

Module #10/Week #19/Pod Call #10: Ethics

Upon completion of this module, participants will be able to:

- Establish an individual and personal sense of professional ethical conduct, based on their knowledge and depth of understanding of current ethical guidelines for the profession.
- Name key factors in the identification of professional conduct, their own or someone else's.
- Respond to ethical issues with confidence and clarity.

Time	Activity	Notes
0:00-0:10 10 min.	Welcome and Check-In The purpose of ethical guidelines is to provide a solid foundation of professionalism for you, the coach. What is the perspective you currently hold around Ethics and coaching?	Getting here, integrating perspectives with Ethics. We are asking about their current perspective on Ethics, and it may change by the end of the call.

Time	Activity	Notes
0:05-0:10 5 min.	Introduction to Ethics “Think Tank” Context for the call: <ul style="list-style-type: none"> • This is like a “giant think tank” of discussing and delving deep into the whole arena of ethics. • No skill-drill practice today. It’s a conversation among colleagues. • Leave with more questions than answers, and knowing where to get answers. • But first some definitions and a little discussion so we all get on the same page. 	<p>This call is lively when you include their experience of ethics outside of coaching as well. Your students come from a wide variety of professional backgrounds, so include that in the conversation and look for links to the coaching profession.</p>
0:10-0:20 10 min.	Definitions <ul style="list-style-type: none"> • What’s the difference between morals, values and ethics in our world of Co-Active® Coaching? • How is that distinction useful? Have a discussion about this...not one answer here and we want them thinking about how it is useful for <i>them</i>. 	Key Learning Points: <ul style="list-style-type: none"> • Coaches can expect to run into issues around ethics, morals and values. • Morals — decisions and agreements made by your culture — right and wrong stuff. Often unwritten. • Values — who you are — values arouse an emotional response when you are honoring them or not honoring them — these can all cross over into each other and be created from each other — hard to separate sometimes. • Ethics — principles of conduct — behavior oriented. Ethics can be chosen. Whether and how to honor ethical guidelines is also chosen.

Time	Activity	Notes
0:20-0:30 10 min.	Discussion <ul style="list-style-type: none"> We are shaping the field of coaching with how we conduct ourselves. This is why it is so important for us to have clear and stated ethics. Consider the following professions and your perception of them: <ul style="list-style-type: none"> — Doctors — Attorneys — Politicians — Teachers — Other professions? Your perception may not be true for the individuals, and yet, all professions are shaped by our experience or perceived experience of them. Ethical issues include things like Conflicts of Interest, Dual Roles and lack of Professional Integrity. These all impact the field of coaching and/or the perception of the field of coaching in varying ways. 	Key Learning Points: <ul style="list-style-type: none"> Each coach's response to ethical issues impacts the profession. It's not just about you! Coaches are not perfect, and we need to know that we are holding something bigger than ourselves. <i>Conflicts of Interest</i> exist when the coach is unable to be objective due to conflicts, like benefiting in some way other than usual pay from the coaching relationship. <i>Dual Roles</i> exist when coach holds more than one role with a client, like coach is also the client's coworker or they are on the same Board of Directors. <i>Professional Integrity</i> is about walking our talk as coaches, like following through on our payment and cancellation policies we establish with clients.

Time	Activity	Notes
0:30-0:40 10 min.	Discussion <ul style="list-style-type: none"> What are some examples you have run into of Ethical Issues: Conflicts of Interest, Dual Roles or Professional Integrity? <ul style="list-style-type: none"> With clients in your own practice? As an internal coach? With your colleagues (coach to coach)? What did you do, or could you do to mitigate the impact or clarify the perceived impact? 	Possible examples: <ul style="list-style-type: none"> One of your clients has a job opening and you have another client who would be a great match. As an internal coach, your boss tells you someone is close to being fired, but they don't know it yet. You find a great document on another coach's website and decide to "borrow" it without their permission. Coach has another business and sells to coaching clients. Buying stock of a client's company. Working with a therapist and a coach at the same time. Coach colleague is impaired, or does something you perceive as unethical.
0:40-0:50 10 min.	Discussion: How Do I Know? <ul style="list-style-type: none"> We've talked through definitions and examples of ethical issues and conflicts of interest. Now we're going to start looking at how you know something isn't quite right and how you handle it. Other than the words on a page, how do you know when you are approaching a conflict of interest or an ethical issue? Where is it in your awareness? Body sensation? Feeling? Intuition? Something else? What is a structure that you can create as your own personal red flag? What are the steps you need to follow when that flag goes up? 	Key Learning Points: <ul style="list-style-type: none"> Ethical issues are not always obvious; yet there is usually a sense that something feels off, or is worth investigating or clarifying. Coaches are often very relationship-oriented, and things can get slippery without us even realizing it. Holding a clear professional boundary and role is key.

