

# Coaching vs. Counseling

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# **Coaching vs. Counseling Video Hour 1**

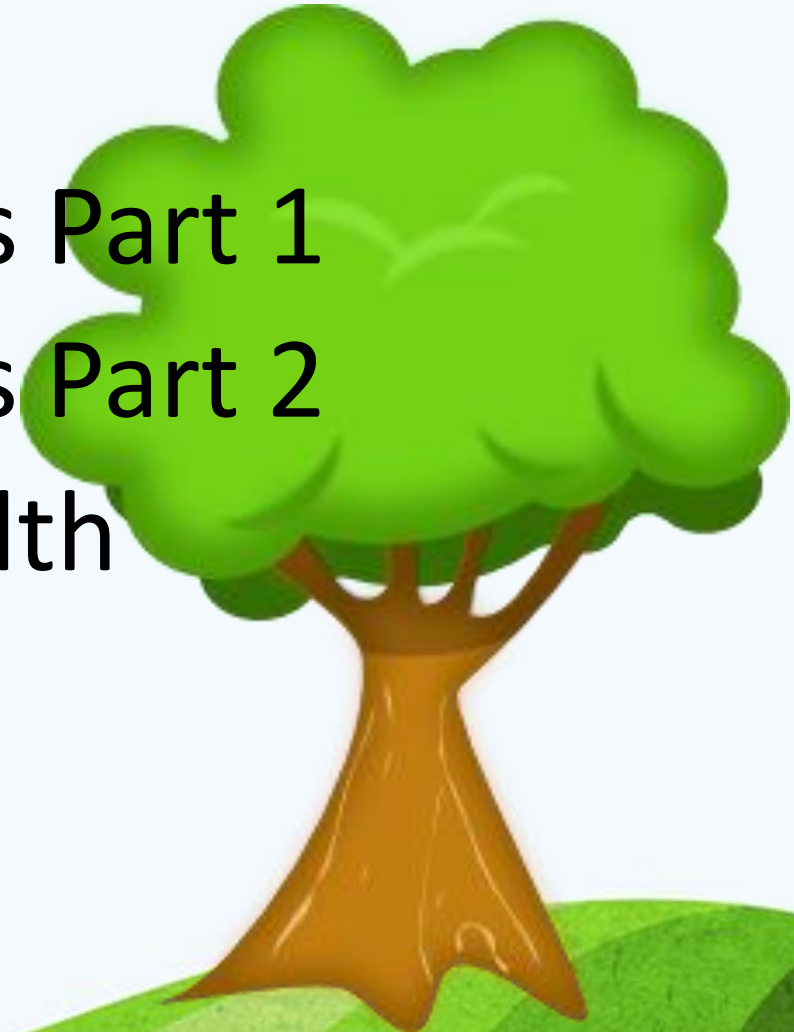
# Video Hour 1

- Overview of Course
- Coaching vs Therapy
- Coaching vs. Therapy Questions Part 1



# Overview of Course

- Coaching vs Therapy
- Coaching vs. Therapy Questions Part 1
- Coaching vs. Therapy Questions Part 2
- When to Refer to a Mental Health Professional
- Legal issues in Coaching



# Coaching vs Therapy

## Coaching

- Client is emotionally and psychologically healthy

## Therapy

- Client is emotionally unwell and in needs healing



# Coaching vs Therapy

## Coaching

- Focuses on the present and future

## Therapy

- Focuses on dealing with the past



# Coaching vs Therapy

## Coaching

- Driven by goals and taking action

## Therapy

- Driven by unresolved issues and feelings

# Coaching vs Therapy

## Coaching

- Works toward a higher level of functioning

## Therapy

- Works to achieve understanding and emotional healing



# Coaching vs Therapy

## Coaching

- Results-based and focuses on exploring solutions

## Therapy

- Explores the root of problems and offers explanation

# Coaching vs Therapy

## Coaching

- Asks, “Where would you like to be and how can you get there?”

