

MINISTRY	Pastoral Care	Spiritual Direction	Counseling/Therapy
ROLE	Pastor, priest, minister, deacon, chaplain, etc.	Spiritual director, spiritual companion	Counselor, therapist, psychologist, social worker
SETTING	Congregation or other public ministerial setting (e.g. hospital, military, campus); “called” by a community or ecclesiastical body to provide for the congregation/community. Pastoral care takes place within both public and private/confidential encounters. [Pastors are also called to preach, teach, administrate the sacraments, and provide organizational leadership for the congregation/community.]	Invited by an individual or small group to accompany him/her/them in paying attention and responding to the movement of God in their lives. Private and confidential encounters.	Works with individuals or groups to promote emotional and mental health, to alleviate crisis or to assist in acquiring new life skills, and/or deepen self-awareness. People seek out counselors, may be referred for counseling, or even required to be in therapy. Private and confidential encounters.
PROVIDED BY	Trained clergy—or trained designated laity.	Someone with gifts, skills, and sensibilities for compassionate, contemplative listening—may or may not be institutionally trained; may be clergy or laity.	Someone professionally trained and certified in mental health and wellness, with various degree options (e.g., LCSW, PhD, Psy.D and licensed by the state.)
CO-CREATES RELATIONSHIP WITH	Congregation, congregational leadership and members	With each directee, individually; or with small group	With each patient, individually; or with small group
TRAINING	Three to four years of graduate study (usually including internship); training in biblical studies, theology, preaching, worship, pastoral care, etc.	Varies widely in depth and breadth. Ideally a spiritual director has special received training, formation, and supervision in listening for the presence and movement of the Holy in their own and other lives, the life of the church, etc. Versed in biblical-theological and contemplative traditions of the church; familiar with contemporary psychology, etc.	Trained in human developmental sciences, psychology, social work, mental health and wellness. “Pastoral Counselors” would also be trained in most of the same areas as “Pastors” (i.e., have an MDiv or equivalent).
LISTENING APPROACH AND MINISTERIAL “TOOLS”	Active listening, rites, rituals, prayer, worship. <i>Liturgical/theological</i>	Contemplative listening, silence, ritual, prayer. <i>Contemplative/Discernment</i>	Various types of listening, depending on skills and type of training—i.e. cognitive-behavioral, psychoanalysis, art therapy, etc. <i>Analytical/Diagnosis</i>
ACCOUNTABILITY	Congregation, congregational leadership, ecclesiastical authority (e.g. presbytery, synod, bishop, diocese).	Directee, supervisor(s) – perhaps to the same authorities as Pastor and Counselor.	Professional associations which certify/credential counselors.
PAYMENT	Ordained pastors receive a salary, benefits, etc. from the communities they serve.	A spiritual director may charge a fee or request an honorarium, depending on how they support themselves. Many spiritual directors are not exclusively spiritual directors—they may work as pastors, counselors, teachers, artists, cooks, doctors, nurses, etc.	Ordinarily paid per hour/per session. Insurance may help defray the patient’s expense.

*A work in progress by Sam Hamilton-Poore, Jen Herrmann, and Lewis Rambo. Shared by permission.

COACHING

DEFINITION: *Coaching is partnering with clients in a thought-provoking and creative process that inspires them to maximize their God-given personal and professional potential.*

Adapted from International Coaching Federation

GOAL OF COACHING:

Is determined by the client

WHO CAN BENEFIT FROM COACHING?

Good leaders wanting to do better. Persons in transition.

TYPES OF COACHING:

Individual Coaching

Team Coaching (such as a church staff)

Group Coaching (such as a clergy colleague group)

Content neutral coaching

Skills coaching (such as church development coaching)

Leadership coaching

Life coaching

WHERE TO FIND A POTENTIAL COACH:

Ask your judicatory executive.

