FUNDAMENTAL DIFFERENCES BETWEEN COACHING VS. COUNSELING

Overview

- Professional Distinctions
- Introduction
- Approach to Coaching and therapy
- Mentor/Mentee Relationship
- Employee Retention
- Coaching tools
- Therapy Tools
- Benefits Coaching and Therapy

Professional Distinctions

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<tr>
<th>Therapy</th>
<th>Mentoring</th>
<th>Consulting</th>
<th>Coaching</th>
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<tbody>
<tr>
<td>Dealess mostly with a person's past and trauma and seeks healing</td>
<td>Deals mostly with succession training and seeks to help someone do what they do</td>
<td>Deals mostly with problems and seeks to provide information (expertise and strategy methodologies)</td>
<td>Deals mostly with a person present and seeks to guide them into a more desirable future</td>
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- Dr. – patient relationship
- Experienced – less experienced
- Expert – person/organ with a problem
- Equal partnership

- Emotions – symptoms of something wrong
- Limited to mentoring parameters
- Does not deal with emotions
- Assumes emotions are natural and normalizes them

- Diagnoses, guides, a path to healing
- Observe provides wisdom
- Evaluates, id problems and fixes
- Works with client, id challenges - achieves
Quotes

"Successful careers are not planned. They are the careers of people who are prepared for the opportunity because they know their strengths, the way they work and their values."

Peter Drucker, Author
Management Challenges for the 21st Century

Quotes

"The intuitive mind is a sacred gift and the rational mind is a faithful servant. We have created a society that honors the servant and has forgotten the gift."

Albert Einstein

Today

- Current initiative within workplace is to implement a mentoring and career process

- An organization is strengthened through the mentoring process
THE CONCEPTS OF COACHING AND THERAPY

Coaching Philosophy for the Workplace

- Develop future leaders
- Guide and develop less experienced employees
- Achieve a strategic, competitive edge for your company in the marketplace
- Develop a talent pool for succession planning-organizational consistency
- Retain and motivate the right employees.

Therapy Philosophy

- Treatment directed toward the cure of a pathological condition (disorder)
- Dr. helps the client have a better quality of life
- Success – client is better able to function in the world
- Client is able to interpret situations and apply right judgment
- Overcoming mental illness
Coaching vs. Therapy  Patrick Williams

- Therapy is about listening for problems, pathologies, history, pain, and blocks
- Coaching is about listening for possibilities, goals, dreams, and aspirations
- Therapy is about rooting out problems and tackling them
- Coaching is about discovering, harnessing and expanding on strengths and tools clients have

Coaching vs Therapy

Coaching
- Performance goals meeting job requirements
- Learning goals how to’s of a job (presentation)
- Fulfillment goals achieving a position

Therapy
- Diagnosis
- Treatment Plan
- Prognosis – overcome problems, maintain a quality of life

Questions

- Should every manager/executives be a mentor?
- How often should we meet?
- How many coachees can a coach have?
- Should manager/executives have coaches?
- Does the coachee need to be in my department?
- What are the results you are looking for?
Greek Mythology

- Odysseus, while away from home during the Trojan War, had his friend and servant, mentor, educate and guide his son

Mentoring Definition

- A deliberate pairing of a more skilled or experienced person (mentor) with a lesser skilled or experienced person (mentee)
- Mentor teaches you to be a better business person

What is Coaching

- Situational and focused on a skill set to achieve
- The Coach is on field and teaches you to be a better position player
What is Cognitive Therapy

- Based on a straightforward, commonsense model of the relationship among cognition, emotion and behavior in human functioning in general and in psychopathology in particular
- Three aspects of cognition are emphasized: automation thoughts, underlying assumptions and cognitive distorting

Arthur Freeman, James Pretzer, Barbara Fleming, and Karen Simon

Outline for Therapy

- Agenda Setting
- General Feedback on review of past week
- Review homework assignment
- Address agenda items
- Homework (readings, journal)
- Feedback on Session

Key Techniques for CT

- Goal Identification
- Individualized approach
- Client recognition of cognitions
- Guided Discovery
- Client recognition of automatic thoughts
- Homework assignments
- Relapse Prevention Plan
Collaborative Coaching Process

- Identify what the client wants
- What do you do very well at work and personal life?
- What are your energizes and drainers?
- What are the client’s obstacles to achieving the goals and accomplishments s/he wants to accomplish?
- Identify the client’s personal beliefs and what s/he thinks they are capable of accomplishing.

Collaborative Coaching Process #2

- What are the client’s options and possibilities in the workplace and personal life?
- Self-observation by the client.
- Develop a realistic plan of action.
- Develop a timeline of accountability for the client.
- Establish a process for working together after reviewing with the first nine points.

