



**abm**

CHAMPIONING PROFESSIONAL  
BUSINESS MENTORING

# Professional Framework - Standards, Ethics, Charter and Code of Conduct for Members

Association of Business Mentors

# **Professional Framework**

## **Standards, Ethics, Charter & Code of Conduct for Members**

**March 2023**

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## PROFESSIONAL FRAMEWORK - Introduction

The Association of Business Mentors (ABM) is the UK wide independent, professional body for business mentors and coaches. Our purpose is to inspire and champion excellence in business mentoring and coaching, to advance awareness and standards in the business mentoring and coaching profession, and to make a sustainable difference to mentors, coaches, and the organisations and people that they help.

The ABM abides by and has signed up to the EMCC **GLOBAL CODE OF ETHICS** for coaches, mentors and Supervisors which states:

*“Coaching, mentoring and supervision are activities within the area of professional and personal development with focus on individuals, groups and teams and relying on the client’s own resources to help them to see and test alternative ways for improvement of competence, decision making and enhancement of quality of life.*

*Thus, a professional coach, mentor or supervisor can be described as an expert in establishing a relationship with people in a series of conversations with the purpose of serving the clients to improve their performance or enhance their personal development or both, choosing their own goals and ways of doing it.*

*Professionals in coaching, mentoring and supervision are individuals who adhere to ethical standards and hold particular knowledge and skills derived from research, education and training at a high level, and who are prepared to apply this knowledge and exercise these skills in the interest of others. As professionals, they adhere to a Code of Ethics that requires behaviour and practice in respect of the services provided to the public and in dealing with professional colleagues that goes beyond the personal moral obligations of an individual.”*

The full EMCC Charter as presented to the European Parliament Council can be seen here:

<https://documentcloud.adobe.com/link/review?uri=urn:aaid:scds:US:eedb9b1d-675d-48e2-9f90-41ef89570b03>

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## SECTION 1 – Business Mentoring & Coaching Overview

### 1.0 The ABM conditions of acceptance are:

#### 1.1 All members have (or had):

- Started, grown and or run and exited or continue to run a successful business or
- Responsibility for a significant business unit or profit centre in a large organisation
- Employed people
- Full budgetary responsibility

**1.2** Our mentors, due to their vast experience and knowledge in and of business, often practice a mix of mentoring, coaching and consulting with the same client. This takes great skill and continuous learning and development on the part of the mentor.

**1.3** A business mentor is a professional who understands how to run and grow a business. The Mentor will have expertise in business planning, management, productivity, business

strategy, managing a team, increasing company revenue and helping the business owner to manage stress and overcome challenges.

- 1.4** They help business owners take their business from where they are now to where they want it to be in the future. They work with business owners to help them grow and achieve the goals and aspirations that are most important to them.
- 1.5** A business Mentor will guide and support the business owner in growing their business. They do this by helping them clarify their bigger vision and providing a growth structure that maximises their biggest strengths, captures their biggest opportunities and eliminates their biggest challenges.
- 1.6** A business mentor understands how to achieve goals, they can be transformational. Many business owners struggle to achieve their goals because they have too many goals and their time is taken up on low value activities.
- 1.7** A business mentor helps business owners clarify the ideal future they want and then constructs a strategy with them to achieve their goals in the simplest, fastest and easiest way possible.
- 1.8** This includes setting long-term goals as well as short-term, the mentor works over a longer time than a coach who will be focused on specific behaviours and skills. The mentor is there for the longer journey and therefore sees the results of the quantitative measurable goals.
- 1.9** Business mentoring is a professional, development-oriented relationship in which an experienced mentor offers advice and encouragement to their mentee/protégé. It is a cost-effective way to support business Growth.

## SECTION 2 – Mentoring & Coaching Limits

### 2.0 Limitations and Boundaries

- 2.1** The limits of coaching and mentoring should be implicitly understood by all practising professionals. It is important that a coach / mentor recognise inappropriate situations where someone has issues that would be better addressed by a therapist / counsellor. The coach / mentor **MUST** understand their own limitation and Boundaries; their skills and experience must be taken into account.
- 2.2** As a guide, a coach / mentor with no relevant specialist skills should avoid the following client situations:
  - On-going dependency on drugs and alcohol
  - Where someone is experiencing emotional, physical or sexual abuse
  - Where someone is committing emotional, physical or sexual abuse
  - Showing signs of any form of mental illness, e.g., violent mood swings
  - Stress and severe depression
  - Demonstrates through their behaviour a need for counselling or psychotherapy
  - Be careful not to be drawn in to giving advice which may have financial repercussions, e.g., investments, pensions etc.

2.3 There are numerous guidelines to steer professionals down the right path of what you should and shouldn't delve into, however few can be absolutes. The context in which one situation occurs may be appropriate for one company / market sector, but in a different organisation / market sector, may be totally inappropriate.

