

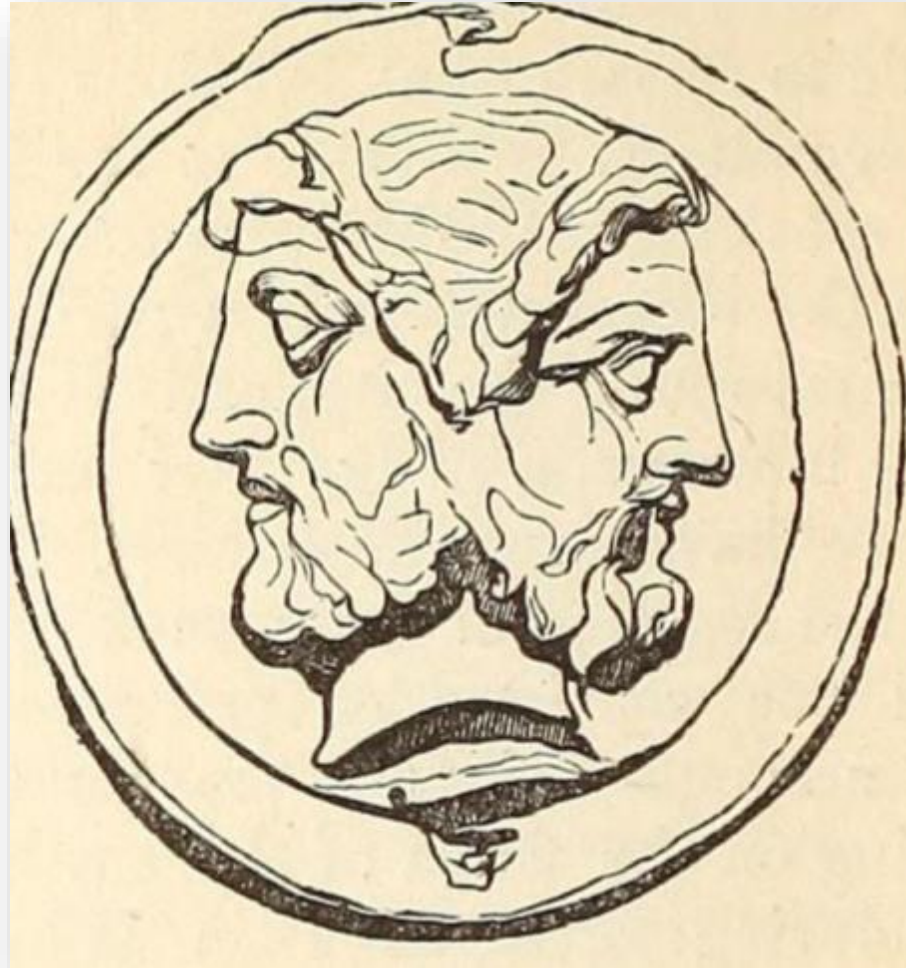
# Bringing Coaching Into Your Counselling Practice

## Approaches for Ethical Integration

Judith Plastow - [Judith@co-thinkingcompany.com](mailto:Judith@co-thinkingcompany.com)

[www.bacp.co.uk](http://www.bacp.co.uk)

# Hello & Welcome



# Today

## Introductions

- Session 1 - Definitions 9.30-10.15
- Live Q&A 10.15-10.30
- Session 2 - Why Integrate? Models & Approaches 10.30-11.15
- Live Q&A 11.15-11.30
- Break 11.30-11.45
- Session 3 - Putting It Into (Your) Practice 11.45-12.30
- Extended Live Q&A 12.30-1.00

## Session Close

# Learning Outcomes

- Better understand the value coaching can bring to your counselling work
- Be more informed of the different ways you can approach integration as a practitioner and how you might do this ethically and effectively
- Consider your own preferences regarding integration for further exploration with a view to identifying a plan for further personal development

# Session 1: Definitions

# Session 1: Aims

- To explore what we understand as coaching
- To reflect upon the similarities and differences with counselling

# A Brief Introduction To Coaching

- There are many definitions of coaching...

