



Making The Transition to Coaching!

Is there a difference?

Relevance to Coaching

"Within this systems orientation, we draw from the frameworks of humanistic, existential, behavioural, and psychodynamic psychology and choose our techniques eclectically to fit the client, the situation and the the need."

Kiel, Rimmer, Williams & Doyle (1996) "Coaching at the Top"

"Consulting psychology, management psychology, or corporate psychology, as it is variously called, is the application of the principles of psychology to help people in organisations become more effective"

Tobias, L (1990) "Psychological Consulting to Management"

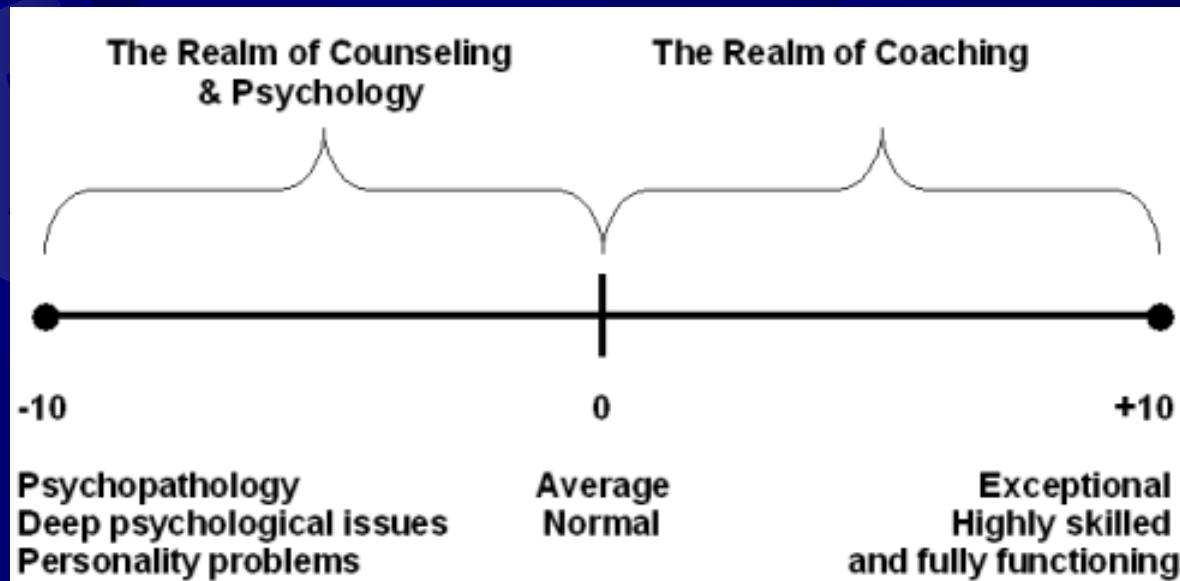
"Reduced to it essence, executive coaching is the process of equipping people with the tools, knowledge and opportunities they need to develop themselves and become more effective."

Peterson D. (1996) "Consulting Psychology Journal: Practice and Research"

"Although management thinkers are notoriously eclectic in their plundering of intellectual resources...there's really no way the modern discipline of management would have evolved as it has without theories and practices borrowed from psychology."

Anderson W.T. (1998) "The Family Therapy Networker"

The Realms



Definitions of Coaching

- *“Professional coaches provide an ongoing partnership designed to help clients produce fulfilling results in their personal and professional lives. Coaches help people improve their performances and enhance the quality of their lives. Coaches are trained to listen, to observe and to customize their approach to individual client needs. They seek to elicit solutions and strategies from the client; they believe the client is naturally creative and resourceful. The coach's job is to provide support to enhance the skills, resources, and creativity that the client already has.”*

International Coach Federation

- *“Coaching is a solution-focused, results-orientated systematic process in which the coach facilitates the enhancement of performance, self-directed learning and personal growth of other individuals.”*

Coaching Psychology Unit, University of Sydney

- *“Coaches should be in the business of giving advice and direction to their clients. Coaches should be experts in life management, decision-making and goal setting. They should tell clients how to better organise their time and their lives, which activities and values are worthwhile and which are not.”*

Thomas Leonard, 1998, founder of Coach University and author of “the Portable Coach”

Definition: Therapy/Counselling

- ★ *“Counselling takes place when a counsellor sees a client in a private and confidential setting to explore a difficulty the client is having, distress they may be experiencing or perhaps their dissatisfaction with life, or loss of a sense of direction and purpose.”*