CBT Techniques

<table>
<thead>
<tr>
<th>Cognitive</th>
<th>Behavioral</th>
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<tbody>
<tr>
<td>Socratic Questioning</td>
<td>Role play</td>
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<tr>
<td>Notebook or journal</td>
<td>Performing activities</td>
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<tr>
<td>Anxiety checklist</td>
<td>Confronting thoughts</td>
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<td>Incomplete sentence blank</td>
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<tr>
<td>Daily Thought Record</td>
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EVENT/THOUGHT MODEL

Cognitive Therapy in the World

Cognitive Model
Cognitive Triad

Negative View - Therapy

- Negative view of experience — stop taking action — anxious — depression worry
- Negative view of the future — anxiousness (hopeless suicidal) CYA fear — change
- Negative view of self — anxiousness, avoidance, worry about competence

Positive View - Coaching

- Positive view of experience — taking corrective action — learning — making positive change
- Positive view of the future — promotion, navigating the political landscape — positive change
- Positive view of self — confident, engaged, I am competent
Behavioral techniques

Behavioral Techniques
action oriented techniques used in conjunction with
cognitive therapy

Teach the skills necessary for the client to reach the goal
resulting behavior and or cognitive change

"In general, the more severe the problem, the greater the
emphasis on behavioral work, and the less severe the problem,
the more the cognitive the approach."

Freeman et al

12 IRRATIONAL BELIEFS

<table>
<thead>
<tr>
<th>Demand for approval</th>
<th>High self-expectations</th>
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<tbody>
<tr>
<td>Blame process</td>
<td>Lack of acceptance</td>
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<tr>
<td>Obsess</td>
<td>Anxious over-concern</td>
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<tr>
<td>Problem avoidance</td>
<td>Dependency</td>
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<tr>
<td>Indelible past</td>
<td>Perfectionism</td>
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<tr>
<td>Happiness</td>
<td>Control emotions</td>
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WORKPLACE IRRATIONAL BELIEFS (Ellis)

1. “I must be outstandingly competent, or I am
worthless.” I am the boss and need to KNOW

2. “Others must treat me considerately, or they
are absolutely rotten.”
I must be treated fairly and evaluated fairly

3. “The workplace should always give me
happiness” I do NOT enjoy my job
THERAPUTIC RESPONSE

THERAPIST leads the client to make the arguments

GUIDED DISCOVERY:

- 1. Is there any evidence for this belief?
- 2. What is the evidence against this belief?
- 3. What is the worst that can happen if you give up this belief?
- 4. What is the best that can happen?

Assessments

<table>
<thead>
<tr>
<th>Not for Coaching examples</th>
<th>For Coaching examples</th>
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<tbody>
<tr>
<td>MMPI2</td>
<td>MBTI</td>
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<tr>
<td>Beck’s Depression Inventory</td>
<td>DISC</td>
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<tr>
<td>Psychological Screeners</td>
<td>360° Feedback</td>
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<tr>
<td>DSM5 diagnoses</td>
<td>Performance Appraisal</td>
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<tr>
<td>ICD-10</td>
<td>Feedback</td>
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Assessments Skill Based

Samples

- Leadership: styles and dimensions
- Communication
- Conflict
- Teamwork
- Listening
A Coaches Job

- Coaches are not hired to do therapy and may not even be qualified, nor is it ethically appropriate to work in that area.
- “A coach does not diagnose illness or root causes of detrimental behavior. Rather a coach identifies through active listening, empathetic questions and coordinated effort for assessment potential path options that the client can take to find achievement”. Jessi LaCosta

Employee Retention in the Workplace

- Ask Coachee what they can achieve and how to achieve it
- Retention of the right employees creates a stable workforce
- Succession can be an outcome of building and developing the right people

How can a Coach utilize the above concepts when coaching?

Employee Retention

- Challenging work
- Work-life balance
- Professional development
- Career development
- Personal growth
- Communication flow
- Competitive salary and benefits
Environment that Retains

- Organizational Mission Statement
- Organizational Structure/ Culture
- Orientation “On Boarding”
- Leadership - Followership
- Communication (organizational and individual)
- Career Path

Questions

- How does mentoring differ from Performance Appraisal?
- Do YOU approach mentoring as Billable time or Investment time?
- What are the benefits of regular meetings with your mentee?