‘Coaching’ is the term used to describe an **interactive** and **dynamic** activity between two or more people (coach and client) in which the coach is able to assist clients to **harness** and **develop** their **skills**, **abilities** and **capabilities** to reach their **personal** and **professional goals** or **potential**

A **structured, focussed interaction** using **appropriate tools** and techniques **to promote desirable** and **sustainable change** for the client (and potentially other stakeholders)

Source: Dexter, G & Russell, J (2008)

# Where Does It Originate?

1800's

- Term coach deemed to come from the town Kocs In Northern Hungary

1900's

- The first use of coach meaning 'trainer' was in Oxford
- Later on that century it was applied to those helping to improve performance in athletes

2000's

- 1972 the Inner Game of Tennis published
- 1980s coaching started to gain traction in the workplace
- 2000's coaching proliferates - theory & genre

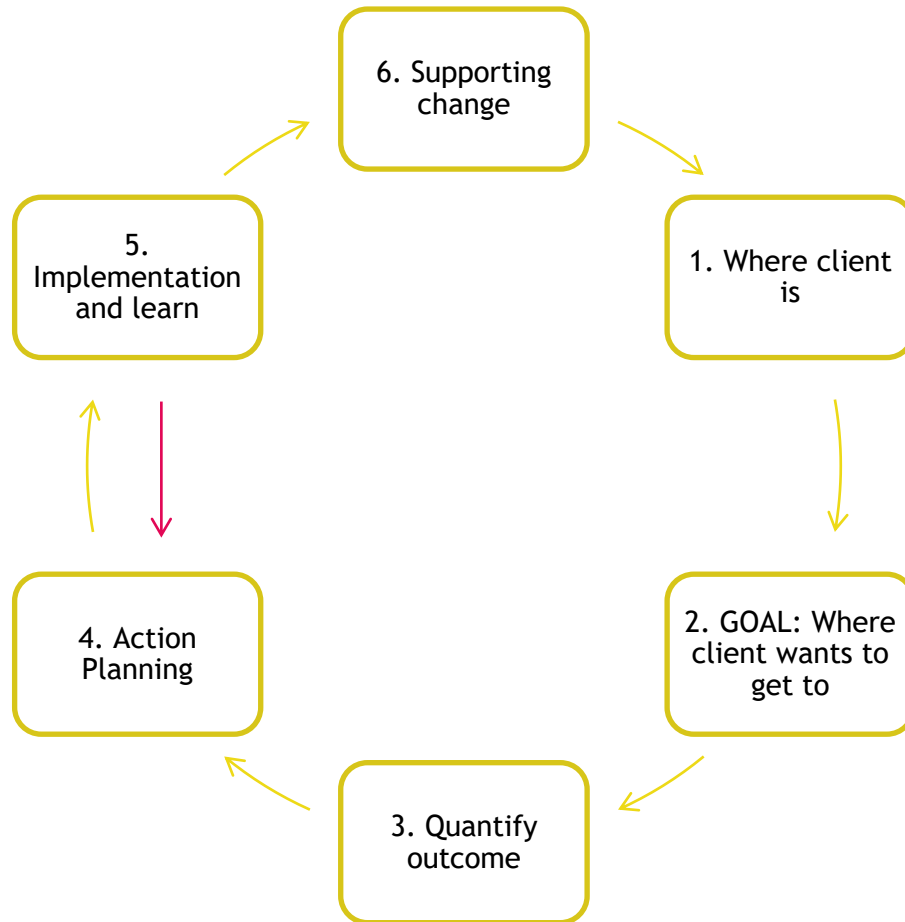
# There Are Many Different Coaching Genres...