**2.4 The basic principle**

If the individual coach/mentor hasn't the specific skills to help the client to improve their behaviour, they must inform the client and advise them to seek help in another direction.

*“Remember your role is to encourage the client to self-discover the answers, to elicit client-generated options, solutions and strategies, and most importantly hold THEM responsible and accountable for their actions”.*

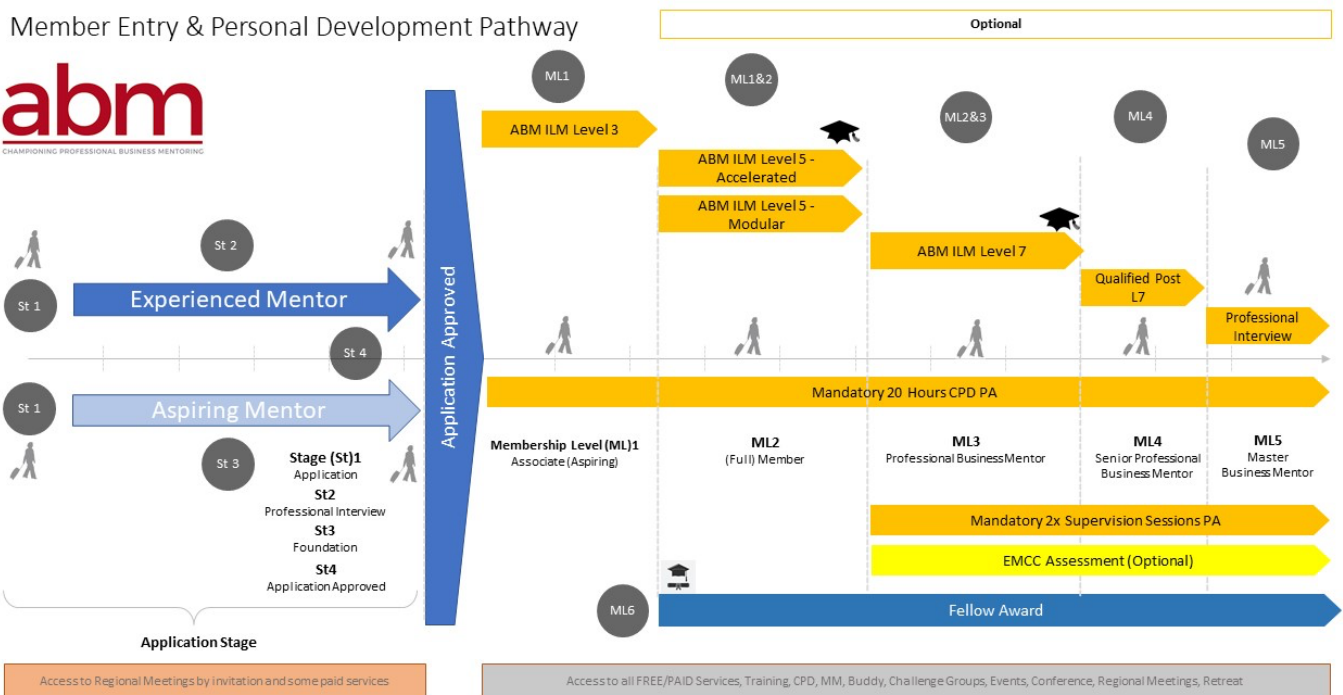
**Karen Tweedie International Coaching Federation (ICF) President**

**SECTION 3 – Professional Development**

**3.0 Learning & Development**

3.1 A key objective of the ABM is to actively advance learning and development and best practice in business mentoring and provide mentees with the confidence that our members operate within an ethical framework and conform to an accepted Code of Conduct.

3.2 Both of these are important in establishing and maintaining the credibility of mentoring within the business community and to encourage growth within the profession. We believe it is in the best interests of all our members to ensure that mentoring has a high reputational standing amongst potential clients and the ABM seeks to be at the forefront of this.



### 3.3 Professional Pathway

The ABM has developed a professional pathway that all practicing business mentors may follow. See Fig. 1

**The framework is based on:**

- 3.3.1 20 hours continuous professional development per year
- 3.3.2 Business Mentoring Induction Training
- 3.3.3 Foundation in Business Mentoring
- 3.3.4 Level 5 (Degree) in Senior & Executive Coaching & Mentoring (Business)
- 3.3.5 Level 7 (Masters) in Senior & Executive Coaching and Mentoring (Business)

3.4 The ABM uses the internationally recognised Institute of Leadership and Management (ILM) as its learning associate. The nuances of business mentoring are embedded in all learning materials. This accreditation is unique to the ABM and the UK.

