the difference between coaching & counselling in the workplace

presentation by Tony Buon & Andrew Kinder ■ 8th March 2016

chapter 9 by Andrew Kinder & Tony Buon

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The origins of our chapter

Beyond coaching and counselling

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continuum of helping

-1 = not coping
0 = meeting expectations
+1 = exceeding expectations

counselling

coaching/mentoring

comparison in the workplace setting

<table>
<thead>
<tr>
<th>workplace coaching</th>
<th>workplace mentoring</th>
<th>workplace counselling</th>
</tr>
</thead>
<tbody>
<tr>
<td>short term relationship</td>
<td>ongoing long-term</td>
<td>often short but long term available</td>
</tr>
<tr>
<td>focus = specific skills development</td>
<td>focus = career &amp; personal development</td>
<td>focus = healing and/or personal development</td>
</tr>
<tr>
<td>manager or colleague, sometimes professional</td>
<td>normally not manager - may be colleague</td>
<td>counselling never by line manager (refer)</td>
</tr>
<tr>
<td>focused on present &amp; future</td>
<td>focused on future</td>
<td>past, present &amp; future (depending on model)</td>
</tr>
<tr>
<td>workplace coaching</td>
<td>workplace mentoring</td>
<td>workplace counselling</td>
</tr>
<tr>
<td>--------------------</td>
<td>---------------------</td>
<td>----------------------</td>
</tr>
<tr>
<td>agenda set by coach</td>
<td>agenda by mentee</td>
<td>mutually discussed</td>
</tr>
<tr>
<td>often work performance</td>
<td>normally not wp issues</td>
<td>can focus on wp issues</td>
</tr>
<tr>
<td>uses advanced skills &amp; additional training (pro)</td>
<td>uses comm’s skills &amp; personal experience</td>
<td>advanced skills with therapy training</td>
</tr>
<tr>
<td>should not be involved in mental health issues</td>
<td>may discuss if disclosed but needs to refer on</td>
<td>can treat or assist with mental health issues</td>
</tr>
<tr>
<td>confidentiality not always required</td>
<td>confidentiality important</td>
<td>highly confidential</td>
</tr>
</tbody>
</table>

**similarities**

- therapeutic relationship
- providing a safe space
- review
- limits of competence
- thinking systemically
- reflective practice
mental health red flags

- History
- Behaviours
- Thoughts
- Emotions

duty of care issues

A person who suffers harm as a result of the actions (or inactions) of someone who has a duty of care towards them may be able to take action against that person (and their employer) for negligence.
**duty of care issues**

- A manager or coach engaged in an activity that any reasonable person would realise calls for care to prevent damage, has a duty of care to the party who relies on their claimed knowledge and skill.
- When dealing with complex issues such as mental health, then an even greater duty of care is demanded.
- The H&S @ Work Act (1974), employers have had a clear statutory duty of care & this include psychosocial issues.

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**questions**

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References and further reading


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