- Business
- Performance coaching
- Executive and leadership
- Career
- Outplacement
- Peer
- Life
- Maternity
- Health and wellness
- Team

# ...And, Like Counselling, Theoretical Perspectives To Influence Ways Of Working

**Gestalt** **nlp** *Psychoanalytic* **EXISTENTIALIAL**  
**Person Centred** **CBT** *Psycho-dynamic*  
*Transactional Analysis* **Mindfulness** *Narrative*  
**Transpersonal** *Solution Focused*  
*Cognitive Analytic* *Acceptance & Commitment* **Rational Emotive Behaviour Coaching**

# The Coaching Process



- Structured process
- Using tools & techniques
- Self-generating, self-evaluative, self-corrective
- Underpinned by assumption individual is filled with potential
- Encourages autonomy

# A Coaching Session



<https://www.youtube.com/watch?v=to73DYQkApQ>  
Eleanor Shakiba 0.41-4.27



<https://www.youtube.com/watch?v=tLMBUtyOqUM>  
Rugby Coach



<https://www.youtube.com/watch?v=guclKsL-JbY>  
How to Kill Your Dragon

# Coaching Is...

- Exploring and acknowledging the now...
  - ...asking powerful questions...
  - ...to identify the right route forward
- Harnessing a client's motivation to achieve this...
  - ...through a steadfast belief in the potential of the individual
- A creative conversation



# When Might Coaching Help An Individual?

- To find clarity and direction re the future
  - Perhaps the client wants to achieve a known outcome but doesn't know how to
- To translate ability and talent into achievement
- To bring about positive behavioural change
- This in turn may:
  - Increase confidence
  - Improve communication and assertiveness
  - Increase sense of satisfaction and fulfilment

# Issues Clients Might Bring To Coaching

## Examples

- Find better work/life balance
- Develop a business idea
- Adopt a more physically healthy lifestyle
- Improve relationships
- Find a way to live more akin to their values

# Coaching Practice

- Environment
- Session length
- Frequency
- Contact between sessions
- Cost
- Contracting
- Training
- Supervision