3.5 As well as the above formal learning and qualification experiences the ABM offers a number of other methods of (confidential) support:

- 3.5.1 Peer to Peer facilitated group support
- 3.5.2 One to one peer support
- 3.5.3 Professional Supervision for those that have attained Level 7, forming part of their professional practice certificate.

## SECTION 4 – Code of Conduct

### 4.1 Overview

Our approach to professional ethics has been to formulate an ABM **Code of Conduct** which comprises four elements:

- I. **High level statements of principle** which we expect all ABM members to comply with
- II. **Best Practice Guidelines** which provide an outline framework and reference point for mentors on how they may do this.
- III. **The Coaching/Mentoring Contract**
- IV. The **ABM Code of Conduct** which members agree to and abide by

**A copy of the Code of Conduct can be found as Appendix 1 to this framework.**

## SECTION 5 - Maintaining Standards

5.1 Our stated desire is to raise and maintain professional standards amongst our members, within business mentoring and coaching generally, and to have a real impact within the business community.

5.2 To support this, we have a robust 'referral' procedure in place to ensure ABM members stand by the professional promise they make to existing and potential clients. The ABM is committed to this undertaking and has published both its Code of Conduct and **Review Procedures** so that all are aware of the importance placed upon them.

- 5.3 Mentees may formally make a complaint against an ABM member who they believe has failed in their commitment to follow the published Code of Conduct and which they have committed to operate by. Such complaints will be dealt with on the basis of the formal process laid out by the Professional Standards (L&D and Quality) Sub Committee of the ABM and which is available to all members and will be made available to all mentees making a complaint. However, the ABM cannot accept a complaint about particular advice, only the way in which it was given.

## **SECTION 6 - Professional Standards (L&D and Quality) Sub - Committee**

- 6.1 The Professional Standards Sub Committee (the “Committee”; “PSSC”) is formed from ABM members invited and selected by the Director L&D and Quality, agreed by the main board of the Association, from within its membership base and who are judged to have the appropriate skills and experience necessary to undertake the role. ABM members are invited to inform the board, through the responsible Director, if they are interested in joining the Committee, and such expressions of interest will be considered by the board at its next meeting.
- 6.2 The Committee shall meet/confer periodically to review the current Code of Conduct and best practice guidelines and to discuss any desired or required amendments it deems necessary, referring these suggestions, if any, to the main board for approval and adoption where appropriate.
- 6.3 The Committee and/or the ABM, will make available, on request, a copy of its current terms of reference and operating procedures, including statistical details of complaints received and decisions reached.
- 6.4 There is no limit to the number of members the Committee shall have but, at the discretion of the responsible Director, this number may be limited to ensure operational efficiency.
- 6.5 The PSSC is an appointed committee that represents the Association within its Complaints Management Process. After initial assessment of a received complaint and gathering of supporting information by central administration staff, any ‘open’ complaint will be referred to the PSSC for further review and investigation. It is the Committee’s responsibility to establish, without doubt that there has been a contravention of the Association’s Code of Conduct or Professional Framework (or both) and to establish the perceived severity of such a breach. The Committee will then collate all information, make a recommendation and forward to the Board for final review and decision on the appropriate measures that are necessary.
- 6.6 It will also be the PSSC responsibility to review case findings to assess whether there is amendment required to the Association’s complaints management process, which will be reviewed periodically when the committee convenes.
- 6.7 The PSSC has the ability to recommend to the Board, in respect of each Complaint received:
1. That the Complaint has not been upheld and that no further action is recommended.
  2. That there is insufficient evidence to assess the Complaint and that, as a result, no further



action is recommended.

3. That the Complaint has been upheld and that the following sanctions against the Member are recommended:

- i. Formal written warning advising Member of responsibilities with regards to maintaining professional standards and ethics.
- ii. Suspension of ABM Membership for a stated period.
- iii. Expulsion and future exclusion from Membership of the ABM

6.8 A record of each Complaint received, the investigations undertaken, and the relevant decision shall be kept by the ABM. [A list of complaints and decisions reached is available on request. All information will be anonymised. The ABM will maintain and or publish a list of persons whom it has excluded from membership as a result of a complaint against them being upheld].

