



Coaching and Mentoring at Work conference

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Coaching, therapy and integration

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Conference
July 2013

Debra Jinks

Where have we been?

- Separate histories
- Counselling established discipline with professional bodies, ethical framework, training standards etc
- Coaching relatively new and developing the above
- Advent of coaching psychology as a discipline

TWO CAMPS

- Primarily receptive and reactive
 - The focus on internal conflicts
 - Exploring the past and the present
 - Depth (internal change) valued more than surface (behavioural change)
 - Existential issues (uncertainty, meaning)
 - Perception and affect
 - Client-centred therapy, existential therapy, psychoanalysis, CBT
- Primarily proactive
 - The focus on external problems
 - Exploring the present and the future
 - Behavioural change (the 'surface') valued more than internal change (the 'depth')
 - Specific issues (conditioned responses, habits, behavioural patterns)
 - Cognition and action
 - CBT, NLP, coaching



... But clear areas of overlap

- Skills & processes
- Counsellors working in coaching
- Coaches training in therapy
- Research



Where are we now?

- Interest & recognition of coach-therapy integration
- Developments – professional bodies, training and education, research base



The way forward...

- Integrative coach-therapy a credible third alternative?



How to integrate...

- Single theory
- Theoretical
- Open systems



Why choose open systems?

- No one approach has all the answers
- The common factors research demonstrates the importance of matching an approach or techniques to client preferences
- Flexibility to provide a bespoke intervention

