



## CONFIDENTIALITY

Coaching is a partnership (defined as an alliance, not a legal business partnership) between the coach and the client in a thought-provoking and creative process that inspires the client to maximize personal and professional potential. It is designed to facilitate the creation/development of personal, professional or business goals and to develop and carry out a strategy/plan for achieving those goals.

Confidentiality is a top priority in the coaching relationship. With this objective in mind, The Leadership Circle (TLC) abides by the following principles related to confidentiality:

- TLC certified practitioners agree to maintain industry-specific standards of behavior around ethics and confidentiality.
- The Leadership Circle Profile may only be administered by certified TLC Practitioners.
- All data (feedback reports, conversations, etc.) are “owned” by the participating client leader (not the company or the sponsoring organization). The data is only available to the certified coach and the leader him/herself. Data is not available to anyone else (boss, HR, etc.) unless it is provided by the leader.
- Should an individual within an organization sponsor the Leadership Circle Profile for a leader, the client, coach and sponsor may decide to share and/or review the client’s Leadership Development Plan with the client’s project sponsor or boss. That decision will be made in advance of the launch of the engagement.
- We are clear on our position that it is considered inappropriate for the boss, boss’s boss or client to request specifics about the feedback – it is always the client’s/ participating leader’s choice regarding what information to share.
- In the same vein, each invited evaluator has the choice of whether to participate in completing the assessment. For purposes of anonymity, The Leadership Circle practitioners will not reveal who has or has not completed a TLC assessment survey.
- To gather an honest picture of each evaluator’s experience of a leader, the Leadership Circle Assessment is designed to ensure anonymity. Data from evaluator categories with three or fewer respondent’s will be rolled up into the overall “Evaluators” category and will not be reported in a subgroup score. There is **ONE IMPORTANT EXCEPTION**: data collected in both the Boss & Boss’s Boss categories is shown even with a sole evaluator reporting in those categories. It is our belief that open feedback from a leader to a direct report is essential for organizational health, so that feedback is offered transparently. On a related note, multiple evaluators can be assigned in both the Boss & Boss’s Boss category in the event of dual-reporting, or perhaps board entity evaluation. Finally, in the event there are five or fewer evaluator responses in total, a Leadership Circle feedback report will not be run.

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