



How you can differentiate your practice to meet Future Trends in  
Coaching



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# Wellbeing

Good mental health is related to mental and psychological well-being (WHO)

Employers being aware of responsibility and business case for:

- ✓ Physical
- ✓ Mental
- ✓ Social wellbeing of employees

- 16% more productive if satisfied with working environment
- 18% more likely to stay
- 30% more attracted to their company over competitors.
- 66% more likely to accept a new job | keep the one they have in a workplace focused on their health and wellbeing

Survey: What Employees Want Most from Their Workspaces by Jeanne C. Meister August 26, 2019 HBR Article

## What creates deterioration of mental health | wellbeing?

- Social isolation
- Working from home conditions
- Conversations focused on task
- Anxiety about job security
- Financial stability
- Business Culture

### Created by:

- Digital age and AI
- COVID
- Climate Change
- Lack of self care

## Who's responsible for taking care of well-being?

### • *Self?*

- 71% of people wanted to improve wellbeing during lockdown
- 49% increase in domestic violence
- In times of crisis people tend not to reach out
- 'Permission to take time' for wellbeing

### • *Employer?*

- Duty of care needs to be recognised
- Top leadership role modelling
- Managers | leaders have the same issues
- If the culture doesn't care WHO you are then HOW you are won't matter



What needs to happen to encourage conversations about wellbeing to be accepted as the norm?

Inhibitions talking about:

- *Feelings of Depression*
- *Anxiety*
- *Loneliness*
- *How I really feel*
- *Overwhelm - I can't cope!*
- *Lack of physical – mental – emotional energy*
- *Willingness to show vulnerability*
- *It may be OK to ask for help but people feel they can't ask*
- *Shame*





**Who will the organisation reach out to for support?**

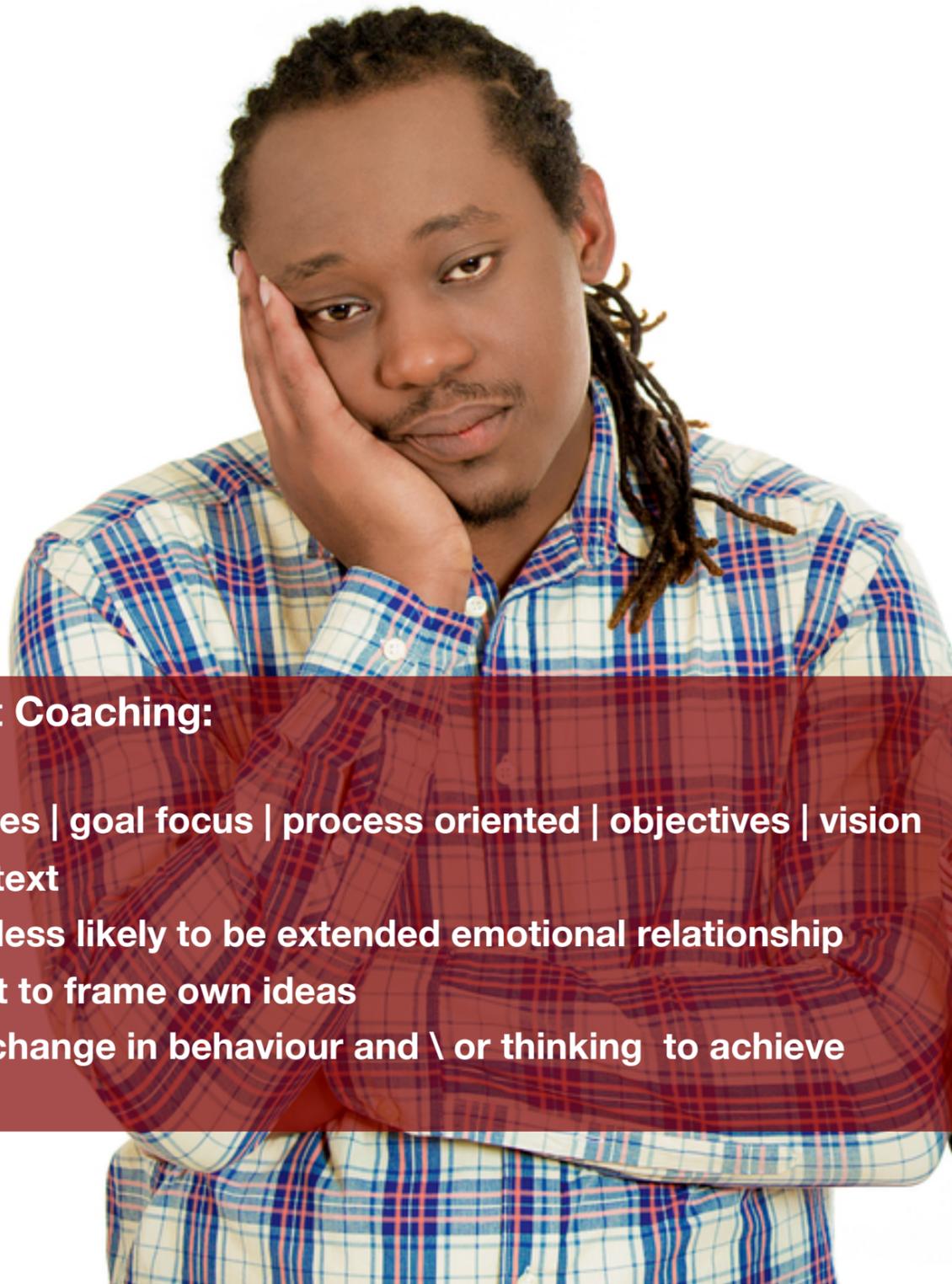
**Who will individuals be comfortable speaking with?**