## Therapy

- Asks, “How did you feel about that?”

# Coaching vs Therapy

## Coaching

- Acts on information

## Therapy

- Absorbs information

# Coaching vs Therapy

## Coaching

- Done over the phone, internet or in person

## Therapy

- Done in an office setting (largely due to insurance companies)

# Coaching vs Therapy

## Coaching

- Coach and client collaborate on solutions

## Therapy

- Therapist is the 'expert'

# Coaching vs Therapy

## Coaching

- Contact between sessions expected (accountability and wins)

## Therapy

- Contact between sessions for crisis and difficulties only

# Coaching vs Therapy

## Coaching

- Deals with a healthy client desiring a better situation

## Therapy

- Deals with identifiable dysfunctions in a person

# Coaching vs Therapy

## Coaching

- Deals mostly with a person's present and seeks to help them design a more desirable future

## Therapy

- Deals mostly with a person's past and trauma, and seeks healing



# Coaching vs Therapy

## Coaching

- Helps clients learn new skills and tools to build a more satisfying successful future

## Therapy

- Helps patients resolve old pain

# Coaching vs Therapy

## Coaching

- Co-creative equal partnership (Coach helps the client discover own answers)

## Therapy

- Doctor-patient relationship (The therapist has the answers)

# Coaching vs Therapy

## Coaching

- Assumes emotions are natural and normalizes them

## Therapy

- Assumes emotions are a symptom of something wrong

# Coaching vs Therapy

## Coaching

- The Coach stands with the client and helps him or her identify the challenges, then partners to turn challenges into victories, holding client accountable to reach desired goals

## Therapy

- The Therapist diagnoses, then provides professional expertise and guidelines to provide a path to healing

# Coaching vs Therapy

## Coaching

- Growth and progress are rapid and usually enjoyable

## Therapy

- Progress is often slow and painful

# **Coaching vs Therapy**

## **THE BOTTOM LINE**

### **Coaching**

- Deals with function

### **Therapy**

- Deals with dysfunction

# Coaching vs. Therapy Questions

## Part 1

### QUESTIONS ARE FROM

Hart, V. et al (2001). Coaching versus Therapy: A Perspective, *Consulting Psychology Journal: Practice and Research*, Vol. 53, No. 4, 229-237.

# Coaching vs. Therapy Questions

## Part 1

### METHODOLOGY

- Interviews with 30 participants
- All participants met the criteria of
  - (a) holding a clinical master's or doctoral degree and
  - (b) having either active or former practices in both coaching and therapy



# Coaching vs. Therapy Questions

## Part 1

- From your experience, what do you think is the critical difference between coaching and therapy?
- How do you relate to coaching clients versus therapy clients?
- What would you do or not do with a coaching client versus a therapy client?

# Coaching vs. Therapy Questions

## Part 1

- What do you consider “red flags” for coaches who are not trained therapists?
- Alternatively, what do you think is unique about coaching that a trained “therapist-turned-coach” needs to be aware of while coaching?

# Coaching vs. Therapy Questions

## Part 1

- Who would you say is "in control" in coaching and in therapy?
- How are contracting and confidentiality handled in coaching versus therapy?

# Coaching vs. Therapy Questions

## Part 1 – Question 1

From your experience, what do you think is the critical difference between coaching and therapy?

*In therapy, the focus is on interpersonal health and an identifiable issue, such as acute depression or relational discord, that interferes with the client's level of functioning and current psychodynamic or psychosocial adjustment*

# Coaching vs. Therapy Questions

## Part 1 – Question 1

From your experience, what do you think is the critical difference between coaching and therapy?

- *The focus is typically retrospective, dealing with unconscious issues and repair of damage from earlier experiences*
- *It may involve medication, adjunct therapies, and coordination of services*

# Coaching vs. Therapy Questions

## Part 1 – Question 1

From your experience, what do you think is the critical difference between coaching and therapy?