Time	Activity	Notes
0:50-0:60 10 min.	<p>Guidelines For Approaching Ethical Dilemmas</p> <ul style="list-style-type: none"> There are questions to ask yourself when you get that “red flag” feeling. There isn’t always one answer, and we want you to be thorough in how you think through these situations. Being thorough in the thought process is very important; it’s CPCC Exam important. Questions to consider regarding an ethical issue: <ol style="list-style-type: none"> What is the impact on my client? On our relationship? On me as a coach? What is the impact on the perception of the coaching profession? Who/What else may be impacted by this situation? What effect could it have on them? If I take an action or do not take an action, how will that affect those mentioned above? What action will I take to resolve, clarify or manage this situation? Think of the approach to ethical issues as concentric circles moving out from the client to larger circles around them and the coaching relationship. If you can first identify these aspects, then you can drill down into the “what if’s.” With this big picture in mind then the Designed Alliance can address the various relationships and likely intersections of the people and relationships that may be impacted. 	<ul style="list-style-type: none"> Good idea to use the example on the next page first, then move to the next section where you have them think through other examples together.

Time	Activity	Notes
	<p><i>Let's talk through an example:</i></p> <ul style="list-style-type: none"> The mother of a 13-year-old girl hired a coach for the daughter. After coaching regularly for three months, the daughter confides that she is having unprotected sex with several partners. <ol style="list-style-type: none"> What is the impact on the client? On the coaching relationship? On the coach? What is the impact on the perception of the coaching profession? Who/What else may be impacted by this situation? What effect could it have on them? If the coach takes an action or does not take an action, how will that affect those mentioned above? What actions could the coach take to resolve, clarify or manage this situation? 	
01:00-1:25 25 min.	<p>Exploring Ethical Dilemmas</p> <p>Set Up: They are the ICF Ethics Committee setting ethical standards for coaching</p> <ul style="list-style-type: none"> You as the CPL be the client — present them all with an ethical dilemma or if there were others they presented earlier, use that one. Have them use the approach above to make a decision/recommendation on the issue as if this was all being done on paper and not in a personal interview. Taking the 'client' away and having it be on paper forces them to the issue; otherwise they go to coaching. Egg them on. Have them debate. Make this PROVOCATIVE. Challenge them to present contentious scary issues and to speak what's true for them, and to <u>talk about what actions they would take.</u> Encourage honest sharing and communication. 	<p>Examples:</p> <ul style="list-style-type: none"> Your client is having an affair. Client has not paid taxes in six years because they hate the tax system in their country. Telling your clients you will do something and not doing it (charge them for no-shows, checking in on their homework, etc.) Want to date/have sex with your coach or your client. Giving referral fees from other professionals who send you clients and not telling the client. And/or referring clients back to that professional. You coach a boss and the employee. The boss is dissatisfied with the employee's

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	<p>Optional:</p> <p>You can also discuss their live ethical issues using the same process without being the ICF Ethics Committee. Be sure they talk about what actions they will take, and not just conversation about possibilities.</p>	<p>performance.</p> <ul style="list-style-type: none"> • Client makes a joke about lying on his expense report, or fudging some numbers. • A colleague has changed the names in someone else's material and is using that to promote their own coaching business. • You're helping a head of a brothel increase her business... and it's in a part of the world where it is legal? (Notice assumptions people have! How does this get in the way of holding ethics?) • Your client smokes pot. • You're secretly madly in love with one of your clients.
1:25-1:30 5 min.	<p>Wrap Up</p> <ul style="list-style-type: none"> • Enroll them to start talking about continuing to meet as a support for each other once we end Pod Calls. Having a community of resources is incredibly valuable when you run into your own ethical issues! • Hear from a few: How has your perspective on ethics and professionalism shifted since the beginning of the call? What will you do from here? 	<p>Key Learning Points:</p> <ul style="list-style-type: none"> • Ethical guidelines are just that... guidelines. They are meant to serve you rather than the other way around. <p>Tip for CPL:</p> <ul style="list-style-type: none"> • There is not time here for them to have a long conversation here about meeting together after the course ends. Plant the seed for them to consider, and ask them to discuss together on their own on the CPCC website or in Triad Calls.

