

STATEMENT OF WORK (SOW)

Wisconsin Department of Employee Trust Funds (ETF)
and
Groves Advisors, LLC, dba Talent Growth Partners (Contractor)

SOW #3

Date: 5/11/2021

RFP and Contract #: ETJ0057 for Competency Based Performance Management Services

Background: Contract ETJ0057 for Competency Based Performance Management Services between ETF and Contractor was executed on October 9, 2020. Per the terms of the Contract, Section 1.10 of the RFP, statements of work must be drafted and agreed to by ETF and Contractor prior to work commencing. SOW #1 was signed by the parties on November 11, 2020; SOW #2 was signed by the parties on February 4, 2021.

Services/Pricing: The purpose of this SOW #3 is to add the following Services to the Contract:

Phase 0: Engagement Prep and Kick-Off for one (1) additional ETF executive staff person and Executive Team Cohort Coaching for three (3) ETF executives. Cost: \$4,650.

Phase 1:

- a. Five (5) months (\$3,400/month) of Executive Coaching for one additional ETF executive staff person (Executive Coaching is described in Contractor’s proposal dated February 3, 2021/SOW #2). Cost: \$17,000; and
- b. Five (5) months (\$1,250/month) of Executive Team Cohort Coaching for three (3) ETF executives (Executive Team Cohort Coaching is described in Contractor’s attached proposal dated May 3, 2021). Cost: \$6,250.

The Services described herein will be delivered virtually during 2021 and are projected to begin in June or July 2021.

ETF, Contractor’s assigned coach (Subcontractor) and the coaching participant must sign the attached Coaching Agreement prior to the commencement of any coaching.

Materials: Materials associated with the Services will be printed and distributed by ETF.

Billing/Invoicing: Contractor may invoice ETF for Phase 0 Services described above in May 2021; Contractor may invoice ETF for Phase 1 Services described above on a monthly basis after Services have been delivered.

Total cost for the Services described above: \$27,900. Payment terms are outlined in the Contract.

AGREEMENT AND AUTHORIZATION:

Wisconsin Department of Employee Trust Funds

DocuSigned by:
By: Pamela S Henning
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Name: Pamela S. Henning

Title: Assistant Deputy Secretary

5/18/2021

Date: _____

Groves Advisors, LLC, dba Talent Growth Partners

DocuSigned by:
By: Maria Groves
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Name: Maria Nicholas-Groves

Title: CEO

5/18/2021

Date: _____

Coaching Agreement

Coaching is a process, grounded in partnership of mutual trust and respect focused on transforming an individual's business performance to execute at higher levels. Focus is placed on increased awareness, self-development, and the alignment of the individual with not only his or her own goals but the goals of the organization.

The coaching sponsor, the Wisconsin Department of Employee Trust Funds (ETF) and the coaching participant acknowledge that coaching does not involve providing any legal, financial, tax, nor therapeutic advice. The coach is not retained, nor is qualified, to provide any legal, financial or tax, or mental/medical advice to the participant. To the extent the participant needs or desires legal, financial, tax, mental or medical advice, the participant is strongly advised to seek such advice from a specialized professional.

Expectations

Coaching requires commitment to the coaching process by all parties. By signing this agreement, the coaching participant, manager/sponsor, and the coach commit to the following:

Coaching Participant

- Your intent and desire for change and development is serious, and you are ready to receive feedback.
- You will make a sincere commitment to the coaching process—make it a priority, be accessible and prepared to come to all meetings and discussions. You are the driver of your growth.
- You will participate in the process of self-discovery and reflection—be open and honest with yourself and the coach, experiment with new approaches and practice new behaviors, and take ownership for your own development.
- You will develop, share with your manager/sponsor, and carry out specific action plans to achieve expected outcomes of the coaching engagement.
- Peer information disclosed in cohort sessions that is sensitive, personal, or shared in confidence will be kept private.
- You understand that coaching is not counseling or psychotherapy.
- You understand that coaching may be suspended or terminated if circumstances make you unable to benefit from coaching.
- The dates, times and locations of each coaching session will be determined by you and the coach. You will be responsible for scheduling telephone and video conference meetings with the coach.
- The coaching participant and coach are mutually responsible for optimal use of each coaching session.