# The Same?



Contracting



Tools & Techniques



Relationship



Enabling insight and learning



Training

# Different?



Restorative vs  
Developmental



Temporal



Problem vs  
Solution

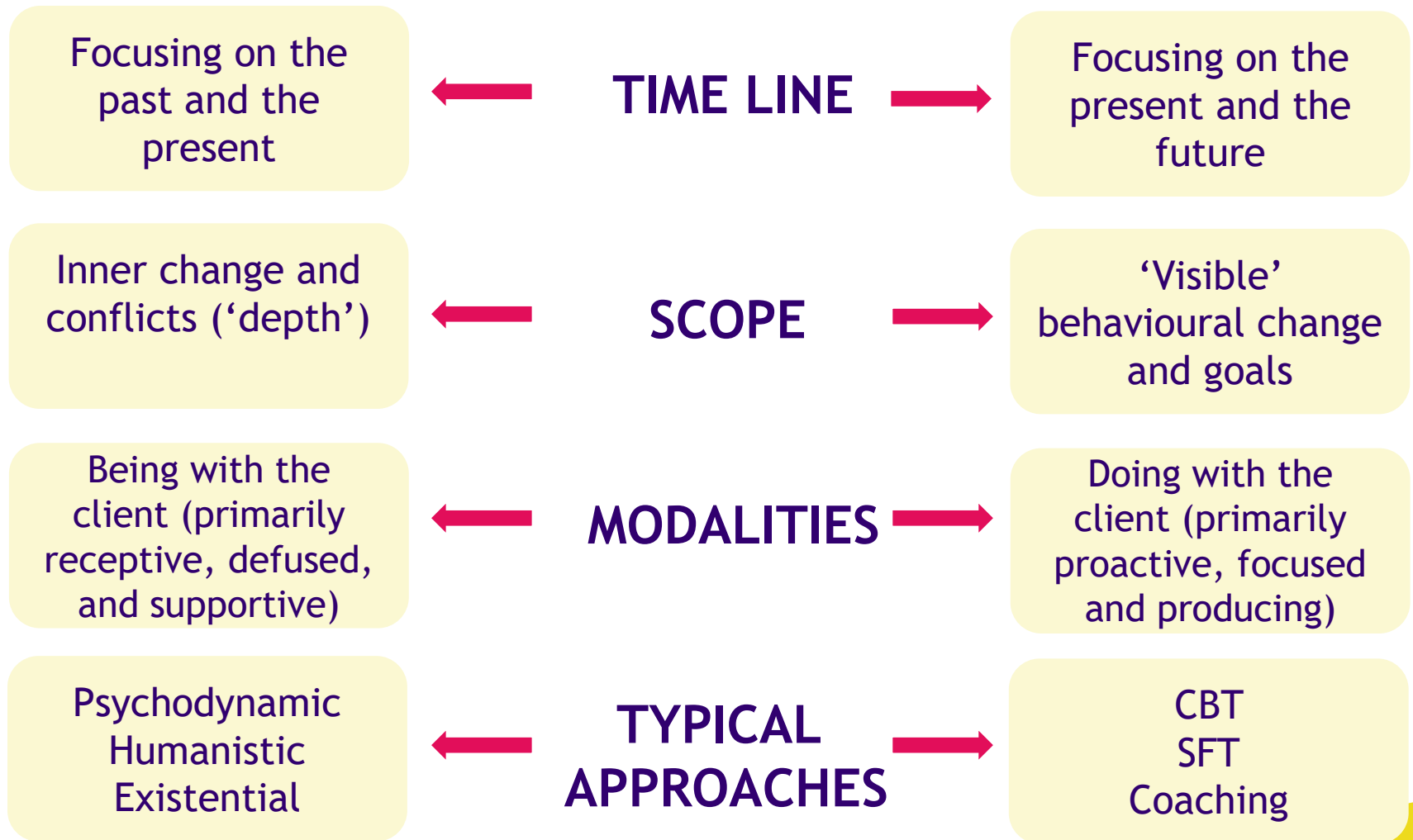


Client Group Profile



Theoretical

# Two Groups (With Some Overlaps)?



Source: N Popovic

# For Your Practice

## Consider:

- How do you define what you do as a counsellor?
- What will coaching add to your existing practice in light of this?
- How might you articulate this to your clients?



# LIVE Q&A



# Session 2: Why Integrate? & Integration Models

# Session 2: Aims

- To start reflecting on how you might begin to think about encompassing coaching into your practice
- To introduce and give a brief overview of a number different types of integration models that you might incorporate into your practice
- To reflect on which aspects most appeal to you

# What Motivates Counsellors To Become Coaches?

- Recognition insight alone does not always lead to change...
- ...breaking the habit: coaching techniques may lead to behavioural adjustments more quickly
- Develops your practice by attracting a separate client group
  - some people crave personal development but are more comfortable identifying as a coaching client
- Coaching has a different energy
- Coaching balances intensity of front-line therapeutic work

# Why It Might Benefit The Client To Work With A Counsellor-Coach

- Offers an active, as well as reflective, approach
- Offers a more holistic way of working - dealing with external behavioural change as well as internal harmonisation
- Continuity - client can remain working with the same person without having to retell their story
- Offers a framework to help the client answer what next?

# What Options Are There?

- Transitioning to practice solely as a coach
- Offer both separately
- Working at the boundary
- Use an integrative framework to work as a therapeutic coach

# What Are The Benefits of Using Both Together?

The First Camp without the Second



(approx counselling)

The Second Camp without the First



(approx coaching)

Source: N Popovic

# What Is Integration?

- Integration occurs within both counselling and coaching disciplines themselves
- It involves assimilating concepts and techniques which can be attributed to more than one theoretical perspective
  - Recognising one approach cannot not suit all clients and presenting issues
- A model offers a framework in which these different approaches can be used alongside each other in practice
- We will focus on those most suited to integrating counselling and coaching



# Why Use A Model?

- Helps inform what to do, when
  - A roadmap for the process to follow, bringing coherence to it
- Helps situate where you are in the process if you feel stuck
- Something which can be shared with the client to articulate the process
- Especially useful when counselling and coaching (being and doing) can feel quite different