### 6.9 Referral & Review Process

1. Notification of a Complaint received by ABM.
2. The Complainant and the Member confirm they have exhausted all efforts to self-resolve the complaint.
3. Complainant provided with ABM powers/scope summary and details of process. Asked to complete standard Complaints Form to provide further details and identify which ABM Codes/guidelines may have been breached. This must clearly identify which ABM Rule/Guidance is perceived to have been contravened.
4. Complaint details are recorded and initial assessment of evidence against ABM Codes/guidelines undertaken. Complainant advised one of following:
  - a. Where complaints do not to relate to published ABM Codes of Practice or mentoring guidelines, the ABM cannot take the matter further and will formally advise the Complainant and Member accordingly.
  - b. The ABM reserve the right to request further information relating to the details of the complaint as necessary to help determine which, if any, of its rules and/or guidelines may have been breached.
  - c. Where the matter will be taken forward, a written response will be sought from the ABM member within 21 days.
5. If Complaint remains “open”, the ABM member must respond within the stipulated timeframe, where appropriate, providing any supporting evidence requested.
6. Complaint claims and ABM member responses are sent to a nominated member of the Professional Standards Sub Committee (PSSC) who shall be designated as the Primary Committee Member responsible for this case. He/she shall be responsible for investigating the details of the Complaint and for reaching a recommended decision.
7. A Second Committee Member is assigned whose responsibility it is to review, confer, agree, dispute and/or suggest amendments to the proposed actions suggested by the Primary Committee Member having been provided with full details of the complaints process to date.
8. If both assigned Committee Members agree, the Complaint against the ABM Member together with recommended actions is forwarded for consideration by the ABM Board (who alone have the power to enforce sanctions against errant ABM members) for consideration and ratification (or otherwise) of these recommendations.

9. Once the ABM Board has considered the case, the final decision and any action decided upon will be advised to both the Complainant and Member in writing (whether in printed or electronic format) and ABM records annotated accordingly.
10. Complainant and mentor are informed of the decision of the committee following the review by the ABM Board. This decision is deemed as a final judgement and there is no process for further appeal.
11. The Complaint file is closed once the Code of Conduct Review is completed.

## APPENDIX I - ABM CODE OF CONDUCT

### Association of Business Mentors – Code of Conduct

1. Members shall conduct their business in a professional manner and will not engage in practices which would be damaging to the business mentor market or the clients of it.
2. Members shall promote and maintain ethical standards of conduct and at all times deal fairly and honestly with all parties and must pay due regard to the interests of their clients and treat them fairly.
3. Members shall undertake mentoring activity with due skill, care and diligence and shall not misrepresent themselves. Members should establish that they have appropriate sector knowledge, business and or technical experience relevant to the Mentee need prior to committing to an ongoing programme of support.
4. Members must take reasonable care to control and organise their affairs responsibly and effectively.
5. Members shall ensure that all communications between them and other parties is clear, fair and not misleading.
6. Members must deal with real and potential conflicts of interest openly and honestly, whether these exist between mentor and mentee or between separate clients, informing all parties concerned in a timely manner and agreeing actions to be taken to resolve any issues.
7. Members must have and provide clients with clear written terms of business.
8. Members should use all reasonable endeavours to ensure that clients are fully conversant with the mentoring process and the services they offer.
9. Members must take all reasonable precautions to keep clients' information private and confidential, must undertake to return any written or other materials on demand and will only use client information solely for the purposes of advising that client and not exploit it or otherwise apply it in any other way.
10. Members shall ensure that they acknowledge their membership of the ABM, displaying its logo prominently on all relevant communications, whether printed, electronic or digital, and that they are subject to its published membership rules and regulations (as amended from time to time) without any suggestion, inference or statement that they may not be. Only current ABM Associate, Full and Professional members are permitted to display the ABM logo.

## APPENDIX II - BEST PRACTICE GUIDELINES

### GENERAL

#### **1.0 Members should have clear procedures:**

- 1.1 Prior to the commencement of mentoring activity or as soon as practicable thereafter
- 1.2 Before fees and/or other costs become payable (unless prior agreement made in exceptional circumstances)
- 1.3 In any case, within 21 working days of the mentoring activity commencing

Procedures should be for:

- 1.4 Registering clients
- 1.5 Compliance with GDPR as necessary
- 1.6 Acknowledgement of enquiries
- 1.7 Initial contact to discuss needs
- 1.8 Agreement of terms and issue of written terms of business

#### **2.0 Terms of business must be clear and should include**

- 2.1 Start date, term or duration and/or termination date
- 2.2 An explanation of fees and other costs to be met by the client including payment terms
- 2.3 Clearly identify whether fees are subject to VAT or equivalent taxes.
- 2.4 Details of all persons who will or may be involved in the provision of the mentoring activity and to whom the activity will be supplied
- 2.5 A commitment to maintain confidentiality other than for information that is already in the public domain, already in the possession of the mentor or becomes widely available in the public domain subsequently but not due to any unauthorised action by the mentor
- 2.6 Details of any agreed work schedule, programme or input commitment
- 2.7 Notice of the existence of complaints procedures and membership of the ABM
- 2.8 Other terms which may be considered binding on either mentor or mentee

#### **3.0 Standards of Work Principles should include:**

- 3.1 Request, welcome and respond to client feedback
- 3.2 Participate in reflective practices
- 3.3 Challenge with respect
- 3.4 Be a role model
- 3.5 Provide discussion notes, feedback and action items