British Association for Counselling and Psychotherapy

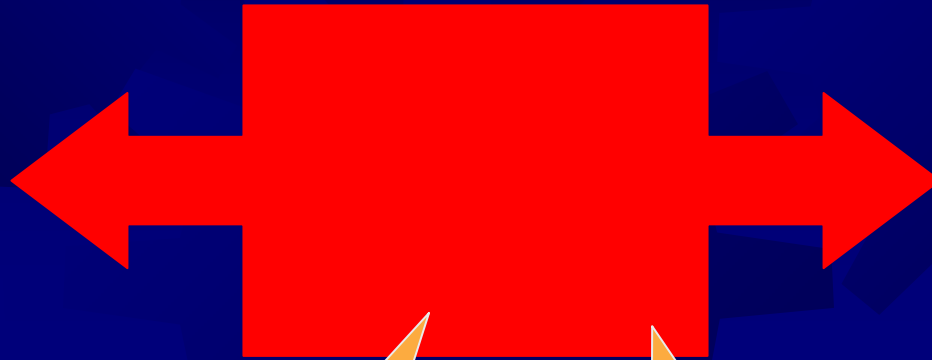
- ★ *“Therapy (psychotherapy/counselling) is a process by which a client and a mental health professional work together to resolve emotional issues or behavioural problems that may be interfering with the person's highest level of functioning.*

These problems may stem from past relationships or situations, or they may be the result of a current crisis or disruption in one's life.”

Therapy World, <http://www.therapyworld.com/professionals.cfm>

Who's in the Driver's Seat?

A



Z

Therapy
(therapist
directed)

Coaching
(coachee
directed)

The Differences

☀ Coaching

- Present and future focus
- Action orientation
- Data is information from key others and coachee
- Growth and skill development
- Problem is found in person-environment mix
- Information sometimes fed back to key members of organization
- Definition of “client” unclear
- Organisation must feel enhanced by the coaching
- Confidentiality is complex
- Meetings of variable length
- Meetings in executives' workplace or a 'neutral site'
- Flexible boundaries
- Work around personality issues
- Organisation may choose coach

☀ Therapy


- Focus on past
- Passive orientation (listening), reflective
- Data from client
- Pathology orientation
- Problem is intrapsychic
- Information not shared with others
- Client is clearly the person you work with
- Client (person) must feel enriched
- Confidentiality is clear and absolute
- Meetings of set length
- Work in therapist's office
- Rigid boundaries
- Work through (resolve) personality issues
- Client of HMO chooses therapist

Peltier B., (2001) *The Psychology of Executive Coaching: Theory and Application*. NY, Bruner Routledge.

Ethical & Legal Issues

- ✱ Boundaries (clear vs fuzzy)
- ✱ Mental Health Screening (licensure and assessment ability)
- ✱ Confidentiality (different)
- ✱ Virtue & Ethics (clear vs developing)
- ✱ Record Keeping (legal vs adhoc)

The Coach: Great or just Good?



SKILLS	For example, Building rapport and trust, planning, delivering and evaluation etc.
APPROACHES	For example, action learning, person-centred therapy/coaching, motivational interviewing, Socratic dialogue, cognitive behavioural therapy, solution-focussed therapy/coaching, etc
KNOWLEDGE	Gained from, medical sciences, psychology, sociology, anthropology, linguistics, learning theory, business and economics, research, ethics etc.

Based on Bray, Ross & Todd, 1999; after Stengelhofen, 1993

Approaches & Models

- ✦ Solution Focussed Therapy/Coaching (O'Hanlon)
- ✦ Motivational Interviewing
- ✦ Reality Therapy
- ✦ Socratic Dialogue
- ✦ Cognitive Behavioural Therapy/Coaching
- ✦ Single-, double-, triple-loop Model (Hargrove)
- ✦ Co-Active Model (Whitworth)
- ✦ CAAACS Model (Auerbach)
- ✦ Eight Stage Model (Hudson)
- ✦ Stage of Change Model (Procheska & Norcross)

Future & Scope

- ✦ Exploding market
 - ✦ New countries developing
 - ✦ Answer to current productivity issues
- ✦ Expectations rising
 - ✦ The worker
 - ✦ The coach
- ✦ Research increasing
- ✦ Pressure to legislate

Questions

- ★ What type of coaching am I going to provide?
- ★ Do I have the technology?
- ★ How do I develop my referral base?
- ★ What impact will this have on my identity as a psychologist?
- ★ Scientist/Practitioner – What is the coaching treatment of choice?
- ★ Do I want to move from a profession to working in an industry - Identity?

The Transition

- ✦ Is the transition to coaching a continuum or a leap?
- ✦ What are the implications of your answer to this question?

What is your motivation for moving into Coaching?

- ✦ Money
- ✦ Jumping on the band wagon
- ✦ An obvious extension to your practice
- ✦ Easy – Cost effective
- ✦ A handy accessory
- ✦ Greater control over the clients you work with
- ✦ Personal satisfaction

Executive Coaching: My Experience

- ✦ Specialisation is important
- ✦ Credentials
- ✦ Separation of counselling services from consulting/coaching services
- ✦ Creating synergy in your practice
- ✦ Jack of all trades – master of nothing
- ✦ Leadership/Coaching/Conflict Management
- ✦ Clinical and executive coaching may be a challenge
- ✦ Interest in business: Barry O'Sullivan – underplayed this
 - ✦ Relates to building a relationship
 - ✦ Insight into commerce
- ✦ Understanding the clients reality
- ✦ Physical environment
- ✦ Language

Reflection on a clients perspective

- ★ What do you possess that will or has assisted you in making a successful transition to coaching.
- ★ If you were a client what would you look for in choosing a coach, and why?
 - ★ Eg, background, expertise, personal characteristics

What do coaching clients look for/prioritise?

