



# **CAMERON AND ASSOCIATES, INC.**

## ***Executive Coach Referral Service Affiliate Handbook***



## **Welcome!**

We believe that each person affiliated with this agency contributes directly to CAI's growth and success, and we hope you will take pride in being a member of our team.

This handbook was developed to describe some of the expectations we hold for our affiliates, and to outline the policies, procedures, and practices associated with the Coach Referral Service offered by CAI. Affiliates should familiarize themselves with the contents of this handbook as soon as possible, for it will answer many questions about your relationship with CAI.

We hope that your experience with CAI will be challenging, enjoyable, and rewarding. Welcome to CAI and I wish you every success.

Sincerely,

William O. Cameron  
President/CEO

## **THE ORGANIZATION**

Cameron and Associates, Inc. (CAI), provides Employee Assistance Programs (EAP) and Managed Behavioral Health Care (MBHC) services to public, private and government entities. Our EAP and MBHC services help maximize productivity and minimize personal issues that may cause higher absenteeism, poor job performance, increased on the job incidents and higher medical benefit costs.

CAI's EAP is designed to assist in addressing productivity issues and identifying and resolving employees' personal concerns that may affect job performance. In that vein, CAI is now offering Executive/Personal Coaching services to its client companies. The goal of the Coach Referral Service is to match potential or current leaders with qualified coaches to maximize leadership potential.

## **MISSION STATEMENT**

To assist troubled employees and their dependents in resolving personal problems in order to provide their employer a level of acceptable job performance and efficiency, and to provide a safe working environment for all employees.

## **PHILOSOPHY**

Our philosophy is to provide quality and cost effective services to companies, which will promote healthier, happier, and more productive employees in the workplace. We take

great pride in the fact that we provide a superior program, which can be custom-designed to meet the needs of most employers.

# CORPORATE STRUCTURE

## OFFICERS:

President/CEO: William O. Cameron

Executive Vice-President/  
General Manager: Carolyn S. Deal

Vice President of Operations &  
Business Development Tracy Sims

## LEADERS:

Office Manager Sheila Tolbert

Clinical Director Michael Selmon

Director of Business & Clinical Integration Tonia Richardson

Training Director Luis Castro

Provider Relations Cara Bowie

## GENERAL OBJECTIVES

- ❖ To promote overall wellbeing among employees of client companies.
- ❖ To support client companies in maximizing its talent pool.
- ❖ To support client companies in increasing employee morale and productivity.
- ❖ To support client companies in decreasing absenteeism, tardiness, attrition and long-term utilization of benefit packages.
- ❖ To provide confidential, professional assessment, referral and short-term counseling for all employees and their household members.
- ❖ To provide a superior management and supervisory training program which encourages the manager to focus on effective resolutions to work-related problems.
- ❖ To provide educational programs that facilitates prevention, early detection of problems and encourages intervention thereby decreasing the loss of work time or diminished productivity by the employee.
- ❖ To build collaborative relationships with affiliate service providers ensuring quality services tailored to the individual need of our clients and client companies.

## **INTRODUCTORY STATEMENT**

This handbook is designed to acquaint you with CAI and provide you with information about some of the policies related to your affiliation with the company. You should read, understand, and comply with all provisions of the handbook. It describes many of your responsibilities as an affiliate.

No handbook can anticipate every circumstance or question about policy. As CAI continues to grow, the need may arise to modify this handbook. CAI reserves the rights to revise, supplement, or rescind any policies or portion of the handbook from time to time as it deems appropriate, at the sole and absolute discretion of CAI. Affiliates will, of course, be notified of such changes to the handbook as they occur.

## **BUSINESS ETHICS AND CONDUCT**

The successful business operation and reputation of CAI is built upon the principles of fair dealing and upon the ethical conduct of our affiliates. Our reputation for integrity and excellence requires careful observance of the spirit and letter of all applicable laws and regulations, as well as a scrupulous regard for the highest standards of conduct and personal integrity.