Manager/Sponsor

- Share information with the coach and coaching participant, concerning challenges, goals, organizational culture, performance highs and lows, and other information critical for the coaching engagement.
 - Determine expected outcomes and focus areas of engagement.
 - Play an active role in the coaching partnership—participate in ongoing dialogue with the coaching participant, support achievement of the coaching participant's (employee's) action plan, check in on progress.
 - Share relevant resources, provide access to key personnel, and remove obstacles to success.
 - Respect confidentiality of coaching —the action plan is not confidential, but other information shared during coaching sessions is confidential.
 - Create a safe and supportive environment where the coaching participant can change and improve; reinforce positive changes; act as a catalyst for the process focused on the expected outcomes to help each coaching participant reach their potential.
 - Accept and honor the coach's obligations of confidentiality to the participant and will not compel or pressure the coach into disclosing or revealing any substance of the coach's meetings, previously agreed upon confidential assessments or other materials without an agreement by the participant. In the event of any such demand or pressure on the part of the manager/sponsor, the coach shall be free to terminate the relationship and shall be compensated in full by ETF for services rendered through the date of termination of the relationship.
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Coach

- Maintain the highest levels of integrity, transparency, and confidentiality.
- Adhere to and abide by the ethical standards of behavior and conduct established by the International Coaching Federation.
- Guide and challenge the coaching participant in the development of specific action plans and provide ongoing support to the coaching participant.
- Use self-discovery and reflection to encourage the coaching participant's independent thought, independent decision-making and action planning, and ability to ultimately coach self.
- Initiate comments and observations that would be helpful for the coaching participant to see patterns in their own behaviors and ways to address their challenges.
- Come prepared for each coaching session.
- The coach and coaching participant are mutually responsible for optimal use of each coaching session.

Periodic progress reviews will be provided to the coaching participant's organization. These will be general in nature (i.e., to determine if the coaching participant is keeping appointments, attending cohort group coaching sessions, completing assignments, focusing on implementing their development plan). Specific content of the coaching session is confidential unless the coaching participant asks the coach to share specific information with another or if the coaching participant discloses information that legally compels the coach to break confidentiality (e.g. illegal activity, if required by law, pursuant to valid court order or subpoena; imminent or likely risk of danger to self or to others). Where the coach reasonably believes one of the above circumstances is applicable, the coach may need to inform appropriate authorities.

Cohort sessions will be held on agreed upon dates, without regard to any one individual having a conflict. The coach will not complete a separate cohort session due to a coaching participant's absence; an absence of a coaching participant will not affect pricing or billing. It is the coaching participant's responsibility to notify the coach no less than 24 hours in advance of the scheduled 1:1 calls/meetings if a conflict arises. The coach will attempt in good faith to reschedule the missed 1:1 meeting.

Coaching Process

Step 1: Outcomes

Identify goals that serve both individual and the organization

Step 2: Information

Gather data through assessments and/or interviews

Step 3: Strategy

Identify focus areas and timeline; leverage 1:1, cohort sessions, and other resources in implementing action plan

Step 4: Results

Measure and share progress, celebrate successes, plan for continued development, and evaluate coaching

Signing below indicates that you have read and understand this agreement.

Coaching Participant

Manager/Sponsor

Coach



May 3, 2021

Ms. Pamela Henning
Asst. Deputy Secretary
Wisconsin Department of Employee Trust Funds
4822 Madison Yards Way
Madison, WI 53705-9100

Pam,

Now that the agency has announced its new Executive Team, you may decide to take advantage of this opportunity to revisit our executive coaching plan. With John operating in a new role, and the hiring of a leader new to the agency, providing executive coaching for each team member could prove beneficial.