#### **4.0 Meeting Principles:**

- 4.1 Location and Environment
- 4.2 Goal Expectations
- 4.3 Honesty and transparency
- 4.4 Schedule for frequency, contact and meetings
- 4.5 Length of sessions
- 4.6 Boundaries and confidentiality
- 4.7 Trust and respect
- 4.8 Sharing of contacts and network connections

- 4.9 Managing the on-going relationship
- 4.10 Managing the end of the relationship

**5.0 Members should comply with ABM written procedures for handling complaints that is available on demand, which includes but is not limited to:**

- 5.1 Receiving, and recording the nature of the complaint
- 5.2 Appropriate investigation of the complaint
- 5.3 Rights to acknowledgement, response and details of the decision process
- 5.4 Notification of any further appeal or referral available to the client
- 5.5 Include the right to complain to the ABM where the client believes the Code of Conduct has been compromised

**6.0 Members must advise ABM of all complaints received, along with details of any resolution achieved (See Referral And Review Procedure 6.9 above)**

**7.0 Members should maintain adequate records of activity undertaken with clients, such as:**

- 7.1 A copy of the mentoring agreement and/or terms of business
- 7.2 Client details, contact points and business status
- 7.3 Notes of meetings and details of any agreed actions
- 7.4 Copies of documents and other material provided
- 7.5 Fees and costs paid together with any required timesheets, schedules and/or supporting documentation

**8.0 Associate and Full Members (including all levels above) should hold and maintain adequate professional indemnity insurance taken out with a reputable provider and provide a copy of the document when requested to do so.**

**DELIVERY OF MENTORING ACTIVITIES**

**9.0** It is important that all mentoring activity is delivered in a wholly professional and ethical manner and is conducted in an appropriate venue and that the ethos of mentoring as set out above is fully observed, protecting the integrity of the Mentor, Mentee, their business and the Association.

**10.0** Members must consider and validate whether they possess the appropriate sector/subject knowledge and experience to support the Mentee's objectives and are to deliver guidance or advice in a supportive but not instructive manner.

**11.0** The ABM provide a number of helpful tools, guides, learning and development opportunities, peer groups and self-reflection opportunities that we encourage our members to take part in to gain full benefit of membership.

## APPENDIX III – Mentoring/Coaching Contract Statement (For your use)

*Name of (Your) Company*

### Mentoring/Coaching Statement

#### Background and Introduction

*NAME OF COMPANY/PERSON* is a member of the Association of Business Mentors (ABM). The ABM was established to promote best practice and ensure that the highest possible standards are maintained in the coach/mentor relationship, whatever form that might take, so that the coach/mentoring environment provides the greatest opportunity for learning and development.

#### Purpose

The contract sets out what the clients and sponsors can expect from the coach/mentor in either a coach/mentoring, training or supervisory relationship and should form the starting point for any contract agreed. All members of the ABM accept the principles and aims of the ABM. Members will make the sponsoring organisation and the individual client aware, at the contracting stage, of the existence of this Professional Code.

#### Statement

As a coach/mentor I will conduct myself in a way which respects diversity and promotes equal opportunities. It is my primary responsibility to provide the best possible service to you the client and to act in such a way as to cause no harm to any client or sponsor. I am committed to functioning from a position of dignity, autonomy, and personal responsibility.

#### The Code

The Code is arranged into four sections and covers the ABMs' general expectations of professional behaviour and conduct:

- 1. Terminology**
- 2. Working with Clients**
- 3. Professional Conduct**
- 4. Excellent Practice**

#### 1. Terminology

a) For reasons of brevity this contract where appropriate refers to:

- Coachees, mentees, supervisees and students as 'clients'
- Coaches, mentors, supervisors and trainers as 'practising members' or 'members'
- Coaching, mentoring and supervision work as 'professional work'
- Coaching, mentoring and supervision as 'profession'
- The client's authorising organisation is the 'sponsor'

- b) The signatories to this Contract acknowledge that the terms ‘profession’ and ‘professional’ are being used for activities that are not under statutory regulation but are being increasingly professionalised and self-regulated.
- c) The signatories to this Contract acknowledge that the titles ‘coach’, ‘mentor’ and ‘supervisor’ are not protected and may be used by anyone in the field of practice, member or not member of a professional body.
- d) Each signatory will define exactly which of its members and other stakeholders are expected to abide by this Contract (who are hereafter collectively referred to as the ‘members’).
- e) For proper understanding of this Contract members should be aware of their respective professional body’s definitions and terminology for the precise meanings of key words used in this Contract e.g., coach, coaching, client, member, mentor, mentoring, sponsor, supervisor, supervision and training.

## **2. Working with Clients**

### **Context**

- 2.1 When professionally working with clients in any capacity members will conduct themselves in accordance with this code, committed to delivering the level of service that may reasonably be expected of a practising member.