The continued success of CAI is dependent upon our customers' trust, and we are dedicated to preserving that trust. Affiliates are responsible to CAI, its customers, and shareholders, and are expected to conduct themselves in a way that will merit the continued trust and confidence of the public.

CAI will comply with all applicable laws and regulations, and expects its directors, officers, and affiliates to conduct business in accordance with the letter, spirit, and intent of all relevant laws, and to refrain from any illegal, dishonest, or unethical conduct.

In general, the use of good judgment, based on high ethical principles, will guide you with respect to acceptable conduct. If a situation arises where it is difficult to determine the proper course of action, the matter should be discussed openly with the Director of Business & Clinical Integration and, if necessary, with the Executive Vice President/General Manager for advice and consultation.

Compliance with this policy of business ethics and conduct is the responsibility of every CAI affiliate. Disregarding or failing to comply with this standard of business ethics and conduct could lead to disciplinary action up to and including possible termination of the affiliate contract.

## **CONFLICTS OF INTEREST**

Affiliates have an obligation to conduct business within guidelines that prohibit actual or potential conflicts of interest. This policy establishes only the framework within which CAI wishes the business to operate. The purpose of these guidelines is to provide general direction so that affiliates can seek further clarification on issues related to the subject of acceptable standards of operation. Contact the Executive Vice President/General Manager for more information or questions about conflicts of interest.

Transactions with outside firms must be conducted within a framework established and controlled by the executive level of CAI. Business dealings with outside firms should not result in unusual gains for those firms. Unusual gain refers to bribes, product bonuses, special fringe benefits, unusual price breaks, and other windfalls designed ultimately to benefit the affiliate, the client company, or both. Promotional plans that could be interpreted as involving unusual gain require specific executive-level approval.

An actual or potential conflict of interest occurs when an affiliate is in a position to influence a decision that may result in a personal gain for that affiliate, or for a relative, as a result of CAI's business dealings. For the purposes of this policy, a relative is any person who is related by blood or

marriage, or whose relationship with the affiliate is similar to that of persons who are related by blood or marriage.

No “presumption of guilt” is created by the mere existence of a relationship with outside firms. However, if affiliates have any influence on transactions involving purchases, contracts, or leases, it is imperative that they disclose to an officer of CAI as soon as possible the existence of any actual or potential conflict of interest so that safeguards can be established to protect all parties.

Personal gain may result not only in cases where an affiliate or relative has a significant ownership in a firm with which CAI does business, but also when an affiliate or relative receives any kickback, bribe, substantial gift, or special consideration as a result of any transaction or business dealings involving CAI.

## NON-DISCLOSURE

The protection of confidential business information and trade secrets is vital to the interests and the success of CAI. Such confidential information includes, but is not limited to, the following examples:

- Compensation data
- Computer processes
- Computer programs and codes
- Customer lists
- Customer preferences
- Financial information
- Labor relations strategies
- Intellectual properties
- Marketing strategies
- New materials research
- Pending projects and proposals
- Proprietary production processes
- Research and development strategies
- Scientific data
- Scientific formulae
- Scientific prototypes
- Technological data

- Technological prototypes

All affiliates are required to sign a confidentiality agreement as a condition of the affiliation agreement. Affiliates who improperly use or disclose trade secrets or confidential business information will be subject to disciplinary action, up to and including termination of affiliation, even if they do not actually benefit from the disclosure of the information.

Comments: See Confidentiality Agreement in Affiliate Agreement.

## COACH REFERRL SERVICE

The Executive/Personal Coaching Referral Service is designed to make ideal matches between professionals seeking to advance their careers and professional coaches. Matches are based on the client's preferences and goals and the coach's qualifications and experiences. Matches are made with coaches approved and accepted into CAI's referral database.