# Easy Guide To Understanding Integration Models

## Eclecticism



## Single Theoretical Framework



## Fixed System Integration



## Open System Integration



Source: N Popovic

# Overview of Integration Models:

## 1) Eclecticism

- Eclectic practitioners choose from a range of concepts, ideas and approaches to meet the clients needs in the moment. There are two types:
- Unsystematic - based on practitioner instinct/ preference
  - Can be confusing
- Systematic - again based on practitioner instinct/preference but according to key factors:
  - Client characteristics, the context of treatment, relationship variables, and specific strategies and techniques deemed appropriate to the client
  - e.g. Multimodal model (Lazarus)



# Overview of Integration Models:

## 2) Single Theoretical Framework

- Single theoretical practitioners apply one theory across both disciplines as a foundation for both activities
- There is the same plurality of modalities in the coaching world, as counselling
  - A person centred counselling may find it more accessible to train in person centred coaching
- This perhaps offers greater coherence for the client to experience both in the same modality
- Although one modality may be limiting to address client issues and does not necessarily inform when to move between counselling and coaching



# Overview of Integration Models:

## 3) Fixed System Integration

- Here specific aspects of approaches are combined in a pre-determined and explicit way
- This can be within a model framework which determines which intervention at which stage of the intervention e.g. The FUSION model
  - Or it is also seen when two or more approaches are combined e.g. Cognitive Analytic therapy
- Fixed System models are helpful as there is a clear pathway for the practitioner to follow...
- ...however this could be seen as restrictive and not client led



# Overview of Integration Models:

## 4) Open System Integration

- Here a model demarcates the different stages of the therapeutic process for the practitioner to work through
  - But they select appropriate strategies/ interventions from their toolbox to use
- Examples include Egan's Skilled Helper, FUSION model, Popovic and Jink's Personal Consultancy Model
- This approach offers a clear roadmap, whilst allowing flexibility of practice
- However, practitioners need to have a clear understanding of the model and their client to do this successfully



# For Your Practice

## Consider:

- Of all the options available how might you wish to integrate your counselling and coaching practice... ..if indeed you do?
- How might you articulate this to your clients?



# LIVE Q&A



# Coffee Break



# Session 3: Putting It Into (Your) Practice

# Session 3: Aims

- Identify practical next steps for integration
- Create an action plan to help make this achievable

# We Will Do This Using The GROW Model

**G**

**Goal**

WHAT DO YOU  
WANT?

= identifying the  
change the client  
wishes to achieve

**R**

**Reality**

WHERE ARE YOU  
NOW?

= exploration of the  
client's situation  
and a 'reality  
check' on their  
perception of it

**O**

**Options**

WHAT COULD YOU  
DO?

= generating  
possible options to  
achieve goal and  
overcome hurdles

**W**

**Will**

WHAT WILL YOU  
DO?

= identify optimum  
route forward of  
the options  
identified and  
motivating factors

# We Will Do This Using The GROW Model

**G**

**Goal**

**WHAT DO YOU  
WANT?**

= identifying the  
change the client  
wishes to achieve

What might be a useful goal to work on having heard today's session?

What might integrating coaching into your coaching practice look like?

How would this resonate with the values of your practice?

How would it benefit you and your clients?

# Where Are You Now In Relation To Your Goal?

**R**

**Reality**

**WHERE ARE YOU  
NOW?**

= exploration of the client's situation and a 'reality check' on their perception of it

What does my practice/skill set look like currently?

What is the gap between where you are and where you want to be?

What is the likelihood of you being able to bridge this gap? (time, money, training options)

# Coaching Competency?

- Am I ready to bring coaching into my practice now?
- The EMCC coaching competencies highlight a mix of skills/capabilities and theoretical knowledge
- Counsellors do share many skills with coaches in terms of building relationships, self development and learning
- However additional training may be required to learn interventions enabling a more action orientated approach

# The Grow Model

O

## Options

WHAT COULD YOU  
DO?

