

Seminar 4

West Midlands Coaching and Mentoring Pool Conference

It's a whole new world – or is it?
Embracing the future with Coaching and Mentoring





How safe is your moral compass?

Session Lead: Julia Duncan



Inspiring achievement
through development



Session Objectives: How safe is your moral compass?

How certain are you that both you and your organisation are future proofing the right approaches to support your clients and your own ethical practices when you work within its systems as an internal coach?



Seminar outline:

How safe is your moral compass?

- This seminar explores some of the real ethical issues that may challenge us as an internal coach
- We will explore what organisations and coaches should be aware of, to promote our ethical maturity.
- It will enable you to work with peers on ethical dilemmas and determine what you might/could do through applying a robust approach to your ethical decision-making processes.



What do we mean by ethical coaching?



Moral principles that govern a coach's behaviour when undertaking coaching with a client

As Coaches we abide by an Coaching Code of ethical practice whereby we:

- **Do no harm:** Do not cause needless injury or harm to others
- **Duty of care:** Act in ways that promote the welfare of other people
- **Know our limits:** Practise within our scope of competence
- **Respect the interests of the client**
- **Respect the law**

What do ethical organisations do?

*There is **trust** to enable all employees to have ownership of the ethical practices for working together*

- Ethical responsibility is part of their culture, realising significant benefits in retention & trustworthiness.
- Communicate corporate values to employees and act in accordance with their values
- Embed values in decision-making, strategy, promotions, compensation, personnel etc, without exception
- Make it easy for people to raise concerns
- Show employees what ethics look like with specific stories and case studies and how will they handle these issues
- Provide clarity on the consequences of unethical behaviour
- Create a clear & fully developed organisational ethics statement that correlates with the Code of Ethical Practice for Coaches.



Ethical dilemmas and boundaries

When is a safe and confidential discussion, no longer safe and confidential for either the client or the coach?

What ethical dilemmas could you experience as an internal coach?



Some ethical scenarios

- You know that there's a *potential* bullying issue as a result of your client's behaviour/attitude
- Boundary issues between clients
- Whistleblowing about the organisation's actions
- Personal issues affecting client's performance; they don't want the organisation to know or you to act on them.
- You know something that will happen to the client
- 3rd party tells you about your client's inappropriate behaviour/actions & you can't act on this.
- Your personal values and personality are misaligned to that of the client





The Ethical System for Internal Coaching

What do we mean by ethical maturity?

Coaching bodies Codes of Ethics provide best practice – however there's infinite situations in which our ethics are being exercised daily and there can be no “rulebook.”

To be more ethically mature, we need to consider issues around morality and ethics and our own personal values.

We need to develop our ability to be aware of our own personal drivers /views and how they carry through into our decision making.



The first steps to take in implementing an ethical decision:

- What steps do I need to take to implement my ethical decision?
- What people are involved and who needs to be told?
- What constraints are there on me not to implement this ethical decision (politics, protection of someone, rationalisation, my image etc)? How might I argue myself out of it?
- What support is needed by me and for me, or others to implement the decision?
- What risks am I taking by implementing my ethical decision?
- What other ethical issues arise as a result of implementing this decision?



The ACTION model for ethical decision making:

1. **Awareness** and ethical awareness of the dilemma or issue
2. **Classify**: identification of the issue as it emerges in practice and the ability to classify the issue as a dilemma
3. **Time** for reflection, support and advice
4. **Initiate**: articulate several solutions and options
5. **Option evaluation**
6. **Novate**: implement and incorporate the answer into one's own ethical journey and that of the organisation

The ethical sense check

- If my decision received heavy media coverage - would I blush in shame or beam with pride?
- Could I explain my ethical decision with clarity and honour to those I value?
- Would my professional colleagues support my decision without reservation?
- Would my personal integrity remain intact if my decision became known? If not, I am willing to compromise it for the sake of doing the expedient thing, or merely pleasing others?
- Could I defend my decision before the ethics committee of my professional body such as the AfC or EMCC?
- Would I be happy and supportive if my colleagues, friends or family members made the same decision if they were in my shoes?