*Discerning and treating pathology and relieving symptoms through behavioral, cognitive, or analytic intervention is the domain of the psychotherapist*

# Coaching vs. Therapy Questions

## Part 1 – Question 1

From your experience, what do you think is the critical difference between coaching and therapy?

*The coach's orientation is prospective, focusing on goals, untapped potential, and critical success factors in a whole person who seeks to maximize his or her fulfillment in life and work*

# Coaching vs. Therapy Questions

## Part 1 – Question 1

From your experience, what do you think is the critical difference between coaching and therapy?

*Although both approaches involve developmental issues and focus on awareness, therapy encourages awareness of past injuries in order to promote insight and healing, whereas coaching focuses on untapped present possibilities in order to link awareness to action*



# Coaching vs. Therapy Questions

## Part 1 – Question 1

From your experience, what do you think is the critical difference between coaching and therapy?

- *Coaches are more likely to initiate topics for discussion and to step into a session with ideas and suggestions*
- *Coaching interactions are more active, informal, and self-disclosing*
- *Conversations in coaching are usually tied to business, work, or self-improvement objectives*

# Coaching vs. Therapy Questions

## Part 1 – Question 1

From your experience, what do you think is the critical difference between coaching and therapy?

- *Coaching interactions are more structured and task focused, involving concrete action plans designed to move clients toward their defined goals*
- *The exploration of depth issues is perceived as outside the boundaries of coaching for non-clinically trained coaches*

# Coaching vs. Therapy Questions

## Part 1 – Question 2

How do you relate to coaching clients versus therapy clients?

- *Coaching is more goal directed, action based, and outwardly defined*
- *Coaching participants reported themselves as "self-revelatory," "having a skilled friendship," and "in partnership"*
- *Coaching clients have looser boundaries and are more relaxed, using the self as a vehicle for change*

# Coaching vs. Therapy Questions

## Part 1 – Question 2

How do you relate to coaching clients versus therapy clients?

- *Participants reported using more humor, being more actively engaged, and having greater flexibility within the coaching relationship*
- *Almost all of the participants interviewed for this study admitted that they expect more from their coaching clients*
- *They indicated that they can adopt less of a caretaking role with their coaching clients and are not responsible for emotional fragility and looking out for them*

# Coaching vs. Therapy Questions

## Part 1 – Question 2

How do you relate to coaching clients versus therapy clients?

- *In coaching, once the coach opens the door, the client walks through with little, if any, difficulty*
- *In therapy, the client is more likely to be reticent, not "seeing the door" or feeling afraid to find out what is on the other side*

# Coaching vs. Therapy Questions

## Part 1 – Question 2

How do you relate to coaching clients versus therapy clients?

- *In therapy, the emphasis is on past relationships, problems, and behavioral patterns*
- *Participants reported that they are "distant" and "protective" and do not develop friendships*
- *Self-disclosure is minimal unless it is considered beneficial to the therapeutic intervention*

# Coaching vs. Therapy Questions

## Part 1 – Question 2

How do you relate to coaching clients versus therapy clients?

- *In therapy, the therapist is viewed as the "healer" in the relationship*
- *Coaching implies more collaboration between coach and client*
- *When a client comes to therapy, he or she has the expectation that the therapist is the so-called expert who knows more about the diagnosis or problem than he or she (the client) does*
- *This is different than when a client comes to the coach with the expectation of a more collaborative model*

# Coaching vs. Therapy Questions

## Part 1 – Question 3

What would you do or not do with a coaching client versus a therapy client?

- *Coaches have to stay in the here and now; they do not go into the past to try and figure out why a person is behaving in the way that they are*
- *When coaching, not taking up issues pertaining to one's family, not dealing with depression and referring out if symptoms of pathology are present*



# Coaching vs. Therapy Questions

## Part 1 – Question 3

What would you do or not do with a coaching client versus a therapy client?