Clients can be self-referred or recommended or mandated by their employer. Regardless of type of referral the client will call CAI and speak to a Coach Referral Consultant. The Coach Referral Consultant obtains information about the client's goals and preferences and then provides the client with three coach referrals. The Coach Referral Consultant will provide the client with a list of questions to use in interviewing the three referrals to determine which coach is the best fit.

The Executive/Personal Coach Referral service is housed at the CAI corporate office located at 6100 Lake Forrest Dr. Ste. 550, Atlanta, GA 30328. Coaches will be largely located through out the state of Georgia but can also be located through out the United States as coaching can be conducted primarily by electronic means (phone, video-conference, Skype, etc.). Location of the coach with regard to matching with the client will be based on the client's preference for face-to-face coaching, electronic coaching or a combination of the two modalities.

Clients can access CAI's Executive/Personal Coach Referral Service by calling the local number 404-843-3399 or the toll-free number 1-800-334-6014 or by submitting an inquiry via the website [www.caiquality.com](http://www.caiquality.com). Once contact is made the client will be connected with a Coach Referral Consultant. The Consultant conducts a readiness assessment with the client. If the client is deemed ready for coaching the Consultant will gather additional information about the client to make appropriate coach referrals. The client is given contact information for three coach candidates along with a list of questions to guide their interview process. Coach candidates are expected to provide a free 30 minute phone consultation with the prospective client. Once a client has chosen a coach the

client contacts the Consultant who then makes arrangements for coaching to begin. If a client is deemed not ready for coaching the Coordinator provides the client with options that may be more appropriate for their situation and needs.

## COACH AVAILABILITY

Coaches participating in CAIs Referral Service can have a wide geographical dispersion as coaching is often conducted primarily by phone. Face-to-face meetings are encouraged but are ultimately dictated by the desires, preferences and availability of the client. If a client desires more frequent face-to-face meetings the Coach Referral Consultant will make every effort to accommodate that request by matching the client with a coach in his or her geographical area.

Coaches may be available in person, by phone, by email, or by video chat. Face-to-face meetings take place in any location mutually agreed upon by client and coach. Modality of contact is mutually determined by client and coach. Frequency of contact is determined by client need. Client/coach contact will generally take place during normal business hours however special arrangements can be made with the coach for more frequent contact during times of crisis or anticipated stressful events.

## CLIENT CONFIDENTIALITY

Limits of confidentiality are based on the primary client. If the primary client is:

1. Individual employee, paying for services independently of the employer:
  - a. Full confidentiality is maintained between client and coach. The coach may, with written permission from the employee, release specific information to the employer as requested by the employee.
  - b. Client will sign a release of information allowing outcome measure forms to be provided to CAI.
2. Employer, paying for services on behalf of the employee:

a. Employer will be privileged to information regarding the goals the employee is working toward, if the employee is keeping appointments, if the employee is working toward goal attainment and the level of progress the employee is making toward goal attainment. Additionally, the employee will be informed that the coach has had communication with the employer prior to meeting with the employee to determine the employer's reason for investing in the employee's development as well as to determine the employer's desired outcomes. Details of what information is to be provided to the employer will be included in the coaching agreement.

b. If an employer requests specific information about coaching sessions, the coach will not release the information without first getting a signed release of information from the client. The release of information will specify what information can be released, to whom and for what period of time. Without the signed release of information the coach will not divulge any information beyond what was decided upon and included in the coaching agreement.

c. Client will sign a release of information allowing outcome measure forms to be provided to CAI.

Coaches will sign an agreement stating that they will be bound by the statements of confidentiality as stated in the International Coach Federation's Code of Ethics.

