



OPPOSITE STRENGTHS, INC.

OPPOSITE STRENGTHS CERTIFIED EXECUTIVE COACH FREQUENTLY ASKED QUESTIONS

In this document, Opposite Strengths, Inc. is referred to as OSI, and an Opposite Strengths Certified Executive Coach is referred to as a CEC.

Other documents referenced here provide more in-depth information for you. You can receive these by emailing a request to community@oppositestrengths.com. These documents are:

- *Executive Coach Community License Agreement*
- *Culture Transformation Stages*

1. Is OSI open to certifying new executive coaches?

Yes. Membership in the Opposite Strengths Executive Coach Community, which includes participation in The Opposite Strengths Executive Coach Certificate Program, is offered through the premier global coaching training organization Coach Training Alliance. Coach Training Alliance provides basic coaching skills to the growing life and executive coach market and also exclusively represents OSI in offering the Opposite Strengths Executive Coach Certificate Program to the executive coach market (http://www.coachtrainingalliance.com/programs/opposite_strengths_basics.php).

2. What is the business relationship between a CEC and OSI?

CECs are certified and licensed by OSI to use the Opposite Strengths Executive Coaching System with their executive clients. Request our *Executive Coach Community License Agreement* for more information. The main benefit of the license is that the CEC has access to the professional Opposite Strengths assessments and reports that are used in executive coaching. The CEC maintains and runs his/her own independent practice – OSI neither supervises it nor has a fiduciary relationship with the CEC other than the certification and licensing fee.

3. How does OSI define executive coaching as licensed to CECs?

Executive coaching is working directly with one individual executive in which the content of the coaching activity is confidential and focused on the development, growth, and solving the problems of the individual executive. A CEC who is coaching two individuals separately in the same client organization can engage in relationship coaching if both individual clients agree. In relationship coaching the focus is on strengthening the relationship between the two individual clients. The CEC may also expand to group executive coaching if desired.

4. Why is group coaching included in the activities that CECs are licensed and certified to engage in?

Group coaching is an effective way to begin to evolve the relationship with the client organization towards culture transformation.

5. What is a culture transformation?
Culture transformations are programs that include training and coaching and are sold to client organizations. The ultimate goal is the transformation of the client's organizational culture.
6. What is the size and structure of a culture transformation?
Culture transformations can be as small as a half-day Opposite Strengths Seminar for an executive team or as big as a multi-year training and coaching of thousands of employees in a client organization. Typically full-scale culture transformations are a series of sequentially accepted proposals for working with larger and larger groups of people. Request our *Culture Transformation Stages* for a detailed description.
7. What indicates a transition from delivering executive coaching to delivering culture transformation?
When the activities that the client requests or which the coach believes are indicated for the client go beyond the activities of executive coaching in individual, relationship, or group executive coaching, culture transformation begins.
8. Are CECs expected or required to sell culture transformations?
No. There is no requirement that any specific CEC will bring culture transformation business to OSI.
9. When a client transitions from executive coaching to culture transformation, who owns the client relationship?
Director Level members make the choice to have the client relationship or to refer it to OSI. Manager Level members may not own client relationships that include culture transformations.
10. Can a CEC be involved in the culture transformation bought by one of his/her clients?
Absolutely yes. OSI recognizes that the relationship and trust between the CEC and the culture transformation client is of paramount importance in making the culture transformation work. OSI encourages the CEC to be involved in all aspects of the culture transformation including sales, service delivery, and management to the extent of his/her skills and interest.
11. If a CEC is successful in transitioning his/her client organizations to become purchasers of culture transformations from OSI, is the CEC required to be involved in the culture transformation?
No. OSI encourages those CECs who earn finder fees to be involved in the service delivery of that culture transformation, but it is not required. The CEC can be involved just to earn the finder fee alone.
12. Who is responsible for managing the culture transformation?
The owner of the client relationship is responsible for managing the culture transformation including service and intellectual property delivery. The owner receives all fees and pays all expenses including finder fees, sales commissions, management fees, honoraria, liability insurance, and overhead.

13. What are the revenue opportunities for CECs in culture transformations?

CECs can earn:

- finder fees
- sales commissions
- management fees
- coaching honoraria
- facilitation honoraria.

Request our *Culture Transformation Stages* for detailed examples of the types and amounts of direct and passive revenue that a CEC can earn.

14. What is the fee structure for various sized culture transformations?

If OSI owns the client relationship, the finder fee, sales commission, and management fee is the same regardless of the size of the culture transformation. CECs earn:

- 10% finder fee for all culture transformation proposals sold to their clients for three years after the first culture transformation proposal is sold,
- 10% sales commission on each culture transformation proposal that they initiate, present, and close with the client, and
- 10% management fee for managing all aspects of a culture transformation.

15. What are the honoraria that a CEC and Certified Facilitator can earn?

The honoraria that Opposite Strengths Faculty Members (CECs and Certified Facilitators) earn depend on their level of Certification and the number of consecutive days in a specific service delivery. The CEC who earns the finder fee for a culture transformation earns honoraria at the Master level in that culture transformation regardless of actual Certification.