Additionally, using an executive coach for a monthly team coaching session could accelerate team cohesiveness and effectiveness. While leadership assessments are not shared among each executive in a cohort, our executive coach can identify common themes and potential derailers. Knowing these factors, the coach can support the team in designing effective communication tactics. This 75-minute executive team coaching session can also support the co-creation of team operating principles, a combined vision, and a more unified voice. All of this can elevate your executive team's impact on the organization.

The benefits of team coaching for an executive team were recently in an article titled "How Team Coaching Can Help Your Executive Team Lead As One" published by Forbes. Highlights from the attached article include increased trust, alignment, accountability and overall systems thinking among top executives.

We would recommend Jane Dolan as the Executive Coach for team coaching. She is an exceptional professional on our existing roster. We are sensitive to the budgeting and planning process at ETF, and could determine options to fit this into the current year's fiscal budget or the next. We have taken the initiative to outline the investment for this recommendation, which you can find on the next page.

Please feel free to reach out with questions or ideas.

Best Regards,

Nikki

Nicola Palmer-Quade
Executive Coach and Consultant

Maria

Maria Nicholas-Groves
President and CEO



ETF Executive Team Coaching				
Coaching Services	Includes	Coaching Engagement Length in Months	Monthly Coaching Investment	Total
<i>Executive</i>	1 New Executive	5	\$3,400	\$17,000
<i>Exec. Team Coaching (Includes 3 ETF Executives)</i>	1x/month session	5	\$1,250	\$6,250
Engagement Prep & Kick-Off	NA	1	0	\$4,650
Total Investment				\$27,900

Notes:

- Fees include leadership assessment and consolidated results
- Printing (as needed) to be done in-house at ETF
- These services could begin in June or July 2021, depending on fiscal year budgeting preference
- Virtual delivery method
- The amount above, \$27,900 represents at least 112 hours of work at \$250 per hour

JANE E DOLAN, MBA, PCC

As a recognized expert in developing both individuals and teams, Jane began coaching in 2008 with a passion to help individuals and teams be their best.

Areas of expertise include:

- Talent Assessment
- Mindfulness & Well-being
- Leadership Competencies
- Leadership & Employee Development and Coaching
- Emotional Intelligence
- Creating High Performance Teams
- Situational Leadership
- Goleman's Leadership Styles Repertoire



Qualifications, Certifications & Affiliations:

- MBA from Marquette University
- Professional Certified Coach (PCC) accreditation from International Coach Federation (ICF)
- Meta-Coach in Daniel Goleman's Emotional Intelligence Coach Training
- Adjunct Faculty Member
 - Marquette University
 - University of Wisconsin-Madison
 - University of Wisconsin-Milwaukee
- Assessments
 - Wiley - DiSC
 - Korn Ferry - Emotional and Social Competence Inventory (ESCI)
 - Hogan Assessment Systems - Hogan Leadership Series
 - Human Synergistics Assessments
 - Myers-Briggs Type Indicator
 - Assessments International Incorporated - The Profiler

“What sounds like common sense is not common practice.”

Sep 16, 2020, 08:20am EDT | 810 views

How Team Coaching Can Help Your Executive Team Lead As One



Jenn Lofgren Forbes Councils Member
Forbes Coaches Council COUNCIL POST | Membership (fee-based)
Leadership

Founder, Incito Executive and Leadership Development. Helping reactive leaders become strategic and inspiring leaders.



GETTY

As an executive coach, I have worked with hundreds of individual senior leaders over the last several years. Coaching executive teams can be quite similar to individual coaching in a lot of ways — especially if you view your team as a singular leading entity.

yet a team's impact is greater than the sum of the individual's contributions. Team members have an interdependent relationship with one another to achieve common goals, tasks and a company vision. Team coaching helps the team see this interdependence and the strengths, obstacles and potential of the team when it works in harmony to find its own answers. In essence, team coaching involves, at its core, systems thinking.