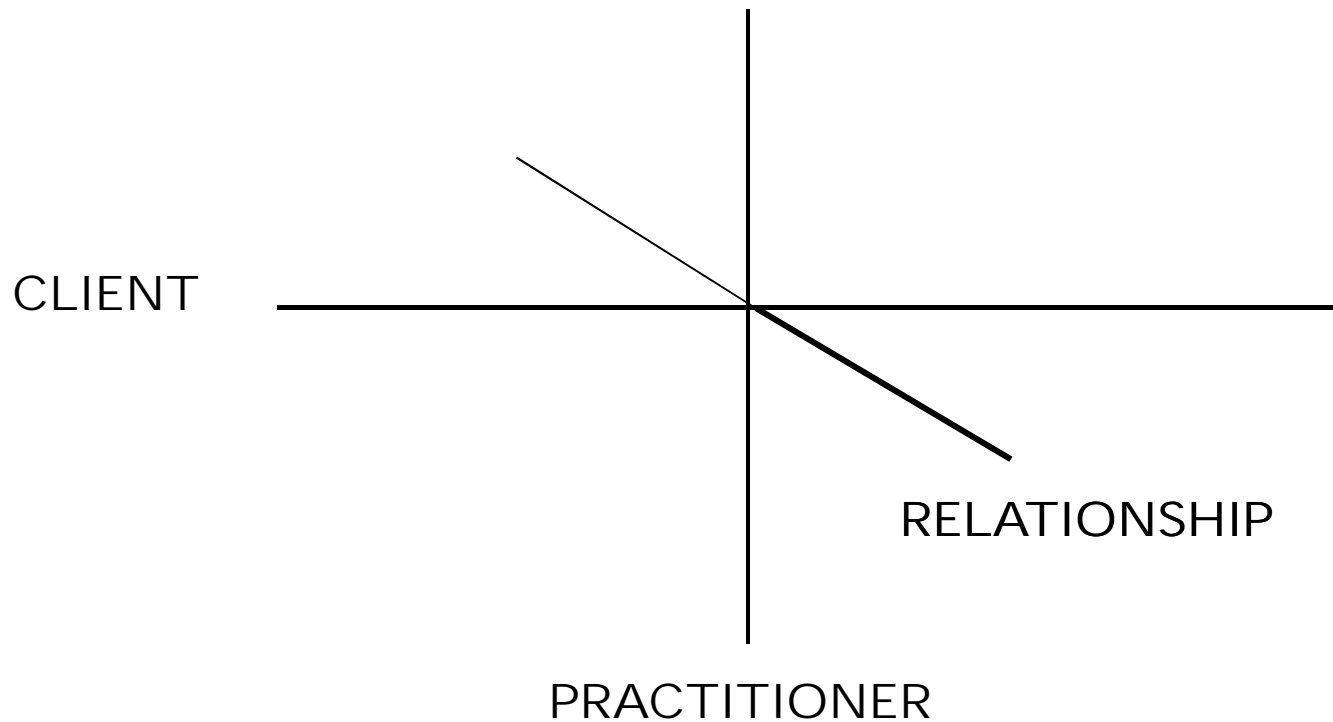


Personal Consultancy as an example of open systems integration

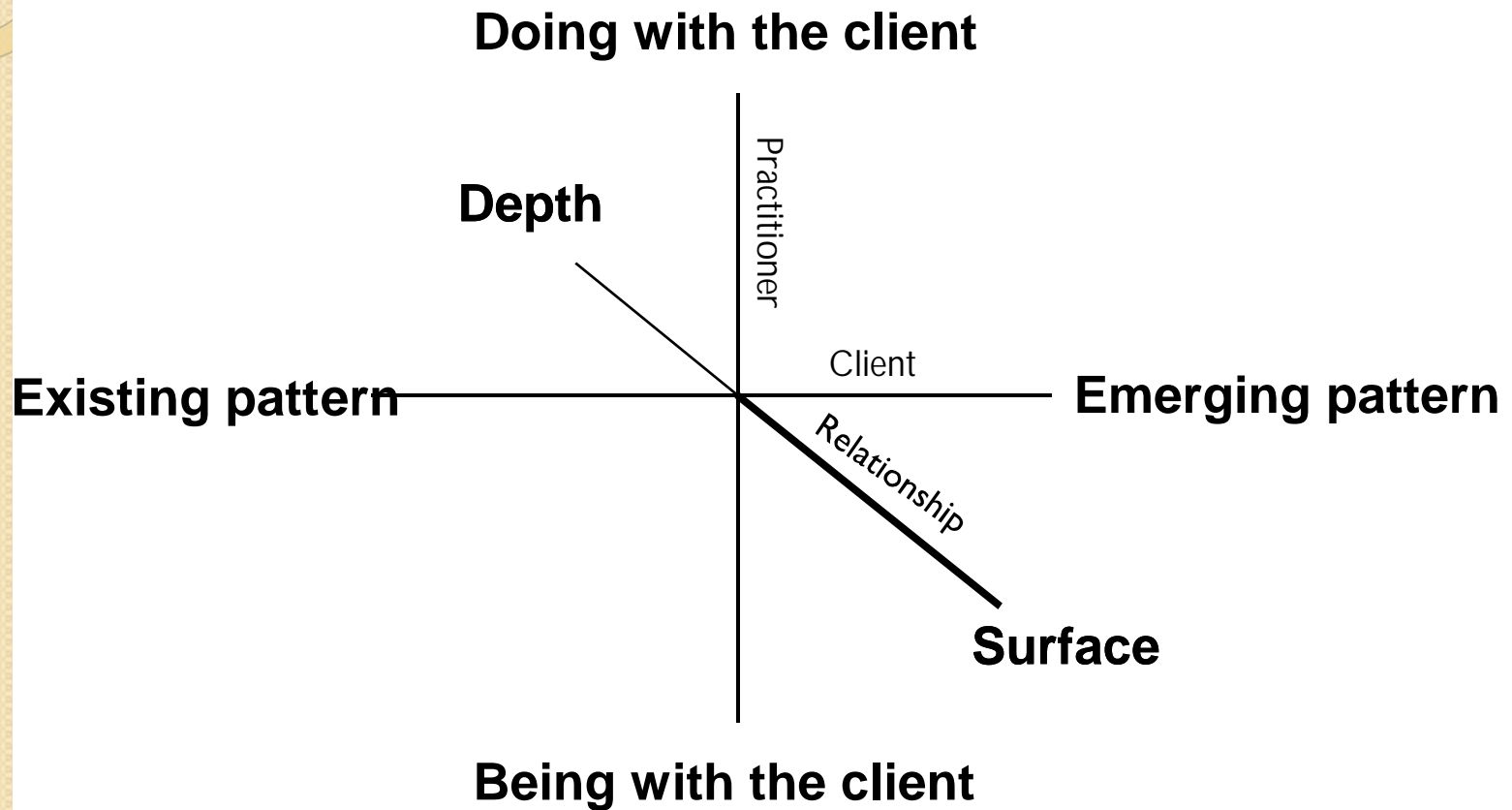
- An integrative theoretical framework for 'one-to-one' practices
- Consultancy: a meeting which is held to discuss something and to decide what should be done about it
- Personal: focusing on the person and personal matters (that, may include social and professional issues)
- The aim is to help clients solve both their internal conflicts and problems, but also to facilitate personal and/or professional development.