See Appendix A for Release of Information Form

# COACH COMPETENCY

Coaches possess knowledge and experience in the following areas:

## A. Setting the Foundation

### 1. Meeting Ethical Guidelines and Professional Standards

a. Abide by International Coach Federation Code of Ethics as written at <http://www.coachfederation.org/about-icf/ethics-&-regulation/icf-code-of-ethics/>

### 2. Establishing the Coaching Agreement

## B. Co-Creating the Relationship

### 3. Establishing Trust and Intimacy with the Client

### 4. Coaching Presence

## C. Communicating Effectively

### 5. Active Listening

### 6. Powerful Questioning

### 7. Direct Communication

## D. Facilitating Learning and Results

### 8. Creating Awareness

### 9. Designing Actions

### 10. Planning and Goal Setting

### 11. Managing Progress and Accountability

## QUALITY ASSURANCE

To ensure ongoing satisfaction with coaching services clients will complete the following pre and post outcome measures:

**Working Alliance Inventory (WAI)** – This inventory measures the quality of the relationship between the coach and the client. Both the client and the coach will complete this form.

**Goal Attainment Scale (GAS)** – This tool describes the goals to be accomplished during the coaching engagement. At the outset of coaching, the client, with the help of the coach, will define goals and various levels of accomplishment. At the conclusion of the coaching engagement the client will rate him or herself on the level of goal accomplishment attained.

**Satisfaction With Life Scale (SWLS)** – This tool provides a general measure of life satisfaction based on individual definitions of satisfaction. The SWLS has been used to show an overall increase in life satisfaction following a coaching engagement.

Change scores from pre and post ratings of the WAI will be used to determine level of satisfaction with the coach and the Referral Service. If post coaching ratings are low the client may be asked to complete a survey to help determine why the relationship was not better and what, if any, remedial steps need to be taken with the coach and/or the Coach Referral Consultant.

Post engagement ratings on the GAS will be used as a direct indicator of the success of the coaching engagement. Lack of goal attainment may trigger the client being asked to complete an additional survey to determine why greater goal attainment was not achieved and what if any remedial steps need to be taken with the coach.

Change scores for the pre and post ratings of the SWLS will be used to determine a change in overall life satisfaction following a coaching engagement.

This data will be kept confidential but may be aggregated and used as marketing material to show success rates.

See Appendix B for forms and instructions

# APPENDIX A

## RELEASE OF INFORMATION



Cameron and Associates, inc.

*Providing a higher quality of service!*

**AUTHORIZATION FOR RELEASE OF INFORMATION**

Client Name: \_\_\_\_\_ Client Company Name: \_\_\_\_\_

Social Security #: \_\_\_\_\_ Date of Birth: \_\_\_\_\_

**I \_\_\_\_\_ hereby request and authorize:**

\_\_\_\_\_ at \_\_\_\_\_  
Name of Person/Agency holding information Address, State, Zip Code

**to exchange information with:**

\_\_\_\_\_ at \_\_\_\_\_  
Name of Person/Agency requesting information Address, State, Zip Code

**I authorize the following types of information to be released from my records:**

\_\_\_\_\_  
\_\_\_\_\_

**for the purpose of:** \_\_\_\_\_

**All information I hereby authorize to be released will be held strictly confidential and cannot be released by the recipient without my written consent, unless required by law. I understand that this authorization will remain in effect for 365 days from the date of my signature unless I specify an earlier expiration date here: \_\_\_\_\_.**

Date

\_\_\_\_\_  
Client's Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Client's Printed Name

**Use this space ONLY if client withdraws consent**

**I hereby revoke this authorization for release of information effective \_\_\_\_\_.**  
Date

\_\_\_\_\_  
Client's Signature

\_\_\_\_\_  
Signature of Person Releasing Information

# APPENDIX B

## SATISFACTION WITH LIFE SCALE

The Satisfaction with Life Scale (SWLS) was designed to allow individuals to determine an overall satisfaction with life based on the weighting of specific domains based on their specific set of values. Spence and Grant (2005) use the SWLS as pre post outcome measure in a peer coaching study. The results reflected a significant increase between pre and post scores on the SWLS.

### DIRECTIONS FOR USE:

1. Client completes the SWLS scale during the first coaching session.
2. Client completes a second SWLS after the final coaching session.