### **Contracting**

- 2.2 Before they start working with a client, members will make this Contract available to their client, and explain and make explicit, their commitment to abide by this Contract. Members will also make their clients and sponsors aware of their respective bodies’ complaints procedures.
- 2.3 Before starting to work with a client, members will explain and strive to ensure that the client and sponsor know, and fully understand, the nature and terms and conditions of any coaching, mentoring or supervision contract, including financial, logistical and confidentiality arrangements.
- 2.4 Members will use their professional knowledge and experience to understand their clients’ and sponsors’ expectations and reach agreement on how they plan to meet them. Members will also try to take into account the needs and expectations of other relevant parties.
- 2.5 Members will be open about the methods they use, and on request will be ready to supply the client and sponsor with information about the processes involved.
- 2.6 Members will ensure that the duration of the contract is appropriate to achieve the client’s and sponsor’s goals and will actively work to promote the client’s independence and self-reliance.
- 2.7 Members will ensure that the setting in which any coaching, mentoring, supervision or training takes place offers optimal conditions for learning and reflection and therefore a higher likelihood of achievement of the goals set in the contract.
- 2.8 Members should always put their client’s interests first but at the same time safeguard that these interests do not harm the interests of the sponsor.

### **Integrity**

- 2.9 Members will accurately and honestly represent their relevant professional qualifications, professional body to which they belong, experience, training, certifications and accreditations to clients, sponsors and colleagues.
- 2.10 In communication with any party, members will accurately and honestly represent the value

they provide as a coach, mentor or supervisor.

- 2.11 Members will ensure that no false or misleading claims are made, or implied, about their professional competence, qualifications or accreditation in any published, promotional material or otherwise. Members will attribute ownership of work, ideas and materials of others to the originator and not claim it as their own.
- 2.12 Members will act within applicable law and not in any way encourage, assist or collude with conduct which is dishonest, unlawful, unprofessional or discriminatory.

### **Confidentiality**

- 2.13 When working with clients, members will maintain the strictest level of confidentiality with all client and sponsor information unless release of information is required by law.
- 2.14 Members will have a clear agreement with clients and sponsors about the conditions under which confidentiality will not be maintained (e.g., illegal activity, danger to self or others) and gain agreement to that limit of confidentiality where possible unless the release of information is required by law.
- 2.15 Members will keep, store and dispose of appropriate and accurate records of their work with clients, including electronic files and communications, in a manner that ensures confidentiality, security and privacy, and complies with all relevant laws and agreements that exist in their country regarding data protection and privacy.
- 2.16 Members will inform clients that they are receiving supervision and identify that the client may be referred to anonymously in this context. The client should be assured that the supervision relationship is itself a confidential relationship.
- 2.17 If the client is a child or vulnerable adult, members will make arrangements with the client's sponsors or guardian to ensure an appropriate level of confidentiality in the best interests of the client, whilst also complying with all relevant safeguarding legislation and guidance.

### **Inappropriate interactions**

- 2.18 Members are responsible for setting and maintaining clear, appropriate and culturally sensitive boundaries that govern all physical and virtual interactions with clients or sponsors.
- 2.19 Members will avoid any romantic or sexual relationship with current clients or sponsors. Further, members will be alert to the possibility of any potential sexual intimacy with the aforementioned parties and take appropriate action to avoid the intimacy or cancel the engagement.

### **Conflict of interest**

- 2.20 Members will not exploit a client or seek to gain any inappropriate financial or non-financial advantage from the relationship.
- 2.21 To avoid any conflict of interest, members will distinguish a professional relationship with a client from other forms of relationships.
- 2.22 Members will be aware of the potential for conflicts of interest of either a commercial or personal nature arising through the working relationship and address them quickly and effectively in order to ensure that there is no detriment to the client or sponsor.
- 2.23 Members will consider the impact of any client relationships on other client relationships and discuss any potential conflict of interest with those who might be affected.
- 2.24 Members will disclose any conflict openly with the client and agree to withdraw from the relationship if a conflict arises which cannot be managed effectively.

### **Terminating professional relationships and on-going responsibilities**



- 2.25 Members will respect a client's right to terminate an engagement at any point in the process, subject to the provisions of the coaching, mentoring or supervision service agreement.
- 2.26 Members will encourage the client or sponsor to terminate the coaching, mentoring or supervision engagement if it is believed that the client would be better served by another practising member or a different form of professional help.
- 2.27 Members understand that their professional responsibilities continue beyond the termination of the professional relationship.

These include:

- Maintenance of agreed confidentiality of all information relating to clients and sponsors
- Safe and secure maintenance of all related records and data that complies with all relevant laws and agreements that exist in their country regarding data protection and privacy
- Avoidance of any exploitation of the former relationship, which could otherwise call into question the professionalism or integrity of the member or the professional community
- Provision of any follow-up that has been agreed to.