Referral from peer colleagues

Auburn Coaching Institute through Auburn Theological Seminary

<http://www.auburnsem.org/about/coaching.htm>

International Coaching Federation

<http://www.coachfederation.org/>

Human resource executives who work in leadership and organizational development.

Experienced coaches are also good sources of other competent coaches.

QUESTIONS TO ASK A POTENTIAL COACH:

What kind of coaching training have you had?

How many years have you been coaching?

Please give me some persons who have coached whom I might contact about your work.

What kind of settings do you usually coach?

Are there situations you are better equipped to coach?

What are your customary fees?

How do you usually contract?

What does a typical coaching engagement look like?

Sample Coaching Policies and Client Agreement

Welcome !

I appreciate the opportunity to work with you as your coach and look forward to what you will accomplish. These are the policies and procedures of my practice. If you have any questions, please call.

PROCEDURE: Call me at 123-345-5678. Our agreement is for one hour calls, made by appointment.

CHANGES: If you need to re-schedule your call, please give me twenty-four hours notice. If you must cancel a call, we'll make it up. There may be times when I need to re-schedule a call as well and I will give you as much notice as possible.

ADDITIONAL TIME: Between regular calls I am glad to receive emails or brief phonecalls when you want to share a win or raise a question. I can provide "spot coaching" if needed and I enjoy providing an extra level of service. I do not bill for this time.

FEES: The fee is \$400 for four calls. Please pre-pay for the four calls. You may then schedule them as you wish.. Our agreement begins on _____. If you wish to discontinue coaching, you are free to do so at any time.

CONFIDENTIALITY: Confidentiality is essential to our relationship. I don't share anything you tell me. The fact that you are my client is also held in confidence.

REFERRALS: I don't share with others that you are my client, but I encourage you to share that I am your coach.

My best source of new business is client referrals, and I welcome your acknowledgements.

Our signatures on this agreement indicate full understanding of and agreement with the information outlined above. Please sign both and return one copy.

Client

Date

Coach

Date

Coach Contact Information

SAMPLE COACHING AGREEMENT

Date

Re: Agreement for Coaching Services

Between Client _____ and coach _____.

OVERVIEW OF COACHING RELATIONSHIP & TERMS OF AGREEMENT

Coaching

Coaching has been demonstrated to have very powerful results when three factors are present:

- A strong desire to develop potential
- A gap where the client is presently and the level he/she wants to achieve, and
- A willingness to take action to achieve results desired

With these elements present, Client can work to improve his/her results, increase interpersonal effectiveness, get a project jump started, make a course correction, make a vocational change, or create a more satisfying and successful work and personal life.

Nature of the Relationship

- The service provided to Client by Coach is in person and tele-coaching in the areas of professional leadership and improved results.
- Coaching is not advice, therapy, or counseling. It is a relationship of equals where accountability for moving forward lies with Client and responsibility for providing the insightful and challenging coaching to support that happening lies with the coach.
- I will interact with Client by asking tough questions, fostering discovery, giving feedback, pointing out blind spots, having a respectful “edge” to him/her out of his/her comfort zone into stretch and development areas.
- I will ask Client to keep me informed as to what is needed to keep her/him moving forward in our coaching process. If at any time he/she believes the coaching service I provide are not meeting his/her expectations, I request he/she take the initiative to let me know right away. Together we will review the coaching process and make adjustments as necessary to further progress on their goals.
- Client is responsible for making his/her own decisions and creating the desired results. I am not responsible for any actions taken or results created from our coaching, although I

am looking forward to many success and accomplishments. I will do everything possible using my experience, skill and support to assist him/her in reaching his/her goals.

Confidentiality

- I promise Client all information shared with me will be kept strictly confidential. I will not discuss anything regarding his/her coaching with anyone else within or outside the organization without his/her expressed permission. Our mutual trust of each other is paramount in this relationship. Client is free to discuss our coaching sessions, as he/she deems appropriate.
- I recognize Client and his/her organization may have future plans, business relationships and proprietary information. I will not at any time, directly or indirectly, use any such information for my own benefit.
- I will not use Client as a reference with first obtaining verbal or written consent.
- When coaching is at its finest, intellectual property is generated both ways. I request Client protect my intellectual property rights and I will return the same consideration.