Spence, G.B. & Grant, A.M. (2005). Individual and group life-coaching: Initial findings from a randomized, controlled trial. In M. Cavanagh, A.M. Grant & T. Kemps (Eds.), *Evidenced-based Coaching Vol. 1: Theory, research, and practice from the behavioral sciences* (pp. 143-158). Bowen Hills Queensland: Australian Academic Press.

## The Satisfaction with Life Scale

### DIRECTIONS:

Below are five statements with which you may agree or disagree. Using the 1-7 scale below, indicate your agreement with each item by placing the appropriate number in the line preceding that item. Please be open and honest in your responding.

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Slightly Disagree
- 4 = Neither Agree or Disagree
- 5 = Slightly Agree
- 6 = Agree
- 7 = Strongly Agree

- \_\_\_\_\_ 1. In most ways my life is close to my ideal.
- \_\_\_\_\_ 2. The conditions of my life are excellent.
- \_\_\_\_\_ 3. I am satisfied with life.
- \_\_\_\_\_ 4. So far I have gotten the important things I want in life.
- \_\_\_\_\_ 5. If I could live my life over, I would change almost nothing.

### SCORING:

- 31-35 = Extremely satisfied
- 26-30 = Satisfied
- 21-25 = Slightly satisfied
- 20 = Neutral
- 15-19 = Slightly dissatisfied
- 10-14 = Dissatisfied
- 5-9 = Extremely dissatisfied

## **WORKING ALLIANCE INVENTORY**

The Working Alliance Inventory (WAI) was developed in 1989 to be “an efficacious early predictor of successful counseling outcome” (Horvath & Greenberg, 1989, p.231) based on the quality of the relationship between the counselor and client. The WAI is a 12-item measure of the working alliance between client and therapist. The items represent the three subscales of the theoretical model of the working alliance; bonds, tasks and goals. The WAI has been adapted for use in measuring the quality of the relationship between the coach and the client and thus predicting positive coaching outcomes.

### **DIRECTIONS FOR USE:**

The WAI has two versions, one for the coach and one for the client. Both versions of the form should be completed following the second coaching session. Both versions of the form should be completed again following the final coaching session. To complete the form the rater simply circles the number next to each of the 12 items that best describes the way he or she feels about his or her coach or client.

Horvath, A.O. & Greenberg, L.S. (1989). Development and validation of the Working Alliance Inventory. *Journal of Counseling Psychology, 36*(2), 223-233.

## Working Alliance Inventory

### Short Form - Client Instruction

On the following pages there are sentences that describe some of the different ways a client might think or feel about his or her coach. As you read the sentences mentally insert the name of your coach in place of \_\_\_\_\_ in the text.

Below each statement inside there is a seven point scale:

---

1	2	3	4	5	6	7
Never	Rarely	Occasionally	Sometimes	Often	Very Often	Always

---

If the statement describes the way you always feel (or think) circle the number 7; if it never applies to you circle the number 1.

Use the numbers in between to describe the variations between these extremes.

This questionnaire is **CONFIDENTIAL**. Neither your coach nor the agency will see your answers.

Work fast, your first impressions are the ones we would like to see.  
(PLEASE DON'T FORGET TO RESPOND TO **EVERY** ITEM.)

Thank you for your cooperation.

1. \_\_\_\_\_ and I agree about the things I will need to do in coaching to help improve my situation.

1	2	3	4	5	6	7
Never	Rarely	Occasionally	Sometimes	Often	Very Often	Always

---

2. What I am doing in coaching gives me new ways of looking at my problem.

1	2	3	4	5	6	7
Never	Rarely	Occasionally	Sometimes	Often	Very Often	Always

---

3. I believe \_\_\_\_\_ likes me.

1	2	3	4	5	6	7
Never	Rarely	Occasionally	Sometimes	Often	Very Often	Always

---

4. \_\_\_\_\_ does not understand what I am trying to accomplish in coaching.

