”: a person specifically trained to coach individuals to reach their conflict management goals. A **CINERGY®** certified Conflict Management Coach is a conflict coach who has obtained their certification after being assessed as demonstrating the requisite competencies in the use of the **CINERGY®** model;
 - d. “Coaching Relationship”: a professional coaching relationship exists when coaching includes an agreement (including written contracts) with the client/sponsor that defines the responsibilities of each party;
 - e. “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 many cases, the client and sponsor are the same person and are therefore jointly referred to as the client. For purposes of identification however, based on the ICF Code of Ethics, these roles are defined as follows:
 - i) “Client”: the client is the person/s being coached; the coach being mentored or supervised, or the coach or student coach being trained;
 - ii) “Sponsor”: the sponsor is the entity (including its representatives) paying for and/or arranging for coaching services to be provided;
 - iii) “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; and
 - iv) “Conflict of Interest”: a situation in which a conflict management coach is involved in multiple interests where serving one interest could work against or be in conflict with another. This could be financial, personal or otherwise;

- f. “Equality”; a situation in which all people experience inclusion, access to resources and opportunity, regardless of their race, ethnicity, national origin, colour, gender, sexual orientation, gender identity, age, religion, immigration status, mental or physical disability, and other areas of human difference; and
- g. “System equality”: gender equality, race equality and other forms of equality that are institutionalised in the ethics, core values, policies, structures, and cultures of communities, organisations, nations, and society.

Self-determination

CINERGY® Conflict Management Coaches:

- 3. Honour the guiding principle of self-determination;
- 4. Understand and operate on the basis that the responsibility for the outcome of coaching is the client's, being based on their particular objectives, motivations, and selected plans of action;
- 5. Respect and support client's right and ability to select the options and solutions that work for them in their efforts to reach their goals;
- 6. Do not advise or provide opinions to clients on how to manage and solve their disputes and conflicts; and
- 7. Refer clients to other services, resources, and relevant information, when the situation and clients' needs extend beyond what the conflict management coach has the knowledge, skills, and abilities to provide.

Confidentiality

CINERGY® Conflict Management Coaches:

- 8. Respect the confidentiality of the information that clients and sponsors share, unless: (a) disclosure is authorised in writing, by the clients; (b) clients reveal an intent to harm themselves or others; (c) the information is required for educational and statistical purposes (in which event no names or identifiable information will be used); and/or (d) it is required by any applicable law/s and court order;
- 9. Have a clear understanding about how coaching information will be exchanged among coach, client, and sponsor;
- 10. 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 terms of confidentiality, including the conditions under which confidentiality may not be maintained (as in Point 8) and make sure that the client and sponsor, student, mentee, or supervisee voluntarily and knowingly agree in writing to these limits of confidentiality;
- 11. Shall store or dispose of written notes, when taken, in a way that ensures security, confidentiality and privacy and that also complies with any applicable organisational policies and legislation. Conflict management coaches remain aware of how various ethical standards apply to technological developments used in coaching and govern themselves accordingly when employing these;

12. When reporting back the client's' progress to the sponsor as part of the conflict management coaching retainer/contract, conflict management coaches agree that the client is to participate in the disclosure and its content. In this regard, the conflict management specifically agrees not to have private conversations with the sponsor or others, or will do only do so with the client present or the client's written permission about what the coach might convey; and
13. Will obtain agreement from clients and sponsors before providing their names as references or referring to them in promotional materials or otherwise.

Conflicts of Interest

CINERGY® Conflict Management Coaches:

14. Will not knowingly exploit any aspect of their relationship with clients for their personal, professional, or financial benefit beyond what remuneration they may receive for providing conflict management coaching;
15. Will not purposely put themselves in a situation in which there is a potential or actual conflict between their interests and the interests of sponsors or clients who request their services;
16. Will reveal any known affiliation that may cause a perception or actual conflict of interest or bias, discuss it with the client and sponsor when applicable and remove themselves from the process, if requested or appropriate;
17. Will disclose a potential or actual conflict between their interests and the interests of a client if they become aware of one and will defer to the client's (and when applicable, the sponsor's) preferred way of managing it;
18. Will remain sensitive to the implications of having multiple contracts and relationships with the same client/s and sponsor/s at the same time to avoid conflict of interest situations. In this regard, they will advise prospective clients when first meeting that if it happens that they are retained to be the coach for 'the other person' in their dispute or conflict, they will not share any confidences conveyed to them by either of the clients;
19. When working as an internal coach, they will manage conflicts of interest or potential conflicts of interest with coaching clients and sponsor/s through coaching agreement/s and ongoing dialogue that includes addressing organisational roles, responsibilities, relationships, records, confidentiality and other reporting requirements; and
20. Resolve any conflict of interest or potential conflict of interest by working through the issue with relevant parties, seeking professional assistance, or possibly, temporarily suspending or ending the professional relationship.