Perceptions about the Organization

<table>
<thead>
<tr>
<th>Why people stay</th>
<th>Why people leave</th>
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<tbody>
<tr>
<td>Job satisfaction</td>
<td>Job frustration</td>
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<tr>
<td>Challenging work</td>
<td>Non challenging work</td>
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<tr>
<td>Effective relationships with clients</td>
<td>Micro managed with clients</td>
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<tr>
<td>Open and flexible climate</td>
<td>Less freedom &amp; flexibility</td>
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<tr>
<td>Satisfactory relationship with boss</td>
<td>Poor relationship with boss</td>
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<tr>
<td>Recognition for success</td>
<td>Lack of recognition</td>
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### Coach Actions
- Vested interest in success
- Coach
- Professional relationship
- Sponsor
- Role model
- Create safe environment
- Support - not evaluate
- Influence & guide in positive direction
- Guide professionally and personally
- Observe & discuss interactions and skills
- Provide adequate & appropriate feedback
- Encourage personal vision
- Discuss career & business objectives
- Discuss strengths & character qualities
- Discuss changes and future expectations

### Therapist Actions
- Vested interest in patient
- Diagnose
- Didactic
- Build a trusting relationship
- Treatment Plan
- Create safe environment
- Progress
- Influence
- Guide
- Observe & discuss interactions

### Coachee Development
- Professional
- Goal setting
- Career development
- Communication
- Problem solving
- Leadership and followership
- Decision making
- Feedback/feed forward
- Personal
- Positive self-regard
- Motivation
- Controlled stress level
- Conflict resolution
- Empathy; ability to build rapport
- Appropriate priority setting
- Work/life balance
Coaching Benefits

- **Coach Benefits**
  - Enhanced communication
  - Sensitivity
  - Rethink, re-experience
- **Coachee Benefits**
  - Establish goals
  - Enhance performance
- **Organization Benefits**
  - Profitability
  - Contribution of the employee
  - Reduce turnover, strengthen Culture

Therapy Benefits

- **Therapist Benefits**
  - Care giver joy
  - Sensitivity
  - Effective diagnosis and treatment
- **Patient Benefits**
  - Understands the disorder
  - Coping skills
  - Quality of life enhanced
- **Family & Friends Benefits**
  - Relationships enhanced
  - Contribution to self and the family

Questions

- Benefit from leadership 360° Reports
  - Discuss the workplace with the Mentee?
SECTION 2 – DEVELOPING COACHING SKILLS

Four Types of Coaches

Mean

Meandering

Mindless

Marvelous

Effective Listening

- Listen without rebuttal
- Make eye contact
- Nod acceptance
- Smile
- Focus
- Paraphrase

To _______________
For _______________
With _______________
Hear
- Honestly listen without rebuttal
- Empathize by remembering
- Acknowledge and paraphrase
- Respectfully respond

Why People Do Listen
- Build a connection
- Identify and understand
- Identify level of understanding
- Identify actions to be taken
- Learn
- Are interested
- It is worthwhile

Focus
- Focus on key issues
- Offer opportunities for development
- Create care and empathy
- Understand - have acceptance
- Support strengths
Establish the Mentoring Environment

- Climate
- Input
- Support
- Feedback
- Create an environment that develops leaders

Guide to Coaching - Therapy?

- Establish a safe working relationship
- Build good rapport
- Establish an open, supportive environment
- Give feedback
- Ask mentees to write goal report
- Ask mentees how you can help
- Inquire how mentees are achieving goals

Coach Preparation Meeting

- First Meeting
  - Set an agenda
  - General Feedback
  - Learning points
  - Assign Homework
  - Summarize
Coach Work Papers

- Coachee goals/aspirations
- Coachee needs
- Coachee expectations
- Confidence

Coaching Action Planner

- Why do you want to be a Coach?
- Challenges
- Satisfaction
- Support your mentee
- Obstacles
- Overcoming Coachee’s obstacles

Developmental Action Contract

- Coach to your abilities
- Development
- Accomplishments
- Coaching style
- Possible conflicts
Coach Guidelines
- Coach feels safe
- Open climate
- Feedback feed-forward
- Goals
- Ask
- Coaching skills

Coaching Program
- Safe
- Open climate
- Feedback feed-forward
- Goals
- Ask
- Skills

Coaching Tools
- Miracle Question
- Open climate
- Energizers
- Goal Achievement
- Performance Appraisal
- Coaching skills
Coaching Tools

Session Preparation Form

card:
Preparation for next coaching session requested is essential to your success.
Please email (coaching@coaching.com) or fax (123-456-7890) to review before your session.

What have you accomplished since our last session - wins and challenges?

What did you want to accomplish that you did not get a chance to work on?

What challenges are confronting you?
### Coaching Tools

**What will you commit to before our next session?**
Continuing proactive thoughts and affirmations and actions towards improved communication and more sleep.

### Coaching Tools

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<tr>
<th>ENERGIZERS AT WORK</th>
<th>ENERGY DRAINERS AT WORK</th>
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Discussion Point #1 Coach Action Planner

- Organization’s history and cultural development
- Review policy and procedures
- Organization’s chart
- Functions of management and committees
- What were the results of this discussion?

Discussion Point #2

- Organization’s vision, mission and long-range goals
- Practice philosophy
- Service goals
- Development goals
- Community service goals
- What were the results of the discussion?

THANK YOU!