Duration

- This coaching contract is for 6-12 months. At the end of that period, we will evaluate the progress of Client toward his/her goals. If both parties determine to continue the coaching services, I am available to continue coaching for another 6 months for agreed upon monthly retainer.

Scheduling

- Coaching sessions are scheduled in advance (preferably a week or more in advance).
- If Client needs to reschedule, 24 hours notice is requested.

Services Provided

- In one to three hour initial in-person session we will:
 - Overview coaching and how it works
 - Review our Coaching Agreement and discuss how we will work together
 - Discuss coaching goals Client wants to work on
 - Agree on the method by which we will measure results of the coaching
 - Discuss with Client how he/she is best coached for maximum effectiveness.

Delivery of Coaching Services

Our coaching sessions will be in person or by telephone. Coaching includes unlimited email and brief phone contact between sessions as needed for the duration of the coaching contract.

Client will pay for these services the 1st day of each month.

Either party may cancel this agreement; termination must be in writing, with 30 days notice.

For information on the International Coach Federation standards and practices for coaching, please go to <http://www.coachfederation.org> .

Investment

My retainer will be \$ for months of coaching services. Client will pay for these services at the rate of \$ per month (due the first day of each month).

Client will be billed on a monthly basis. Payment is due the 1st day of each month. All balances remaining unpaid beyond 30 days shall be subject to a monthly finance charge of 1.5%. If for any reason _____Associates shall employ a collection agency or resort to the courts collect any fees or obligations owed by Client, then Client agree to pay _____ Associates all costs of collection, including a reasonable Attorney’s fee.

Expenses and Materials

Client will pay for the following (if necessary)

- Assessment tools & materials
- Mileage

Coach’s name	Date
Address	
Phone Number	
Email	

Client’s Signature	Date
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CONSULTATION

DEFINITION: *Consultation is fundamentally about assisting an individual or an organization to move from one point to another. A consultant is the person who assists the individual or organization using a variety of tools and techniques relevant to the desired outcome. Consultants may exert influence but have no direct power to determine or implement decisions.*

GOAL OF CONSULTATION: *The goal of consultation is always change. The specific focus of the desired outcome is negotiated with the client at the contracting phase.*

TYPES OF CONSULTATION: *A consultant may be used for: expert knowledge in the field; process or organizational development skills; as an extension of the work force of the organization for the development of particular projects or programs.*

WHERE TO FIND A POTENTIAL CONSULTANT: *Personal referrals from others with knowledge of your organization; Denominational offices often have a referral list; Internet searches (but use discretion and always ask for references); Professional Networks in the field of desired assistance*

QUESTIONS TO ASK A POTENTIAL CONSULTANT:

Please provide three references from individuals or organizations with whom you have worked in areas similar to our presenting agenda

What is your anticipated timeframe for this consultation?

What are your expectations from our organization beyond your fee? (ex: leadership, office support, etc.)

What is your fee for services? How would we handle the financial agreement should the timeframe negotiated extend beyond the original contract?

What is your billing process?

How will we evaluate the effectiveness of the consulting relationship?

Should the consulting relationship not serve our needs, how would we terminate the relationship and what financial responsibility would we assume for early termination?

May we see a copy of your standard consulting contract?

It is within the clients right to request a proposal for the consulting process at no fee prior to contracting.

A TYPICAL CONSULTATION PROCESS:

Inquiry – What is the need? Clarifying the client and consulting goals

Negotiating a contract – goals, time, fee, expenses, etc.