- 2.28 Members are required to have a provision for transfer of current clients and dissemination of records in the event of the member's incapacitation, or termination of practice.

### **3. Professional Conduct**

#### **Maintaining the reputation of the profession**

- 3.1 Members will behave in a way that at all times reflects positively upon and enhances the reputation of an increasingly professionalised service.
- 3.2 Members will demonstrate respect for the variety of practising members and other individuals in the profession and for the different approaches to coaching, mentoring and supervision.

#### **Recognising equality and diversity**

- 3.3 Members will abide by their respective bodies' diversity statements and policies.
- 3.4 Members will avoid knowingly discriminating on any grounds and will seek to enhance their own awareness of possible areas of discrimination.
- 3.5 Members will be cognisant of the potential for unconscious bias and seek to ensure that they take a respectful and inclusive approach, which embraces and explores individual difference.
- 3.6 Members will challenge in a supportive way any colleagues, employees, service providers, clients or participants who are perceived to be using discriminatory behaviour.
- 3.7 Members will monitor their spoken, written and non-verbal communication for inadvertent discrimination.
- 3.8 Members will engage in developmental activities that are likely to increase their self-awareness in relation to equality and diversity.

#### **Breaches of professional conduct**

- 3.9 Members accept that any breach of the code that is upheld in a complaints procedure may result in sanctions including loss of accredited status and/or body membership. The bodies may share details of such breaches between them in the interest of client safety, upholding quality standards and maintaining the reputation of the profession.
- 3.10 A member will challenge another member if they have reasonable cause to believe that the

member is acting in an unethical manner and, failing resolution, will report that person to the body.

#### **Legal and statutory obligations and duties**

- 3.11 Members are obliged to stay up to date and comply with all relevant statutory requirements in the countries in which their professional work takes place and work within any organisational policies and procedures in the context in which they are working.
- 3.12 Members will have the appropriate professional indemnity insurance to cover their coaching, mentoring and supervising work for the countries in which they operate.

#### **4. Excellent Practice**

##### **Ability to perform**

- 4.1 Members will have the qualifications, skills and experience appropriate to meet the needs of the client and will operate within the limits of their competence. Members should refer the client to a more experienced or suitably qualified practising member where appropriate.
- 4.2 Members will be fit and healthy enough to practice. If they are not or are unsure if they are able to practice safely for health reasons, they will seek professional guidance or support. Where necessary or appropriate, the practising member should manage the termination of their work with the client and refer the client to an alternative practising member.

##### **On-going supervision (Applicable where Professional Qualification is Undertaken)**

- 4.3 Members will engage in supervision with a suitably qualified supervisor or peer supervision group with a level of frequency that is appropriate to their coaching, mentoring or supervision practice, the requirements of their professional body and the level of their accreditation, or evidence engagement in reflective practice, ideally with peers and/or more experienced colleagues.
- 4.4 Members need to ensure that any other existing relationship with the supervisor does not interfere with the quality of the supervision provided.
- 4.5 Members will discuss any ethical dilemmas and potential, or actual, breaches of this Code with their supervisor or peer supervision group for support and guidance.

##### **Continuing professional development**

- 4.6 Members will develop their level of coaching and/or mentoring competence by participating in relevant and appropriate training and/or continuing professional development (CPD).
- 4.7 Members are expected to make a contribution to the professional community that is appropriate to their level of expertise. Forms which this may take include informal peer support to fellow practising members, contributing to advancing the profession, research and writing etc.
- 4.8 Members will systematically evaluate the quality of their work through feedback from clients, their supervisor, if applicable and other relevant parties.

**APPENDIX IV – COACHING/MENTORING CONTRACT (For your use)**

**Coaching / Mentoring Contract**



I (Your Name) adhere to a form of coaching / mentoring that honours the client as the expert in relation to his/her personal life and believe that every client is creative, resourceful and with guidance can discover their own answers.

**Standing on this foundation the coach's / mentor's responsibility is to:**

1. Discover, clarify, and align with what you want to achieve.
2. Work with you to help you make those changes.
3. Help you to develop the skills you wish to master.
4. Always treat you with respect and consideration.

**The client's responsibility is to:**

1. Take full responsibility for resolving your own problems.
2. Be punctual for sessions and give notice of cancellation.
3. Complete all assigned activities as agreed in session.
4. Take full responsibility for all actions undertaken

My approach is of a semi-directive nature and at times may appear quite challenging, however, it is aimed at you realising your full potential. I will be using a variety of models and questioning techniques in order that you consider different options. One of my primary objectives is to leave you with the appropriate skills, so that you can further develop yourself in-line with your personal and professional career.

Although we will discuss some basic operating procedures during our first meeting, there are some contractual agreements that we as professional coaches / mentors are bound by and these are outlined below.