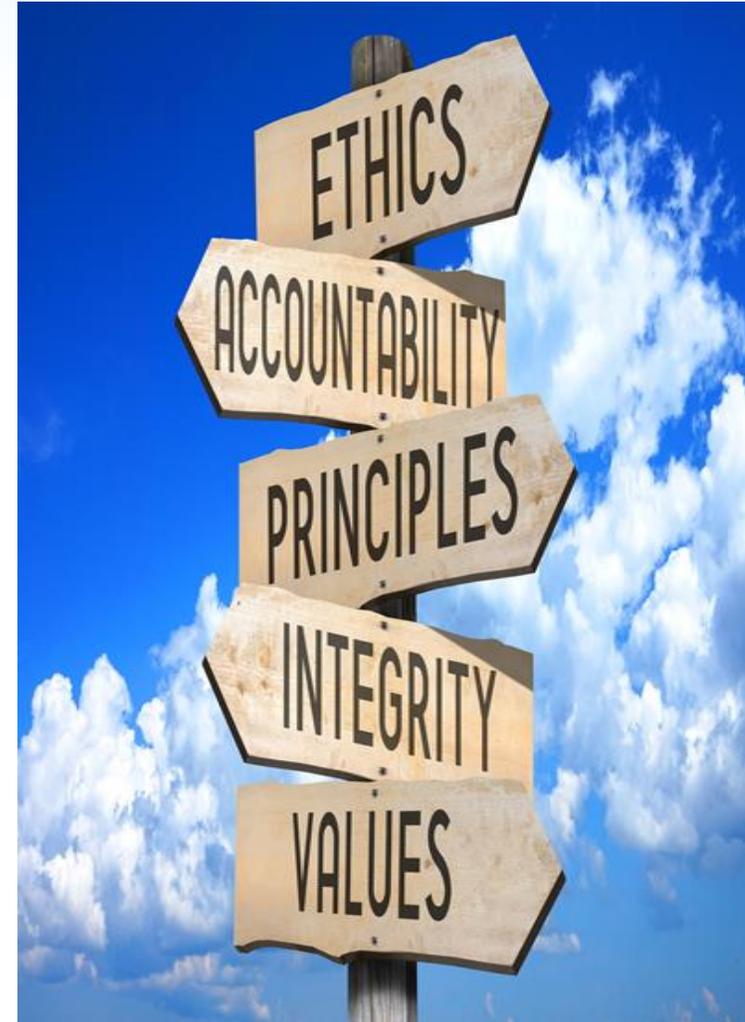


Developing ethical maturity

- **Know how little you know**; uncertainty is the beginning of wisdom;
- **Be open-minded**, be curious and inquisitive;
- Contemplation takes time; **good decisions are not judged by speed**;
- **Talk to others** (where confidentiality prevails) to articulate your thoughts, views, concerns, known facts and perceptions;
- Ethical responsibility starts when your **ethical sensitive antennae** recognise a dilemma when presented to you by your client;
- **Use your power as a coach wisely** and not overwhelm or force others to believe what you believe;
- Don't be afraid, **fear is the enemy of ethical excellence**;
- There are times when you **choose to obey organisational rules**, even when you disagree with them. Taking this action may be the best option in the circumstances.
- **Take the ethical initiative** – don't wait for others to do something;
- **Live the ethical stances you believe in and practice them as best you can.**

How robust are your coaching systems to support the ethical actions that enable you to coach professionally?

- Where are you now with this?
- Where is your organisation now with this?
- What do you need to know to help you be more confident in dealing with ethical dilemmas and feel less vulnerable?
- Who can help you in your organisation to raise the importance of the ethical systems that need to be in place for you to coach in alignment with your values & ethical beliefs?



So...

How safe *is* your moral compass?

*Thank you for
your
participation*

Julia Duncan
Coach and Coaching Supervisor
Director
The Development Partnership



West Midlands Coaching and Mentoring Pool Conference

It's a whole new world – or is it?

Embracing the future with Coaching and Mentoring