Professional Facilitator / Certified Executive Coach

| Number of consecutive days | Honorarium |
|----------------------------|------------|
| 1 | \$1,500 |
| 2 | \$2,750 |
| 3 | \$3,750 |
| 4 | \$4,500 |
| 5 | \$5,000 |

Master Facilitator / Master Executive Coach

| Number of consecutive days | Honorarium |
|----------------------------|------------|
| 1 | \$2,500 |
| 2 | \$4,750 |
| 3 | \$6,750 |
| 4 | \$8,500 |

| | |
|---|----------|
| 5 | \$10,000 |
|---|----------|

16. What are some examples of honoraria for Faculty Members?
- **Example 1:** A Master Executive Coach spends one day a week for 26 weeks coaching individual clients in a culture transformation. The Master Executive Coach earns $\$2,500 \times 26 = \$65,000$ paid in six monthly payments of \$10,833.
 - **Example 2:** A Professional Facilitator travels to a client site to teach three Opposite Strengths Seminars – one for each day in the middle of the week Tuesday-Thursday – for one week per month for a year. The total number of weeks worked is 12, and the number of consecutive days per week is three, which qualifies for a weekly payment of \$3,750. The Professional Facilitator earns \$3,750 per week for 12 weeks or a total of $\$3,750 \times 12 = \$45,000$. The honoraria are paid out in 12 monthly payments of \$3,750.
 - **Example 3:** A Master Executive Coach who is also a Master Facilitator spends two days a week for three weeks each month for a year performing a combination of executive coaching and facilitating Opposite Strengths Seminars and Workshops. The total number of weeks worked is $3 \times 12 = 36$, and the number of consecutive days worked in each week is two, which qualifies for a weekly compensation of \$4,750. The Master Coach/Facilitator is compensated $36 \times \$4,750 = \$171,000$ in the form of 12 monthly payments of \$14,250.
17. What expenses are reimbursed for Faculty Members who deliver services in a culture transformation?
- OSI does not reimburse any expenses. Opposite Strengths Faculty Members pay all their own expenses including travel expenses, printing online reports, and bringing and distributing the online reports during service delivery. OSI manufactures and delivers all print materials (e.g. workbooks, books, pocket guides, and pens) to the service delivery location at OSI's expense.
18. Are taxes withheld from payments made to Faculty Members?
- No. The Faculty Member receives the full payment and is responsible for payment of taxes. Each Faculty Member who delivers paid services is given a 1099-MISC for the year for tax reporting purposes.
19. How does a CEC become qualified to deliver Opposite Strengths Seminars?
- Completing the Opposite Strengths Facilitator Certificate Program is the requirement to become an Opposite Strengths Certified Facilitator. Opposite Strengths Certified Facilitators can present The Power of Opposite Strengths Seminar. Certified Executive Coaches and Certified Facilitators comprise the Opposite Strengths Faculty. Request our *Executive Coach Community License Agreement* which contains complete Certification policies.

20. Is OSI open to certifying new facilitators?
Yes. There are several ways that a Director Level member can become a Certified Facilitator. Please direct your inquiry to community@oppositestrengths.com.
21. When is the Facilitator Certificate Program held?
The Facilitator Certificate Program is held only when a client purchases a culture transformation and has employees who need to be trained as Certified Facilitators.
22. Can any Faculty Member be asked to deliver services in a culture transformation?
No. OSI contracts only with Director Level Faculty Members to deliver coaching and facilitation services in culture transformations on an as-needed basis.
23. Are Faculty Members required to deliver services in a culture transformation when asked by OSI?
No. Faculty Members may accept or decline any request by OSI to deliver services.
24. What is OSI's capacity for successfully delivering culture transformations?
There are three basic requirements to fulfill a culture transformation proposal – management, service delivery, and intellectual property. OSI has the capacity now to fulfill very large culture transformations and to expand capacity if need be.
- Management – OSI has the experience in managing large-scale culture transformations and maintains relationships with independent contractors who can provide management services.
 - Service delivery – Over 1,000 people have been Certified in Opposite Strengths, and many of those are available to deliver coaching and facilitating as the need arises. In addition, OSI can quickly certify employees of clients to deliver services as well.
 - Intellectual property – The intellectual property is delivered in two forms: online and print. Our website is maintained continuously to provide the online products, and we have the manufacturing and distribution networks in place to provide print materials in small or large quantities as needed.
25. How is pricing of culture transformations determined?
Pricing is based on the value of the culture transformation as perceived by the client. The person selling the culture transformation develops a strong relationship with the client (this is why the CEC is ideal for the sales aspect) to determine how a culture transformation will benefit the client. Part of this determination is the financial benefit to the client. All CECs actively involved in selling culture transformations must be knowledgeable and skilled at value-based pricing.

26. How does a CEC become knowledgeable and skilled at value-based pricing?
OSI trains CECs in the skills (including the skill of developing value-based prices) required to propose and close culture transformation sales. These skills are taught through the marketing classes that are offered as a part of every Executive Coach Community Membership. After class training in these skills, the skills are developed in real-time as OSI works with CECs to develop their first culture transformation sale.
27. What other marketing classes are offered with the Coach Certificate Program?
Classes are held to teach skills necessary to develop and maintain clients, introduce the concept of culture transformation to those executives, develop value-based prices for culture transformations, and write and submit proposals for culture transformations that get accepted – all the skills necessary to develop a thriving executive coaching practice and sell culture transformations.
28. Are all the above services and products available to all CECs?
When a person becomes a CEC, they do so by investing in a membership in the Opposite Strengths Executive Coach Community. The two levels of membership – Director and Manager – offer different levels of service and benefits. Contact us at Community@OppositeStrengths.com for details of membership.
29. How am I compensated if I refer someone I know to become an Opposite Strengths Certified Executive Coach?
OSI has an Affiliate Program which anyone can be part of. Contact OSI to learn about the details of the Affiliate Program.