1	2	3	4	5	6	7
Never	Rarely	Occasionally	Sometimes	Often	Very Often	Always

---

5. I am confident in \_\_\_\_\_'s ability to help me.

1	2	3	4	5	6	7
Never	Rarely	Occasionally	Sometimes	Often	Very Often	Always

---

6. \_\_\_\_\_ and I are working towards mutually agreed upon goals.

1	2	3	4	5	6	7
Never	Rarely	Occasionally	Sometimes	Often	Very Often	Always

---

7. I feel that \_\_\_\_\_ appreciates me.

1	2	3	4	5	6	7
Never	Rarely	Occasionally	Sometimes	Often	Very Often	Always

---

8. We agree on what is important for me to work on.

1	2	3	4	5	6	7
Never	Rarely	Occasionally	Sometimes	Often	Very Often	Always

---

9. \_\_\_\_\_ and I trust one another.

1	2	3	4	5	6	7
Never	Rarely	Occasionally	Sometimes	Often	Very Often	Always

---

10. \_\_\_\_\_ and I have different ideas on what my real problems are.

1	2	3	4	5	6	7
Never	Rarely	Occasionally	Sometimes	Often	Very Often	Always

---

11. We have established a good understanding between of the kind of changes that would be good for me.

1	2	3	4	5	6	7
Never	Rarely	Occasionally	Sometimes	Often	Very Often	Always

---

12. I believe the way we are working with my problem is correct.

1	2	3	4	5	6	7
Never	Rarely	Occasionally	Sometimes	Often	Very Often	Always

---

## Working Alliance Inventory

### Short Form - Coach Instruction

On the following pages there are sentences that describe some of the different ways a coach might think or feel about his or her client. As you read the sentences mentally insert the name of your client in place of \_\_\_\_\_ in the text.

Below each statement inside there is a seven point scale:

---

1	2	3	4	5	6	7
Never	Rarely	Occasionally	Sometimes	Often	Very Often	Always

---

If the statement describes the way you always feel (or think) circle the number 7; if it never applies to you circle the number 1.

Use the numbers in between to describe the variations between these extremes.

This questionnaire is **CONFIDENTIAL**. Neither your client nor the agency will see your answers.

Work fast, your first impressions are the ones we would like to see.  
(PLEASE DON'T FORGET TO RESPOND TO **EVERY** ITEM.)

Thank you for your cooperation.

1. \_\_\_\_\_ and I agree about the steps to be taken to improve his/her situation.

1	2	3	4	5	6	7
Never	Rarely	Occasionally	Sometimes	Often	Very Often	Always

---

2. My client and I both feel confident about the usefulness of our current activity in coaching.

1	2	3	4	5	6	7
Never	Rarely	Occasionally	Sometimes	Often	Very Often	Always

---

3. I believe \_\_\_\_\_ likes me.

1	2	3	4	5	6	7
Never	Rarely	Occasionally	Sometimes	Often	Very Often	Always

---

4. I have doubts about what we are trying to accomplish in coaching.

1	2	3	4	5	6	7
Never	Rarely	Occasionally	Sometimes	Often	Very Often	Always

---

5. I am confident in my ability to help \_\_\_\_\_.

1	2	3	4	5	6	7
Never	Rarely	Occasionally	Sometimes	Often	Very Often	Always

---

6. We are working towards mutually agreed upon goals.

1	2	3	4	5	6	7
Never	Rarely	Occasionally	Sometimes	Often	Very Often	Always

---

7. I appreciate \_\_\_\_\_ as a person.

1	2	3	4	5	6	7
Never	Rarely	Occasionally	Sometimes	Often	Very Often	Always

---

8. We agree on what is important for \_\_\_\_\_ to work on.

1	2	3	4	5	6	7
Never	Rarely	Occasionally	Sometimes	Often	Very Often	Always

---

9. \_\_\_\_\_ and I have built a mutual trust.

