

THE REAL CONFLICT COACHING™ PRACTICE STANDARDS

1: DEFINITIONS

- a) "Client" means direct client or indirect client as defined in Article 1 d) and e) respectively.
- b) "Conflict coaching agreement" is defined in Article 5 of the REAL Conflict Coaching™ Practice Standards.
- c) "Conflict coaching communications" means any communication, oral or written, between the coach and a client made during intake, coaching sessions, or an exit session. It may also include communication made outside those sessions if the communication is understood by the parties involved to form part of the conflict coaching service.
- d) "Direct Client" refers to the person being coached.
- e) "Indirect Client" refers to the person paying for the coaching, but who is not actually receiving the coaching (for example, the direct client's employer).
- f) "REAL Conflict Coach" is a person who has completed the training and portfolio requirements to be a REAL Conflict Coach (see www.REALconflictcoaching.com) and who has been assessed, in accordance with the REAL Conflict Coaching™ System and Competencies, as competent.

A REAL Conflict Coach includes a REAL Master Conflict Coach, who has completed the training, practice and portfolio requirements to be a REAL Master Conflict Coach, and who has been assessed, in accordance with the REAL Conflict Coaching™ System and Competencies, as continuing to be competent and having the ability to deeply reflect on practice.

- g) "REAL Conflict Coaching™" is a service provided by conflict specialist who is a REAL Conflict Coach and who uses the REAL Conflict Coaching™ System to support a person who is, or may in the future be, involved in conflict.
- h) "REAL Conflict Coaching™ System" refers to the system of conflict coaching conducted by a REAL Conflict Coach and which is described in the REAL Conflict Coaching™ Practice Standards and at www.REALconflictcoaching.com.
- i) "REAL Values" refers to the REAL Values defined in Article 4 of the REAL Conflict Coaching™ Practice Standards.

2. APPLICATION

The REAL Conflict Coaching™ Practice Standards including amendments made from time to time (also referred to as Practice Standards) apply to REAL Conflict Coaches using the REAL Conflict Coaching™ System.

3. OBJECTIVES OF THE REAL CONFLICT COACHING™ PRACTICE STANDARDS

These Practice Standards are intended to govern the relationship between REAL Conflict Coaches using the REAL Conflict Coaching™ System with their direct and indirect clients, their professional colleagues and the general public so that all will benefit from high standards of practice in conflict coaching.

The Practice Standards:

- (i) specify practice and competency requirements for REAL Conflict Coaches practising under the REAL Conflict Coaching™ System; and
 - (ii) inform participants and others about what they can expect of the REAL Conflict Coaching™ System and REAL Conflict Coaches using the System.
- a) Where REAL Conflict Coaches using the REAL Conflict Coaching™ System also practice under existing legislative frameworks and there is a conflict between the requirements of these Practice Standards and any legislation, the respective legislative requirements will override those of the Practice Standards to the extent of any inconsistency.

4. REAL CONFLICT COACHING™ SYSTEM

- a) The REAL Conflict Coaching™ System is based on a set of REAL values. These are:
- Reflection
 - Engagement
 - Artistry
 - Learning
- (i) Reflection REAL Conflict Coaching™ encourages and assists people to develop the capacity to engage in reflective practice in his or her future conflict interactions, for the purpose of reflective learning and the development of artistry.
- (ii) Engagement REAL Conflict Coaching™ supports people to constructively engage with, rather than avoid, conflict. REAL Conflict Coaches assist people to find the right level of depth at which to engage, and to sustain that engagement in the long term if necessary.

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- (iii) Artistry REAL Conflict Coaching™ builds peoples' capacity to engage in future conflict at the level of artistry. It encourages and supports individuals to go beyond the merely satisfactory, and to achieve excellence.
- (iv) Learning REAL Conflict Coaching™ is grounded strongly in principles of adult learning. It supports people to engage in lifelong reflective learning.
- b) The REAL Conflict Coach's role is to assist the client to develop the 5 C's:
 - (i) CLARITY: Gain clarity about the conflict situation;
 - (ii) COMPREHENSION: Understand their own, and others', needs and goals;
 - (iii) CHOICES: Identify and evaluate their choices for moving forward;
 - (iv) CONFIDENCE: Develop confidence about managing conflict and achieving their goals.
 - (v) COMPETENCE: Increase their conflict management skills so that they can constructively engage in the conflict.
- c) REAL Conflict Coaches do NOT direct or advise clients in relation to substantive outcomes relevant to solving clients' conflictual issues. Rather REAL Conflict Coaches take a facilitative approach aimed at empowering clients to make informed choices for themselves.

5. REAL CONFLICT COACHING™ AGREEMENT

REAL Conflict Coaches will enter into a written conflict coaching agreement with clients which incorporates as a minimum the standard REAL Conflict Coaching™ Agreement available at www.realconflictcoaching.com, however which may contain additional provisions consistent with REAL values. The REAL Conflict Coaching™ Agreement incorporates the REAL Conflict Coaching™ Practice Standards.

6. REAL CONFLICT COACHING™ RELATIONSHIP

REAL Conflict Coaches using the REAL Conflict Coaching™ System adhere to the following principles in managing their relationships with clients:

- a) REAL Conflict Coaching™ is a client-centred process. This means that clients are responsible for their choices and for the outcome of the conflict coaching sessions. REAL Conflict Coaches are responsible for conducting a professional and competent conflict coaching process in accordance with the REAL Conflict Coaching™ System (see Article 7).