Professional Conduct at Large

CINERGY® Conflict Management Coaches:

21. Will accurately identify coaching qualifications, expertise, experience, training, certifications, and coaching credentials;
22. Will conduct themselves in a manner that reflects positively upon the fields of professional coaching and conflict management;
23. Do not promise or suggest specific results from the conflict management coaching process;

24. When applicable, will ensure their compensation, billing schedule and any other terms of retainer are confirmed in advance of commencing coaching;
25. Only take credit for their own work and will not copy others' research, work, or materials without written authorisation from the originating source. In this regard, they recognise and honour the efforts and contributions of the creators of research, work and materials and understand that using their intellectual property without written permission is unethical and may result in legal remedy;
26. Engage in coaching for themselves, as needed, including to develop and sustain their own conflict intelligence and competence;
27. Strive at all times to recognise personal issues that may impair, conflict with, or interfere with their coaching performance or professional coaching relationships. Further, they will promptly determine the action to be taken, including whether it is appropriate to suspend or terminate the coaching relationship/s, whenever the facts and circumstances necessitate; and
28. Shall ensure proper closure with the clients, in circumstances when they choose to terminate the process such as when:
 - (a) they do not believe they are able to remain non-judgemental about the clients and their issues and/or to remain impartial about the other person or persons;
 - (b) they do not believe they are sufficiently competent to provide conflict management coaching in the situation;
 - (c) they realise that mental instability, substance abuse or other reasons impede clients' active participation in the process;
 - (d) there is a conflict of interest or one may be perceived that precludes their effectiveness and/or the clients' trust;
 - (e) personal issues impair or interfere with their performance; and/or
 - (f) it is evident that the client is not benefitting from the process or indicates they have lost faith in the coaching process and/or conflict management coach.

Professional conduct with Clients

CINERGY® Conflict Management Coaches:

29. Will remain non-judgemental about their clients and the issues they raise. They will also remain impartial about any other person or persons who may be involved in the client's dispute or conflict;
30. Ethically speak to clients, prospective clients, and sponsors what they know to be true about the potential value of the coaching process or of themselves as a coach;
31. Carefully explain and strive to ensure that, prior to or at the initial meeting, the 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;
32. Will ensure before coaching begins that, in addition to confirming terms and limitations of confidentiality, clients and sponsors understand their respective roles, responsibilities and rights, and what conflict management coaching is and is not;

33. Will remain aware of and actively manage any power or status difference between the client and themselves that may be caused by cultural, relational, psychological, or contextual issues. Further, in this regard, they will take responsibility for being aware of and setting clear, appropriate, and culturally sensitive boundaries that govern interactions, physical or otherwise, with their clients and sponsor/s;
34. Avoid any sexual or romantic relationship with current clients or sponsor/s or students, mentees, or supervisees;
35. Respect the client's right to terminate the coaching relationship at any point during the process;
36. Remain alert to indications that there might be a shift in the client's or sponsor's value received from the coaching relationship. If so, they will make a change in the relationship or encourage the client/s / sponsor/s to seek another coach, seek another professional or use a different resource;
37. Treat all clients with dignity, respect, and courtesy, and demonstrate respect for clients' values, civil and human rights, culture, religion, race, gender, age, ethnicity, sexual orientation, national origin, disability and so on; and
38. Agree to avoid discrimination by maintaining fairness and equality in all activities and operations, while respecting local rules and cultural practices. This includes, but is not limited to, discrimination on the basis of age, race, gender expression, ethnicity, sexual orientation, religion, national origin, disability, or military status.

Continuing Development

CINERGY® Conflict Management Coaches:

39. Commit to participate in ongoing training and other developmental initiatives to further develop and sustain their knowledge, skills, and abilities as a provider of conflict management coaching.

Pledge

I pledge that I will adhere to these Model Standards of Ethical Conduct.

Signature

Date

Print Name