- *The coaching client can also be in other relationships with you if boundaries are respected. Dual relationships are taboo in therapy relationships.*
- *Therapy relations existed largely on a face-to-face basis, relying on telesessions for emergencies only.*

# Coaching vs. Therapy Questions

## Part 1 – Question 3

What would you do or not do with a coaching client versus a therapy client?

- *No license required for coaching; license required for therapy - raises interstate issues for therapists but none for coaches (so far)*
- *A lot of therapy can be coaching but not vice-versa*

# Coaching vs. Therapy Questions

## Part 1 – Question 3

What would you do or not do with a coaching client versus a therapy client?

- *Coaching can be used by a therapist as a situational application when the circumstance requires him to act as a coach*
- *A coach is not equipped to act as a therapist*

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# **Coaching vs. Counseling Video Hour 2**

# Video Hour 2

- Coaching vs. Therapy Questions Part 2
- When to Refer to a Mental Health Professional
- Legal issues

# Coaching vs. Therapy Questions

## Part 1 – Question 4

What Do You Consider "Red Flags" for Coaches Who Are Not Trained Therapists?

- *Signs requiring referral include depression, anxiety attacks, alcohol or drug addictions, personality disorders, and paranoia.*
- *"A tight feeling in your gut is a red flag, and don't dance around it."*

# Coaching vs. Therapy Questions

## Part 1 – Question 4

What Do You Consider "Red Flags" for Coaches Who Are Not Trained Therapists?

- *Watch out for low affect, high degrees of chaos, and the inability to take action and move forward on a path.*
- *If you feel you have to be overly responsible, this is not a good sign for a coaching situation.*

# Coaching vs. Therapy Questions

## Part 1 – Question 4

What Do You Consider "Red Flags" for Coaches Who Are Not Trained Therapists?

- *The mood of the client is a prominent feature of the interaction.*
- *When the client tells the coach, "You are the only one who cares about me," there is cause for concern.*



# Coaching vs. Therapy Questions

## Part 1 – Question 4

What Do You Consider "Red Flags" for Coaches Who Are Not Trained Therapists?

- *Other signs: Persistent anger or aggression, suicidal ideation, self-destructive impulses or behaviors, and extreme dependency.*
- *You must know how to identify, how to ask the right question to assess, and how to manage the problem.*

# Coaching vs. Therapy Questions

## Part 1 – Question 4

What Do You Consider "Red Flags" for Coaches Who Are Not Trained Therapists?

- *Coaches who are not also therapists are not trained to recognize pathology.*
- *Coaches may surface powerful pockets of transference and counter transference through establishing highly intimate dialogues that create a power differential, without any clear parameters or articulation of that process.*

# Coaching vs. Therapy Questions

## Part 1 – Question 4

Transference vs. Countertransference

### ***TRANSFERENCE***

*The redirection of feelings and desires and especially of those unconsciously retained from childhood toward a new object; directed towards a therapist or coach*

# Coaching vs. Therapy Questions

## Part 1 – Question 4

Transference vs. Countertransference

### ***COUNTERTRANSFERENCE***

*The redirection of feelings and desires from a therapist or coach towards a client or patient*

# Coaching vs. Therapy Questions

## Part 1 – Question 4

What Do You Consider "Red Flags" for Coaches Who Are Not Trained Therapists?

- *Ensure you are aware of own countertransference and any transference you may encounter from a client:*
  1. *Notice resistance to coaching.*
  2. *Pick up on cues that may be defenses.*
  3. *Follow anxieties.*
  4. *Spot feelings and wishes beneath those anxieties.*

# Coaching vs. Therapy Questions

## Part 1 – Question 5

What Do You Think Is Unique About Coaching That a Trained "Therapist-Turned-Coach" Needs to Be Aware of While Coaching?