- b) REAL Conflict Coaches will actively support clients to make informed choices.
- c) REAL Conflict Coaches will respect the dignity of clients throughout the process and after it has concluded.
- d) REAL Conflict Coaches will respect the beliefs, values and views of clients, even where they are different from their own.
- e) REAL Conflict Coaches will maintain a strictly professional relationship with clients throughout the conflict coaching process.
- f) REAL Conflict Coaches are responsible for conducting a process that creates a supportive environment and promote the safety and well-being of clients.
- g) REAL Conflict Coaches may terminate the conflict coaching relationship in circumstances where they consider that they are no longer able to support the client in a manner consistent with REAL values, the REAL Conflict Coaching™ Agreement and these Practice Standards.
- h) REAL Conflict Coaches will discuss their fee schedule and any other applicable costs associated with the coaching with the client before commencement of the first coaching session. Fees and costs will be detailed in the REAL Conflict Coaching™ Agreement signed by the client and the coach.
- i) REAL Conflict Coaches will respect the intellectual property of others and will acknowledge others' work appropriately.

7. PROFESSIONALISM, COMPETENCE AND ETHICS

REAL Conflict Coaches will draw upon the REAL Values to inform their coaching interventions and choices.

- a) REAL Conflict Coaches will adhere to the principles and processes of the REAL Conflict Coaching™ System.
- b) REAL Conflict Coaches will explain the nature of the REAL Conflict Coaching™ System to clients before commencing coaching.
- c) REAL Conflict Coaches will work within the scope of their personal and professional competencies.
- d) REAL Conflict Coaches will refer clients to other professionals for coaching or other relevant support in appropriate circumstances.
- e) Where REAL Conflict Coaches find themselves reacting personally to a client or the conflict coaching situation, and are unable to continue coaching in a professional, impartial and competent manner, they will refer the client to another professional coach or appropriate professional.

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- f) REAL Conflict Coaches are committed to practising the REAL Values. Such practice includes commitment to ongoing reflection on practice, participation in continuing professional education, seeking professional supervision where appropriate, engaging with conflict constructively, promoting artistry in engaging with conflict and lifelong learning.
- g) REAL Conflict Coaches may terminate the conflict coaching relationship in circumstances where they consider that they are no longer able to support the client in a manner consistent with REAL values, the REAL Conflict Coaching™ Agreement and these Practice Standards.
- h) REAL Conflict Coaches will discuss their fee schedule and any other applicable costs associated with the coaching with the client before commencement of the first coaching session. Fees and costs will be detailed in the REAL Conflict Coaching™ Agreement signed by the client and the coach.
- i) REAL Conflict Coaches will respect the intellectual property of others and will acknowledge others' work appropriately.

8. CONFIDENTIALITY

- a) REAL Conflict Coaching™ services are offered on a confidential basis. This means that REAL Conflict Coaches will keep conflict coaching communications confidential subject to:
 - (i) written agreements with clients to the contrary,
 - (ii) the REAL Conflict Coach forming a view that a client intends to seriously harm him- or herself or others,
 - (iii) requirements imposed by law.
- b) REAL Conflict Coaches will detail the scope and nature of confidentiality arrangements in their written conflict coaching agreements with clients. REAL Conflict Coaches will specify in such agreement any reporting or other communications permitted or foreseen among coach, direct client and indirect client.
- c) REAL Conflict Coaches will explain to direct and indirect clients and any other participants, observers or administrative staff involved in the conflict coaching the scope of confidentiality.
- d) REAL Conflict Coaches will manage their notes and records in a manner that preserves confidentiality and is consistent with organizational policies and applicable law.



READING

9. RESEARCH

Subject to specific agreements to the contrary with clients, REAL Conflict Coaches may only use and disclose conflict coaching communications for the purpose of research, evaluation or education if they can do so without revealing, or being likely to reveal, directly or indirectly, the identity of a person to whom the conflict coaching communication relates.

10. CONFLICTS OF INTEREST AND DISCLOSURE

REAL Conflict Coaches have an ongoing obligation to disclose actual and potential conflicts of interest to clients. Where disclosure has been made, REAL Conflict Coaches may only proceed to coach the client with the express and informed consent of the relevant clients.

11. MAKING PUBLIC STATEMENTS AND PROMOTION OF SERVICES

- a) Public statements about conflict coaching and the REAL Conflict Coaching™ System must be accurate. Such statements should not mislead or deceive or be likely to mislead or deceive the public or any member of the public.
- b) Statements made by REAL Conflict Coaches in the promotion of their services must be accurate.
- c) When promoting their conflict coaching services, REAL Conflict Coaches will not communicate in a way:
 - (i) that misleads or deceives or is likely to mislead or deceive members of the public and potential users of conflict coaching services; or
 - (ii) is likely to create a false or unjustified expectations of favourable results.

Acknowledgement:

In preparing these Practice Standards, reference has been made to the following sources:

- Australian National Mediator Practice Standards
- R.A.B. Bush (1992) A study of ethical dilemmas and policy implications. *Journal of Dispute Resolution* 1:9-10.
- LEADR Model Standards of Ethical Conduct for Conflict Coaches
- International Coaching Federation (ICF) Code of Ethics

- Hallbom, T and LeForce, N. *Right or Wrong? Applying ethical guidelines to real situations*. Available at <http://www.nlpca.com/images/pdf/ethicsarticle.pdf>

- International Coach Federation, *Frequently Asked Questions about Ethics*: <http://www.coach-federation.org/about-icf/ethics/faq/>

- Bush, R.A.B. (1992). A study of ethical dilemmas and policy implications. *Journal of Dispute Resolution* 1: pages 9-10.

- Waldman, E. (2011). *Mediation Ethics: Cases and Commentaries*. Wiley.