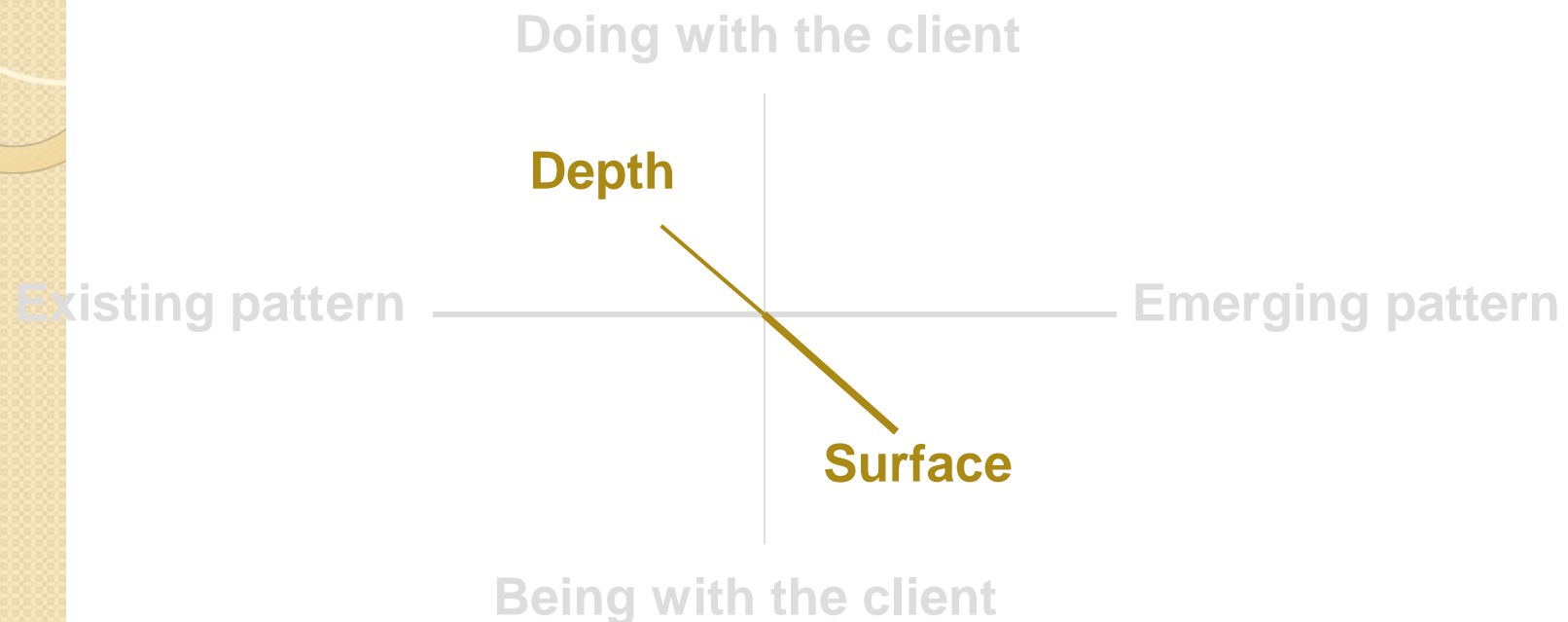
Three necessary dimensions of any one-to-one practice