- *Coaching is not for every therapist*
- *Coaching is suited to goal-oriented therapists who prefer to enable clients to take responsibility for their own process and outcomes, rather than to "fix" the problem (Steele, 2000)*

Steele, D. (2000, March/April). Professional coaching and the marriage and family therapist. *The California Therapist*, pp. 54-55.

# Coaching vs. Therapy Questions

## Part 1 – Question 5

What Do You Think Is Unique About Coaching That a Trained "Therapist-Turned-Coach" Needs to Be Aware of While Coaching?

- *Stay away from psychodynamic issues*
- *The coach's intention is to keep the process moving forward, and discussion of the past should be avoided*
- *In coaching, one does not focus on symptoms or draw conclusions*

# Coaching vs. Therapy Questions

## Part 1 – Question 5

What Do You Think Is Unique About Coaching That a Trained "Therapist-Turned-Coach" Needs to Be Aware of While Coaching?

- *In therapy, one "works to achieve wellness," whereas in coaching one focuses more on increasing capacity and reaching goals.*



# Coaching vs. Therapy Questions

## Part 1 – Question 5

What Do You Think Is Unique About Coaching That a Trained "Therapist-Turned-Coach" Needs to Be Aware of While Coaching?

- *In coaching, time frames are not as rigid as in therapy.*
- *A session may be broken up into half-hour time blocks and may be weekly or monthly, depending on the contract between the coach and the client.*

# Coaching vs. Therapy Questions

## Part 1 – Question 5

What Do You Think Is Unique About Coaching That a Trained "Therapist-Turned-Coach" Needs to Be Aware of While Coaching?

- *The coach needs to guide the process and not direct it*
- *The client, not the coach, should establish the agenda for the coaching*
- *Client is in charge of the process as opposed to therapy, where the therapist is often in charge*

# Coaching vs. Therapy Questions

## Part 1 – Question 5

What Do You Think Is Unique About Coaching That a Trained "Therapist-Turned-Coach" Needs to Be Aware of While Coaching?

- *Coach should maintain a focus on achieving results*
- *Therapists may need to 'unlearn' therapeutic techniques in which they were previously trained and instead learn what is required to be an effective coach*

# Coaching vs. Therapy Questions

## Part 1 – Question 5

What Do You Think Is Unique About Coaching That a Trained "Therapist-Turned-Coach" Needs to Be Aware of While Coaching?

- *Therapists may need to "let go of the ego of their title"*
- *Being a good therapist does not necessarily make you a good coach*

# Coaching vs. Therapy Questions

## Part 1 – Question 6

Who Would You Say Is "in Control" in Coaching and in Therapy?

- *The issue of control is about 80% of the therapy.*
- *Coaching is a co-creative process, whereas therapy may not be.*

# Coaching vs. Therapy Questions

## Part 1 – Question 6

Who Would You Say Is "in Control" in Coaching and in Therapy?

- *Coach will guide the person being coached but will not directly assume responsibility for the outcome*
- *The person being coached should know that he or she is in charge*

# Coaching vs. Therapy Questions

## Part 1 – Question 7

How Are Contracting and Confidentiality Handled in Coaching Versus Therapy?

- *In coaching the contract is explicit and goal-oriented*
- *In therapy, the contract is flowing and at the discretion of the therapist*

# Coaching vs. Therapy Questions

## Part 1 – Question 7

How Are Contracting and Confidentiality Handled in Coaching Versus Therapy?

- *Coaching contracts tend to be more formal and for specific skills/tasks*
- *Therapy contracts are more focused on wellness*



# Coaching vs. Therapy Questions

## Part 1 – Question 7

How Are Contracting and Confidentiality Handled in Coaching Versus Therapy?

- *Coaching contracts tend to be for a set period of time*
- *Therapy contracts are more open-ended until dysfunction is dealt with*

# Coaching vs. Therapy Questions

## Part 1 – Question 7

How Are Contracting and Confidentiality Handled in Coaching Versus Therapy?