**counsellor or coach?**



## **REFLECTION: (1)**

# Perceptions of each other



## Counsellors about Coaching:

- Concrete outcomes | goal focus | process oriented | objectives | vision
- Work related context
- Short contracts | less likely to be extended emotional relationship
- Challenging client to frame own ideas
- Implies need for change in behaviour and \ or thinking to achieve desired outcome



## Coaches about Counsellors:

- May lack focus
- Often has a (high) emotional quotient potentially using therapy
- Healing a hurt
- Dealing with blockages to moving forward such as emotional trauma possibly linked to past issues

## Contracting to establish:

- Suitable agreed boundaries and responsibilities
- Stakeholder agreement covering the work that will be completed
- Style of working relationship
- Practicalities: frequency, cost, location)

**Working practices  
are Similar**

**Coaching: Present and future focus**

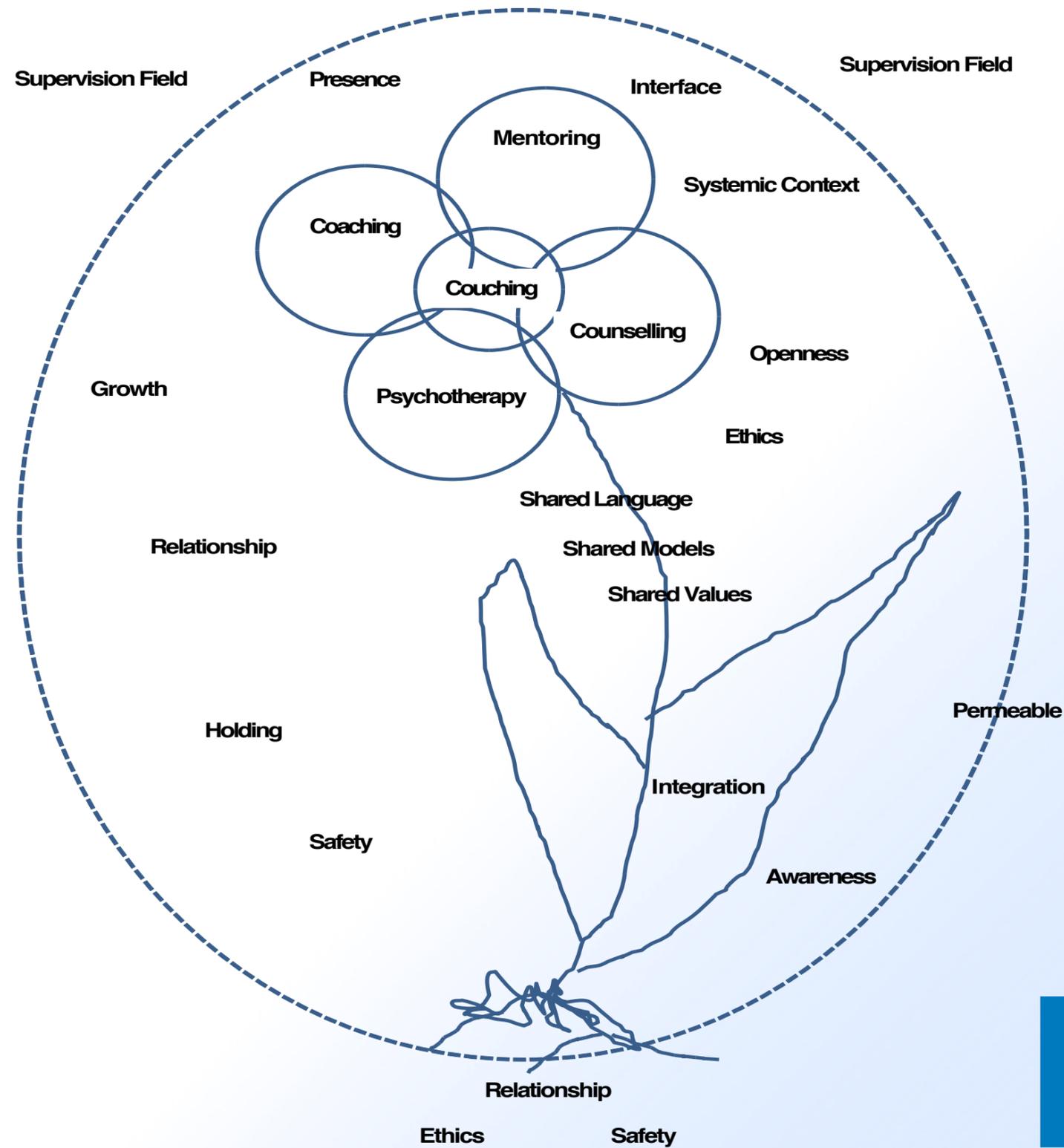
**Counselling: Past**

## No clear distinction between the two:

- *Some practitioners providing both services - others separating*
- *Some evidence of contracting*
- *Mention of 'referring'*
- *Using same skills set – questioning, listening, reflecting*

***“For me, only when the session starts going into deeper psychological issues for which I don't feel 'qualified' to handle”***





**Research Event: 2016**  
 Counsellors' UK Supervision Conference  
 Lise Lewis | Karl Gregory

# Coaching

## The interface between the diverse worlds of coaching and counselling

### Boundaries lack definitions

- Coaching 'fine' if practising professionally (supervision | contracting)
- 'Different hats' for clients' needs
- Hard to know when conversation moves from commercial (coaching) to clinical (counselling)
- What dysfunction exists? .. "psychopathic behaviour or typical workplace behaviour"
- Reluctance to recontract for counselling within a coaching agreement

### Ethical Issues

- Is it just getting the ethical contract right?
- Ethics | regulation in coaching (1 day trg)
- Psychotherapists | coaches have different codes of conduct + different indemnity insurance – necessary?
- Cross modality exists for supervision (managers, social workers, nurses, counsellors, coaches)
- 'Different hats' involves different descriptor of practice