Ethics Resources

International Coach Federation (ICF) Code of Ethics

The following ICF Code of Ethics is taken directly from the ICF web site at www.coachfederation.org in July 2009. CTI highly recommends that all coaches become members of the ICF. Go to their web site for more information and for updates to these guidelines.

Part One: Definition of Coaching

Section 1: Definitions

- Coaching: Coaching is partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential.
- A professional coaching relationship: A professional coaching relationship exists when coaching includes a business agreement or contract that defines the responsibilities of each party.
- An ICF Professional Coach: An ICF Professional Coach also agrees to practice the ICF Professional Core Competencies and pledges accountability to the ICF Code of Ethics.

In order to clarify roles in the coaching relationship, it is often necessary to distinguish between the client and the sponsor. In most cases, the client and sponsor are the same person and therefore jointly referred to as the client. For purposes of identification, however, the International Coach Federation defines these roles as follows:

- Client: The “client” is the person(s) being coached.
- Sponsor: The “sponsor” is the entity (including its representatives) paying for and/or arranging for coaching services to be provided.

In all cases, coaching engagement contracts or agreements should clearly establish the rights, roles, and responsibilities for both the client and sponsor if they are not the same persons.

Part Two: The ICF Standards of Ethical Conduct

Preamble: ICF Professional Coaches aspire to conduct themselves in a manner that reflects positively upon the coaching profession; are respectful of different approaches to coaching; and recognize that they are also bound by applicable laws and regulations.

Section 1: Professional Conduct At Large

As a coach:

- I will not knowingly make any public statement that is untrue or misleading about what I offer as a coach, or make false claims in any written documents relating to the coaching profession or my credentials or the ICF.
- I will accurately identify my coaching qualifications, expertise, experience, certifications and ICF Credentials.
- I will recognize and honor the efforts and contributions of others and not misrepresent them as my own. I understand that violating this standard may leave me subject to legal remedy by a third party.
- I will, at all times, strive to recognize personal issues that may impair, conflict, or interfere with my coaching performance or my professional coaching relationships. Whenever the facts and circumstances necessitate, I will promptly seek professional assistance and determine the action to be taken, including whether it is appropriate to suspend or terminate my coaching relationship(s).
- I will conduct myself in accordance with the ICF Code of Ethics in all coach training, coach mentoring, and coach supervisory activities.
- I will conduct and report research with competence, honesty, and within recognized scientific standards and applicable subject guidelines. My research will be carried out with the necessary consent and approval of those involved, and with an approach that will protect participants from any potential harm. All research efforts will be performed in a manner that complies with all the applicable laws of the country in which the research is conducted.
- I will maintain, store, and dispose of any records created during my coaching business in a manner that promotes confidentiality, security, and privacy, and complies with any applicable laws and agreements
- I will use ICF member contact information (e-mail addresses, telephone numbers, etc.) only in the manner and to the extent authorized by the ICF.

Section 2: Conflicts of Interest

As a coach:

- I will seek to avoid conflicts of interest and potential conflicts of interest and openly disclose any such conflicts. I will offer to remove myself when such a conflict arises.
- I will disclose to my client and his or her sponsor all anticipated compensation from third parties that I may pay or receive for referrals of that client.
- I will only barter for services, goods or other non-monetary remuneration when it will not impair the coaching relationship.
- I will not knowingly take any personal, professional, or monetary advantage or benefit of the coach-client relationship, except by a form of compensation as agreed in the agreement or contract.