- *“In therapy, the implied contract is rooted in national standards for ethical practice to which therapists are held accountable, are reviewed, monitored, and can be sued.”*

# Coaching vs. Therapy Questions

## Part 1 – Question 7

How Are Contracting and Confidentiality Handled in Coaching Versus Therapy?

- *"Confidentiality is a little looser in coaching, although I do not share who my client is or any details without their permission."*

# Coaching vs. Therapy Questions

## Part 1 – Question 7

How Are Contracting and Confidentiality Handled in Coaching Versus Therapy?

- *"In coaching, there is not legal protection. In coaching you could 'blab' to anyone, whereas you are not able to do that in therapy."*

# Coaching vs. Therapy Questions

## Part 1 – Question 7

How Are Contracting and Confidentiality Handled in Coaching Versus Therapy?

- *Overall, most of the therapists who are also practicing coaching appear to take confidentiality very seriously and are skeptical that other coaches without the clinical training are doing the same.*
- *"Confidentiality in coaching must be cleared with the client first. In therapy, there are laws governing what can be said and how. You must follow the law."*

# Coaching vs. Therapy Questions

## Part 1 – Question 7

How Are Contracting and Confidentiality Handled in Coaching Versus Therapy?

- *There actually may be more confidentiality in coaching.*
- *One therapist said, “People do not realize that when they submit their bills to their insurance company [for therapy], their information is public knowledge. They can access that information at any time. There are also clearinghouses that a savvy person can call to get the addresses of people with a certain diagnoses from their insurance companies.”*

# Coaching vs. Therapy

## When to Refer to a Mental Health Professional

A mental/behavioral health dysfunction has occurred if:

- 1. Client has difficulty managing activities of daily living (ADLs)*
- 2. Client is having family/social problems*
- 3. Client is having work problems*

# Coaching vs. Therapy

## When to Refer to a Mental Health Professional

Client has difficulty managing activities of daily living if...

1. *Sleep disturbances*
2. *Appetite disturbances*
3. *Increased anxiety, depression, or anger*
4. *Client is finding it difficult to cope*



# Coaching vs. Therapy

## When to Refer to a Mental Health Professional

Client is having family/social problems if...

1. *Relationships are suffering*
2. *Fused relationships are happening*
3. *Emotional cutoffs are happening*
4. *Client can't focus on coaching b/c of family or social problems*

# Coaching vs. Therapy

## When to Refer to a Mental Health Professional

Client is having work problems if...

1. *Habitually late or tardy*
2. *Performance at work is faltering or failing*
3. *Too preoccupied with work topics to focus on coaching sessions*
4. *Expects coaching to “save job”*

# Coaching vs. Therapy

## How to Refer to a Mental Health Professional

- Mention concerns you have identified.  
Say something like: "I'm concerned that you are having these upsetting thoughts and feelings. It might be useful to talk with a specialist who can help you more."
- Ask for their ideas about what is needed now.  
*Say something like: "What issues or difficulties are impacting you the most right now? What would help make things better?"*

# Coaching vs. Therapy

## How to Refer to a Mental Health Professional

- Ask for permission to offer advice
- Present advice as range of possibilities; be sure to incorporate client's ideas

*Say something like: "I have some suggestions that have helped other clients in the past in situations similar to yours. May I share them with you?"*

# Coaching vs. Therapy

## How to Refer to a Mental Health Professional

Range of possibilities might include:

- *Therapist or counselor*
- *Local clergy*
- *Seeking out support group*
- *Referral to community mental health center*

# **Coaching vs. Therapy**

## **How to Refer to a Mental Health Professional**

Ask about their readiness to act on this now or in the future

*Say something like: "Is this (suggested plan) something you would be willing to do when you leave today, or if you need it next week...month?"*

# Coaching vs. Therapy

## How to Refer to a Mental Health Professional

Ask about barriers to potential plans / referrals, and strategies to overcome barriers

*Say something like: "What kinds of things would interfere with following-up on this plan we just discussed? How can we work through this so you end up getting the help you need?"*

# Coaching vs. Therapy

## How to Refer to a Mental Health Professional

Keep the door open

- If your client is not quite ready to act on a suggested referral now, arrange to follow up.