☀ *Credentials*

- Training in psychology
- Understanding of Business
- Reputation as a coach

☀ *Personal Characteristics*

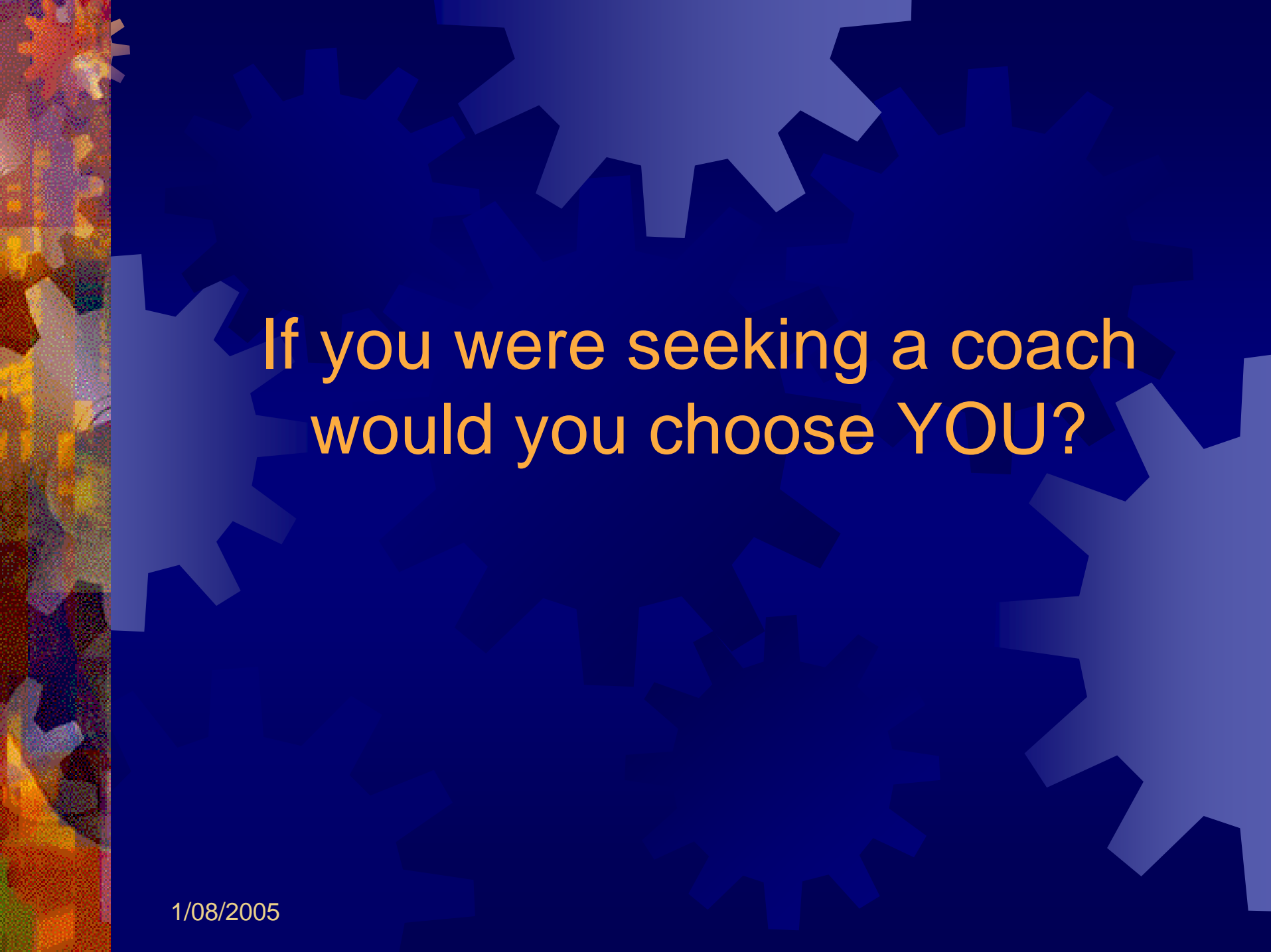
- Ability to form a strong working alliance/relationship
- Professionalism
- Use of clear and sound methodology

☀ *Indicators of success*

- Behaviour change
- Increased awareness
- Improved leadership

- ☀ As psychologists we are very well positioned to provide executive coaching - My personal view is that to be effective and successful the transition from Clinical Psychology to Executive Coaching is best made as a leap.

(Consulting Psychology Journal: Practice and Research, Vol. 55, No2, 94-106)



If you were seeking a coach
would you choose YOU?

1/08/2005