Section 3: Professional Conduct with Clients

As a coach:

- I will not knowingly mislead or make false claims about what my client or sponsor will receive from the coaching process or from me as the coach.
- I will not give my prospective clients or sponsors information or advice I know or believe to be misleading or false.
- I will have clear agreements or contracts with my clients and sponsor(s). I will honor all agreements or contracts made in the context of professional coaching relationships.
- I will carefully explain and strive to ensure that, prior to or at the initial meeting, my coaching client and sponsor(s) understand the nature of coaching, the nature and limits of confidentiality, financial arrangements, and any other terms of the coaching agreement or contract.
- I will be responsible for setting clear, appropriate, and culturally sensitive boundaries that govern any physical contact I may have with my clients or sponsors.
- I will not become sexually intimate with any of my current clients or sponsors.
- I will respect the client's right to terminate the coaching relationship at any point during the process, subject to the provisions of the agreement or contract. I will be alert to indications that the client is no longer benefiting from our coaching relationship.
- I will encourage the client or sponsor to make a change if I believe the client or sponsor would be better served by another coach or by another resource.
- I will suggest my client seek the services of other professionals when deemed necessary or appropriate.

Section 4: Confidentiality/Privacy

As a coach:

- I will maintain the strictest levels of confidentiality with all client and sponsor information. I will have a clear agreement or contract before releasing information to another person, unless required by law.
- I will have a clear agreement upon how coaching information will be exchanged among coach, client, and sponsor.
- When acting as a trainer of student coaches, I will clarify confidentiality policies with the students.
- I will have associated coaches and other persons whom I manage in service of my clients and their sponsors in a paid or volunteer capacity make clear agreements or contracts to adhere to the ICF Code of Ethics Part 2, Section 4: Confidentiality/Privacy standards and the entire ICF Code of Ethics to the extent applicable.

Part Three: The ICF Pledge of Ethics

- As an ICF Professional Coach, I acknowledge and agree to honor my ethical and legal obligations to my coaching clients and sponsors, colleagues, and to the public at large. I pledge to comply with the ICF Code of Ethics, and to practice these standards with those whom I coach.
- If I breach this Pledge of Ethics or any part of the ICF Code of Ethics, I agree that the ICF in its sole discretion may hold me accountable for so doing. I further agree that my accountability to the ICF for any breach may include sanctions, such as loss of my ICF membership and/or my ICF Credentials.

Approved by the Ethics and Standards Committee on October 30, 2008.

Approved by the ICF Board of Directors on December 18, 2008.

Ethical Standards for Co-Active Coaches

- We hold the content of the relationship with our clients as confidential. Even the names of our clients are confidential unless the client gives permission to mention or use his/her name.
- We do not break the law for our clients nor do we act as accomplices to a client's acts of violence or law-breaking.
- We do not enter into financial agreements with our clients based on the client's results; e.g., the client will give the coach a 10% bonus based on the sales bonus they receive from their corporation. The coach does not expect or solicit any gifts or rewards from the client. Any gift from client to coach is unsolicited and completely at the client's discretion.
- When we enter into agreements with corporations, we hold the individuals as our clients, and respect each client's right to confidentiality.
- We do not work with clients whom we cannot champion and see their growing edge.
- We are committed to our client's transformation and use rigorous Self-Management so that we are fully able to hold the client's agenda rather than our own.
- We treat our colleagues, competitors and the coaching profession with honor and respect.

The Coach/Client Agreement

It's important to educate your client about what coaching is and isn't in the very beginning of the relationship. Include information in your initial coaching session and in your coach/client agreement both to ensure that your client understands what kind of relationship they are agreeing to and to protect yourself in the event that any questions come up later on in the coaching relationship. Following are sample paragraphs that you could include in your coach/client agreement to help clarify that the client is entering a coaching relationship and that it is not therapy:

- I understand that Co-Active® Coaching is a comprehensive process that may involve all areas of my life, including work, finances, health, relationships, education and recreation. I acknowledge that deciding how to handle these issues and implement my choices is exclusively my responsibility.
- I understand that Co-Active® Coaching does not treat mental disorders as defined by the American Psychiatric Association. I understand that Co-Active® Coaching is not a substitute for counseling, psychotherapy, psychoanalysis, mental health care or substance abuse treatment and I will not use it in place of any form of therapy.
- I promise that if I am currently in therapy or otherwise under the care of a mental health professional, that I have consulted with this person regarding the advisability of working with a Co-Active® Coach and that this person is aware of my decision to proceed with the Co-Active® Coaching relationship.
- I understand that feelings are a normal and healthy part of being human and that through a Co-Active® Coaching relationship, awareness and curiosity will be brought to my feelings so that I can make more informed choices and move into my desired action. I understand that coaching does not deal with the psychological antecedent to emotions — that is the realm of therapy.