*You might say: "I'd like to talk with you again in a few days to see how things are going."*

- **Promote continuity of care**



# **Coaching vs. Therapy**

## **Legal Issues in Coaching**

As of now, coaching is an unregulated field. There are some who think this may change in the future, and they are waiting for the first coach to be sued in court.

An example of this uncertainty exists in the state of Washington, where a coach must be registered as a counselor.

# **Coaching vs. Therapy**

## **Legal Issues in Coaching**

### **The Washington Law:**

"Counseling" means employing any therapeutic techniques, including but not limited to social work, mental health counseling, marriage and family therapy, and hypnotherapy, for a fee that offer, assist or attempt to assist an individual or individuals in the amelioration or adjustment of mental, emotional or behavioral problems, and includes therapeutic techniques to achieve sensitivity and awareness of the self and others and the development of human potential.

(Revised Code of Washington, 1987)

# **Coaching vs. Therapy**

## **Legal Issues in Coaching**

Many coaches practicing in Washington have interpreted this definition to include their profession and have registered in order to be safe.

The likelihood of other states following Washington's lead is unknown at this time.

# **Coaching vs. Therapy**

## **Legal Issues in Coaching**

A second issue for future consideration relates to the need for non-clinicians to receive training to address red-flag issues.

A coach is not a therapist and should focus only on the issues that the client brings. If he (she) is aware of anything that interferes with these issues, that should be a cue for a referral.

# **Coaching vs. Therapy**

## **Legal Issues in Coaching**

Coaches should have a prepared written statement they make for themselves and others as to what their limits are and that they verbalize it with examples of what they do and what they do not do in coaching.

# **Coaching vs. Therapy**

## **Legal Issues in Coaching**

Coaching has specific defined goals from the outset, and is over when those goals are met.

Then the assumption is that if the coach does these things and the client does not change, there may be a clinical issue going on.

In such a case, the client should be referred.

# Coaching vs. Therapy

## Legal Issues in Coaching

Ongoing supervision for coaching is important for professional development, just as a practicum or internship is usually required in clinical training.

Although ideally a coach has experience with various organizations and industries, "it is clearly impossible to have proficiency and expertise with regard to all issues" (Laske, 1999, p. 151).

Laske, O. E. (1999). An integrated model of developmental coaching. *Consulting Psychology Journal: Practice and Research*, 51, 139—159.

# Coaching vs. Therapy

## Legal Issues in Coaching

Peer supervision can enable coaches to develop "a proficient methodology, theory and personal ability to work in a variety of environments inhabited by culturally diverse people" (Haber, 1996, p. 34).

Haber, R. (1996). *Dimensions of psychotherapy supervision*.  
New York: Norton.



# Coaching vs. Therapy

## Legal Issues in Coaching

It is likely that, as more scientifically validated coaching practices and their applications are identified, "professional standards for coaching will also emerge" (Laske, 1999, p. 158).

Laske, O. E. (1999). An integrated model of developmental coaching. *Consulting Psychology Journal: Practice and Research*, 51, 139–159.

# **Coaching vs. Therapy**

## **Legal Issues in Coaching: Supervision**

Coaches should have a 'coach' or supervisor

- A coach needs to understand the coachee or client experience
- Ongoing supervision for coaching is important for professional development
- Supervision provides a context for working through issues that cross the boundary between coaching and therapy

# Coaching vs. Therapy

## Legal Issues in Coaching: Supervision

Although ideally a coach has experience with various organizations and industries, *"it is clearly impossible to have proficiency and expertise with regard to all issues"* (Laske, 1999, p. 151).

Laske, O. E. (1999). An integrated model of developmental coaching. *Consulting Psychology Journal: Practice and Research*, 51, 139—159.



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