Research Event: 2017

EMCC Global Conference Scotland

Lise Lewis | Karl Gregory



# Position statements

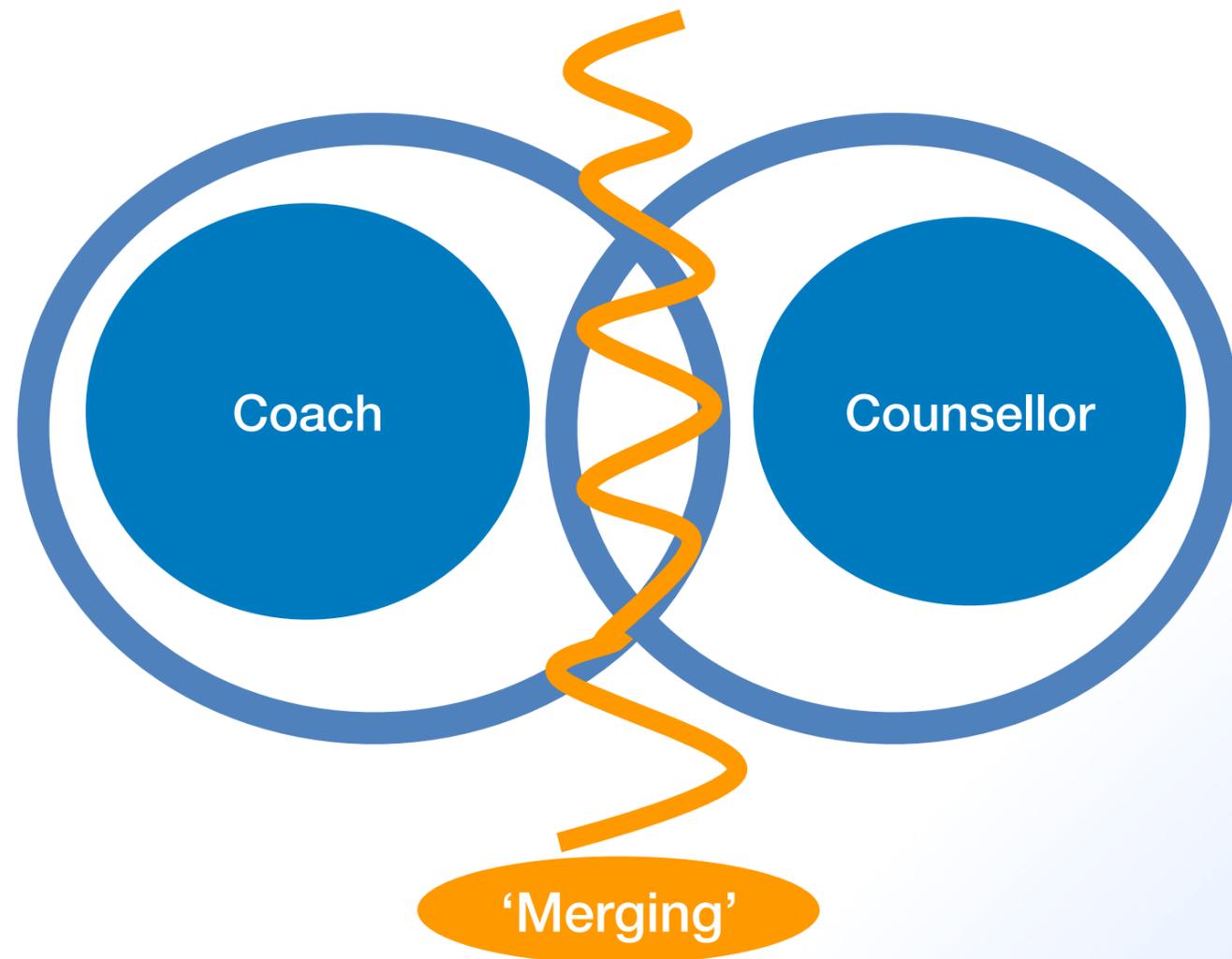
- Counsellors' perception that Coaching, Counselling, Mentoring and Psychotherapy already form part of practice
- Recognised the value of 'naming' this and to inform future development

- Remains unclear (boundaries) about people's practice although discussion suggests Coaching is implicitly practiced
- Coaches develop in a way that attracts them, matches their client base and secures work

- Coaching and Counselling Supervision Training exists for 'Coaching' – content may not be in one programme!
- Training weighted by programme designer
- Coaches drift to counselling | counsellors stray to coaching

***“I remain unconvinced it matters - toolkit the same and based on rigorous codes of ethics”***

# Coaching Model



Distinction at the extremes - not at the intersection

Coaching is:

- an integrated approach combining elements of coaching and counselling (Houghton, 2013)
- a concept that is taking root (Devine & Holgate, 2016) if not always explicitly observable in practice
- goal-focused and working with emotional | psychological processes
- emerging through relational practice recognising the 'whole' person



## REFLECTION: (2) Coaching in Practice

- What aspects of coaching can you identify in your practice?
- How likely are you to develop this approach as a solution to wellbeing?
- What will this development be?

***We are in the midst of profound changes in our practices:  
“The old paradigm has been undermined and a new  
paradigm is struggling to be born” (Elkins 2015)***

# Today's takeaway?

- What has been the greatest learning point for you today?
- What might you do differently?
- ... and what more do you want to say, think or feel?