Often senior leadership teams are composed of leaders who head their own departments. An executive team meeting may then feel like a battleground of sorts, where each leader's goal is to represent and fight for their direct and indirect reports — their own team. However, as business author Patrick Lencioni has written in his book *The Five Dysfunctions of a Team*, for the organization to succeed, the leadership team has to be your number one team. The development process of team coaching enhances a leadership team's overall systems thinking beyond their immediate team.

Team Coaching Vs. Team Building

Some might think that team coaching is the same as team building. While team building is important, team coaching is about digging into the tough stuff to create tangible alignment and cohesive teams. Team coaching includes a blend of coaching, teaching, facilitation, mediation and positive psychology. It helps your leadership team lead as a consistent principal of the organization.

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Think of your relationship with the leadership team as if it were a marriage. Team building is like going on fun dates together. It's important to have fun and regular alone time as a couple, but it isn't enough if the couple focuses only on having fun and avoids having conversations about their goals, their future and where they might fail to find alignment. Team coaching is where you step into the "work" part of the marriage. But if a couple only ever does the hard work and never has any time set aside for activities together, they can grow tired of always doing "hard work" and this too can erode the relationship. We need time to both be in the relationship and work on the relationship.

Executive coaching is important to help individuals work on their mindset and development as a singular leader. Team coaching works with the whole “team” at once — not the individuals — to develop as one cohesive system. We coach the system itself and the relationship of the team. Both are important aspects to bring a leadership team to peak effectiveness.

Team coaching looks at the interactions between individuals in a way that can’t happen in one-to-one coaching. When working with one leader, we can dig in deeply on helping them develop their personal skills and leadership effectiveness. But, when one person changes, the whole system must change and adapt. Sometimes this change is difficult, even if it is desired by the rest of the team or organization. We can do great work with one individual who can have an unintended positive or negative impact on the relationships within the team or the whole organization as a result. No one is an island. When one person changes their behaviors, they change the norms of the relationships. Others must adapt to the new way of being in that relationship and working with that person.

Executive coaching helps a leader become more effective in their role. Team coaching helps each role become more effective within the team. However, a team member can move between roles and the system still needs to be effective. Teams rely on roles to complete their unique functions and tasks. Empowered team members share the load and lean on the team for solutions rather than have all the answers. Team coaching ensures the group has a healthy ability to generate those solutions and execute on them.

Just like executive coaching, there are elements within team coaching that help a team be effective, such as relationship goals, team assessments, team leadership and 360 assessments, identifying team purpose, creating a vision for the team and understanding what the team is collectively yearning for.

Team coaching helps teams work together with deeper trust so they can engage in healthy conflict and debate and get behind the group decisions, even if they would not make those decisions themselves. They find greater organizational clarity and the ability to communicate consistently with others in the organization as a whole.

While business workflow and decisions may remain difficult, teams develop a process to work through conflict, rather than getting stuck in it.

Who Needs Team Coaching

Team coaching can help teams work through decisions where there are no right answers. The process can help strengthen trust with one another and increase alignment and accountability. It can be valuable to any executive team, but teams that are experiencing some issues can benefit the most. These could be teams wanting to level up their collective leadership and become a more aligned, less siloed leadership team. They could also be leading the organization through change or currently experiencing persistent conflict or challenges with one another or experiencing a sense of feeling stuck. There may be teams struggling with any level of team dysfunction from mild to toxic, or on the contrary, teams that don't engage in conflict and are stuck in false harmony, meaning everyone is nice but no one is candid with one another.

Team coaching isn't a one-and-done experience, but a developmental process just like executive coaching. The team must commit to regularly working together on their relationship and the system as a team and maintain the behaviors they've developed through the process.



Jenn Lofgren

Founder, [Incito Executive and Leadership Development](#). Helping reactive leaders become strategic and inspiring leaders.