- We are to meet face to face on (Number) occasions during the (period of contract) weeks / months, at a mutually agreed venue, with each session lasting up to sixty/ninety minutes.
- We may also hold coaching / mentoring sessions via the telephone or virtually via a prescribed method such as Teams or Zoom as and when required.
- I may provide you with any appropriate videos, tapes, books or articles which I feel may be of assistance to you.
- The content of our conversations is to be kept strictly confidential between you and I around predetermined areas set by you and myself. However, I reserve the right to challenge unethical or immoral activities or actions by you.
- Any feedback to a third party will be from you only.
- Any notes taken will be for reference, and if printed for any reason (i.e., for dissertation or for my learning and development) your permission will be sort before submission, and all links to your identity will have been removed.
- This arrangement can be terminated at any time and will incur a (one-session) cancellation fee.
- Refer to my service terms and conditions for a full details

## **Review and feedback**

This element reviews the process and progress of the session in order to ascertain; what went well, what worked, what didn't, what was difficult and how we can make future sessions more effective. This usually takes five to ten minutes.

## **Pledge of Ethics**

In the capacity of a professional coach / mentor I acknowledge and honour ethical obligations when supporting you the client. I pledge to comply with the Standards of Conduct for professional coaches / mentors in treating people with dignity as free and equal human beings, and to model the following European Mentoring and Coaching Council standards.

## **Standards of Conduct as a professional coach / mentor**

- I will conduct myself in a manner that reflects well on coaching / mentoring as a profession and I will refrain from doing anything that harms the public's understanding or acceptance of coaching / mentoring as a profession.
- I will identify my level of coaching / mentoring competence to the best of my ability and I will not overstate my qualifications, expertise or experience as a coach / mentor.
- I will at the beginning of each coaching / mentoring relationship, ensure that my client understands the terms of the agreement between us.
- I will not claim or imply outcomes that I cannot guarantee.
- I will respect the confidentiality of my client's information, except as otherwise authorised by my client, or as required by law.
- I will obtain permission from each of my clients before releasing their names as clients or references.
- I will be alert to noticing when my client is no longer benefiting from our coaching / mentoring relationship and thus would be better served by another, or by another resource and, at that time, I will encourage my client to make that change.
- I will avoid conflicts between my interests and the interests of my clients.
- Whenever the potential for a conflict of interest arises, I will on a timely basis, discuss the conflict with my client to reach informed agreement with my client on how to deal with it in whatever way best serves my client.
- I will honour every term of the agreement I make with my clients and, if separate, with whoever compensates me for the coaching of my clients.
- I will not give my clients or any prospective clients information or advice I know to be confidential, misleading or beyond my competence.
- I will acknowledge the work and contributions of others; I will respect copyright, trademarks and intellectual property rights and I will comply with applicable laws and my agreements concerning these rights.
- I will coach / mentor in a manner compatible with the above Definition of Coaching / mentoring and, whenever asked by my clients about my ethical standards, I will inform them of my pledge and agreement to comply with the above Pledge of Ethics and these Standards of Conduct.

Coach/Mentor Name: ..... Coachee/Mentee  
Name:.....

Signature:..... Signature:..... Date:.....

## APPENDIX V – ABM CHARTER

### Association of Business Mentors

#### CHARTER

As a Member of the ABM I hereby agree to the following:

##### Confidentiality

1. Chatham house rules prevail – I may divulge a matter outside of the ABM but I must not disclose any names nor sources of the information.
2. I respect the confidentiality of both fellow members and clients and will keep information confidential if requested to do so.

##### Integrity and Professionalism

3. I agree to act honestly and fairly at all times.
4. I promise to uphold the highest professional standards and to act with integrity in fulfilling the responsibilities of my position and to seek to avoid any acts, omissions or business practices which damage the reputation of myself, the ABM, professional mentoring and coaching, colleagues and their organisations.
5. I shall observe applicable law, regulations and professional conduct standards when carrying out my business activities and interpret and apply them to the best of my ability.
6. During meetings I shall endeavour to be concise, direct, open and honest, not interrupt nor be disrespectful (including inappropriate use of smartphones and other electronic devices etc.).

##### Continuous learning

7. I shall keep records of meetings with mentees offering constructive feedback with action points where applicable and share them with another member in order to improve my performance.
8. I am committed to continuous improvement of my performance. I shall endeavour to attend a significant number of meetings held by the ABM (in person or on-line).
9. I am prepared to give and receive constructive, open and transparent feedback.

##### To Benefit the Association

10. I shall share experiences that demonstrate the benefit of business mentoring and coaching.

11. I shall endeavour to keep the ABM abreast of new developments which are relevant to its activities.
12. I shall promote the ABM wherever possible encouraging take up and promotion of membership and attendance at events and learning opportunities.