1	2	3	4	5	6	7
Never	Rarely	Occasionally	Sometimes	Often	Very Often	Always

---

10. \_\_\_\_\_ and I have different ideas on what his/her real problems are.

1	2	3	4	5	6	7
Never	Rarely	Occasionally	Sometimes	Often	Very Often	Always

---

11. We have established a good understanding between us of the kind of changes that would be good for \_\_\_\_\_.

1	2	3	4	5	6	7
Never	Rarely	Occasionally	Sometimes	Often	Very Often	Always

---

12. \_\_\_\_\_ believes the way we are working with his/her problem is correct.

1	2	3	4	5	6	7
Never	Rarely	Occasionally	Sometimes	Often	Very Often	Always

---

## GOAL ATTAINMENT SCALE

The Goal Attainment Scale (GAS) was originally developed with the assumption that there are no adequate, universal outcome goals for clients involved in mental health services, so that goals should be defined based on each individual's presenting problem (Kiersul, et.al, 1982). The GAS has been adapted for use in several settings including family therapy, drug and alcohol programs, and probation services (Cytrynbaum, et. al., 1979). More recently Grant (2003) adapted GAS for use as a pre post test outcome measure of coaching.

The GAS is used to:

- identify goals
- improve clarity of coaching objectives for both coach and client
- rate level of goal attainment
- measures success of coaching engagement

### DIRECTIONS FOR USE:

1. Coach and client identify and agree on general goals of the coaching engagement.
2. Coach and client identify specific problem areas to be addressed.
  - a. Each problem area (minimum of 3 maximum of 5) is reduced to observable and reportable components
3. Identify specific behaviors that will indicate improvement.
4. Determine how goal attainment will be measured
  - a. provide operational definitions, items/actions to be counted/observed, etc
5. Select the "Expected Outcome" level.
  - a. The coach and client agree on the expected outcome of the coaching engagement. The expected outcome is both meaningful and realistic and based on the client's history and current situation. The Expected Outcome is recorded in the box indicated by a zero (0).
6. Identify alternative levels of attainment.
  - a. In addition to the "Expected Outcome" four other levels of attainment are

identified in order to quantify greater or lesser levels of performance. Lesser levels of performance are recorded in boxes indicated by (-1 = somewhat less than expected level of goal attainment and -2 = least possible level of goal attainment). Greater levels of performance are recorded in boxes indicated by (+1 = somewhat more than expected levels of attainment and +2 = best possible level of attainment).

7. Complete the GAS during the second coaching session. At the final coaching session circle the level of attainment for each goal.

Kiresuk, T.J., Stelmachers, Z.T. & Schultz, S.K. (1982). Quality assurance and Goal Attainment Scaling. *Professional Psychology*, 13(1), 145-152.

Cytrynbaum, S., Ginath, Y., Birdwell, J., & Brandt, L. (1979). Goal attainment scaling: A critical review. *Evaluation Quarterly*, 3(1), 5-40

Grant, A.M. (2003). The impact of life coaching on goal attainment, metacognition and mental health. *Social behavior and Personality*, 31(3), 253-264.

**GAS FORM**

Client ID:

<i>Check whether or not scale has been mutually negotiated between client and therapist</i>	<b>Goal Headings and Goal Weights</b>				
	Yes ___ No ___	Yes ___ No ___	Yes ___ No ___	Yes ___ No ___	Yes ___ No ___
<b>Goal Attainment Levels</b>	<b>Goal 1</b>	<b>Goal 2</b>	<b>Goal 3</b>	<b>Goal 4</b>	<b>Goal 5</b>
Review date:					
Most unfavorable treatment outcome thought likely (-2)					
Less than expected success with treatment (-1)					
Expected level of treatment success (0)					
More than expected success with treatment (+1)					
Best anticipated success with treatment (+2)					



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