= generating  
possible options to  
achieve goal and  
overcome hurdles

What are all the possible ways I can think of  
that can help me move closer towards my goals?

Are there key actions I need to identify?

What might get in the way of my implementing  
these?

# Coaching Competency?

- What might be a suitable training for me and where might I access that?
- What are the options
  - Theoretical training e.g. psycho-dynamic coaching
  - Contextual training e.g. life, business, health & wellness
  - Created with counsellors in mind e.g. Rowan, Trish Turner, Integrated Coaching Academy (Fusion)
- Other things to consider:
  - Location, price, skills cross-over with counselling, coaching body accredited?

# Integration Model Mastery?

- (If this is the route you choose)
- Which model do I think is the right one for me?
- What materials/training are available to me to develop my knowledge?
- What do I need to do to implement this for myself?

# Adapting Practice?

1. Re-framing/articulating this new way of working with clients
2. Organisation of sessions - time length, spacing, materials used, number of sessions offered etc
3. Client base - specific target audience/issue?
4. Environment - beyond the therapy room?
5. What impact on contracting does working in this model have, if any?
6. Pricing?
7. Supervision?
8. Ethical dilemmas?

# Ethics?

- Does introducing coaching into your work impact your current ethical standards?
- What might be the pitfalls?
- Where can I go to help solve ethical dilemmas?
- Ongoing CPD

# Professional Standards & Ethics

Like counselling there are a number of professional bodies for coaches :

- **Association for Coaching (AC)** [www.associationforcoaching.com](http://www.associationforcoaching.com)  
The Association for Coaching® (AC) is a leading independent, and not-for-profit professional body dedicated to promoting best practice and raising the awareness and standards of coaching, worldwide.
- **European Mentoring and Coaching Council [EMCC]** [www.emccouncil.org](http://www.emccouncil.org)  
The EMCC exists to develop, promote, and set the expectation of best practice in mentoring, coaching, and supervision globally for the benefit of society.
- **International Coach Federation (ICF)** [www.coachfederation.org](http://www.coachfederation.org)  
Client by client, ICF coaches help their clients improve lives, relationships and business performance. They make a real and measurable difference in people's lives, which is why we're passionate about making sure our coaches and the institutions that train them are well equipped to do their jobs

# Professional Standards & Ethics

There are also counselling professional bodies who are looking to include coaching within them:

- **BACP Coaching Division**

[www.bacpcoaching.co.uk](http://www.bacpcoaching.co.uk)

BACP Coaching is for counsellors and psychotherapists who integrate coaching and counselling, or offer coaching and counselling as separate services.

# The Grow Model

W

Will

WHAT WILL YOU  
DO?

= identify optimum  
route forward of  
the options  
identified and  
motivating factors

What are the best options for me to implement?

What needs to happen for me to be able to do this?

Can I break this down into smaller, easier steps so it feels less overwhelming?

Where would be a good place to start?

# Will: Writing An Action Plan

ACTIONS	WHAT I NEED TO DO	HOW I'M GOING TO DO THAT	BY WHEN

# Will: Motivating Factors

- What past experience do you have that you can draw upon to help achieve this goal?
- What strengths do you have which you can harness?
- What support can you draw on from others?
- How will you feel if you achieve this?
- How will you feel if you don't achieve this?
- What's the worst that could happen if it doesn't quite work?
- What will happen if it does?

# Closing

- Integrating coaching into your practice may offer you
  - A learning opportunity
  - A new way of working
  - A new client base
- Today we have recognised there are a number of different ways of how we might do this
- We have considered what this might look like for us theoretically and how we might move closer to achieving this practically
- Good luck in moving this forward!



**LIVE  
Q&A**



# Thank you

Contact details

Judith Plastow, Integrative Counsellor & Coach

[judith@co-thinkingcompany.com](mailto:judith@co-thinkingcompany.com)