THE MODEL



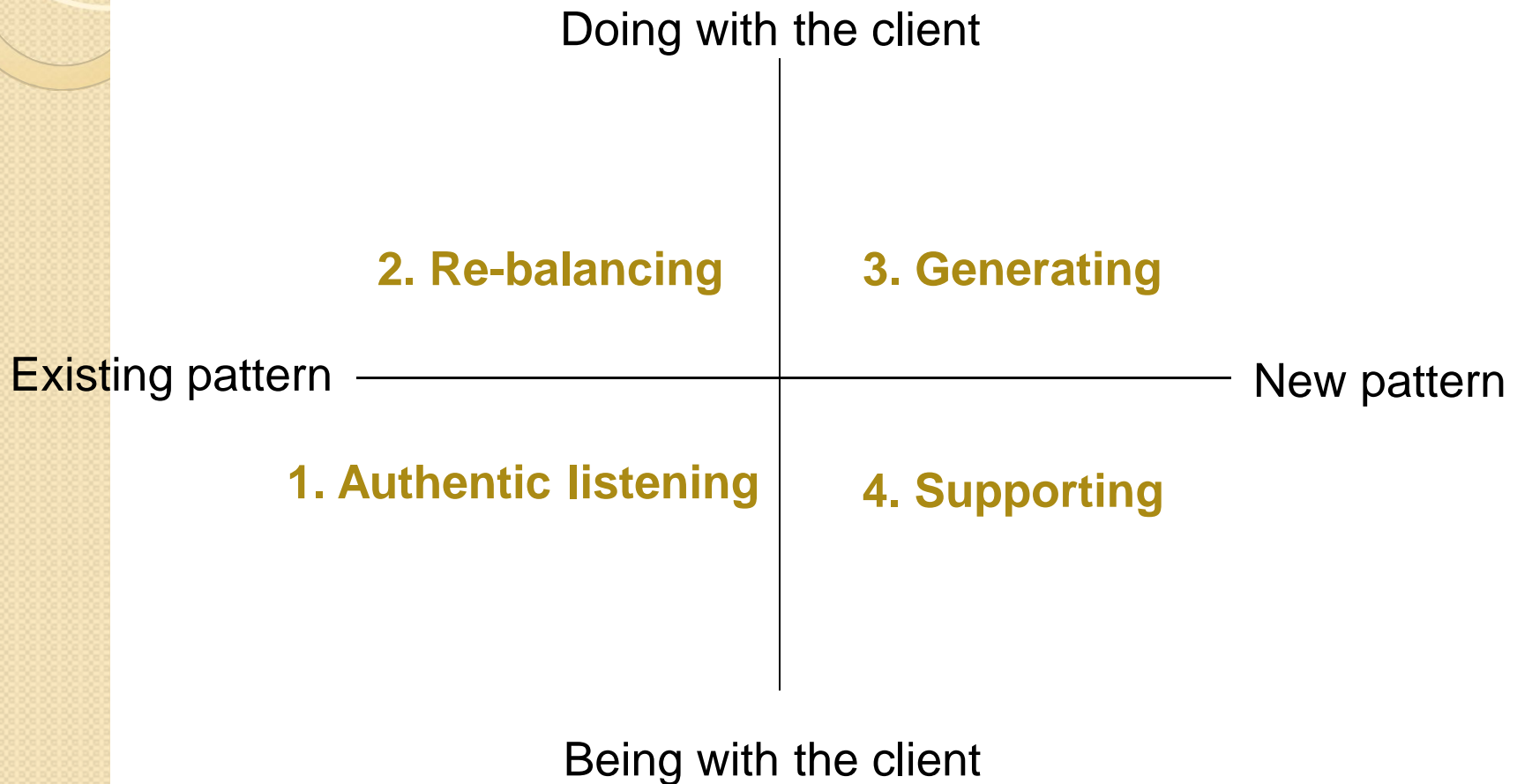
The depth axis (relationship)



The scope of interaction:

- a) The depth focuses on the intra-personal, inner world/experiences of the client.
- b) The surface focuses on the client's reality (the external manifestations and events) and behaviour.

The stages of the process



Case study exercise

In groups of four spend 10 mins to consider how you might work with your client using the Personal Consultancy model taking into account:

□ Dimensions:

- Client - existing patterns - emerging patterns
- Practitioner – being with - doing with
- Relationship – surface - depth

□ Stages – listening, rebalancing, generating & supporting



So... there's a model or a framework...

- What would be the implications of working in this way?
- What issues or questions does it raise?
- What would it mean for clients?
- ... for practitioners?



What do you think?

Costs

- Blurred boundaries for clients?
- Confusion for clients?
- Dissent among the profession?
- Coaches without therapeutic training may feel marginalised

Benefits

- May address some of the difficulties associated with keeping disciplines separate
- Clients may benefit from having a helping relationship that may serve all their needs

What's interesting about coach-therapy integration?



The way forward

- Differentiation and integration do not need to be mutually exclusive:
 - Develop ways of integrating counselling & coaching that include clarity about what is being offered at the outset and what is happening at any given time



The way forward

- Different approaches can co-exist (e.g. 'purist' and integrative counselling approaches)
- Provide clients with varied choice
- Debate can be healthy and creative

Build on what we already know:

- 'Common factors' research about what works in therapy:
 - The approach doesn't matter that much
 - The relationship does
 - But so does the practitioner's belief and commitment to the approach and tools they use
 - And the client needs to know what's going on and buy into it



References

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Publications:

[Personal Consultancy: A model for integrating counselling and coaching, Routledge Oct 2013](#)

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