Data Gathering

Developing a plan

Implementing the plan/decision

Building strategy to support the change

Evaluation of consultation

Closure with the consultant

SAMPLE CONSULTANT CONTRACT OUTLINE

Goals to be accomplished

Timeline

Services to be delivered

How outcomes, product will be evaluated

Fees, expenses

Contact person and accountability

Process for termination of the consultant relationship if necessary

Signatures of consultant and employing organization

SPIRITUAL DIRECTION

DEFINITION:

Spiritual Direction is One Christian assisting another to discover and live out in the context of the Christian community his or her deepest values and life goals in response to God's initiative.

(taken from a definition provided by Elizabeth Liebert, San Francisco Theological Seminary). For more information, go to the Office of Spiritual Formation glossary or visit Spiritual Directors International (SDI)

GOAL OF SPIRITUAL DIRECTION: Deepened relationship with God

WHO CAN BENEFIT FROM SPIRITUAL DIRECTION? Anyone who desires to listen for the direction of God in his or her life. Spiritual direction is for those who seek a fuller experience of God's love or who want to discern greater spiritual purpose and meaning in life. Spiritual direction is appropriate at any stage of the spiritual journey, from seeker to new believer to those mature in the faith.

WHERE TO FIND A SPIRITUAL DIRECTOR:

Spiritual Directors International is an organization dedicated to spiritual direction. Find resources and a directory at <http://www.sdiworld.org/>

QUESTIONS TO ASK A POTENTIAL SPIRITUAL DIRECTOR:

From the website of PCUSA Office of Spiritual Formation

- How do you understand the ministry of spiritual direction?
- How long have you been practicing the art of spiritual direction?
- What kind of training have you received?
- Are you receiving spiritual direction as a directee?
- Are you in a supervision group or setting?
- What are your customary fees for a direction session (if any)?
- What is your own faith tradition, and are you comfortable working with someone in the Presbyterian tradition?

Suggested by Spiritual Directors International:

- What enrichment, spiritual formation, and theological education do you have in spiritual direction?
 - What is your personal experience tending your own prayer, meditation and contemplative life?
 - What is your experience as a spiritual director? How many years? In what environments?
 - What are you most interested in spiritually?
 - How do you continue your education and supervision for your spiritual direction ministry?
 - What ethical guidelines do you abide by, such as those published by Spiritual Directors International? Have you ever been accused or convicted of misconduct?
- What type of engagement agreement will we establish to clarify roles and responsibilities in our spiritual direction relationship, such as samples provided to members of Spiritual Directors International?

THERAPY

DEFINITION: Therapy is the non-medical treatment of emotional and mental disorders

GOAL OF THERAPY: healing a person's wounds and moving them to more effective thinking and living. Results can include alleviation of symptoms, restructuring of the personality, increased capacity for optimal functioning and happiness.

WHO CAN BENEFIT FROM THERAPY?

Anyone who is blocked by maladaptive patterns of behavior or thought
Someone who is stuck in emotional ruts or reactive habits

TYPES OF THERAPY:

Psychodynamic - investigates childhood issues and unconscious beliefs –usually long term
Cognitive behavioral – works with mental patterns and habits – usually short term
Family – works with a systems perspective; usually involves family members
Group – utilizes different modalities; less expensive; effective for some social issues

WHERE TO FIND A THERAPIST:

Ask your family physician whom they recommend for family and friends.
Contact your insurance provider.
For Presbyterians call the Board of Pensions at – 1-800-773-7752

Credentials – Licensure as a Clinical Psychologist, Psychoanalyst, Social Worker

Certifications - American Psychological Association, American Psychoanalytic Association, International Psychoanalytic Association, National Association for the Advancement of Psychoanalysis, National Association of Clinical Social Workers, American Association of Pastoral Counselors

QUESTIONS TO ASK A POTENTIAL THERAPIST:

(You can interview a therapist just as you would any professional you want to work with. Don't be reluctant to raise concerns or ask for more information. Any therapist who doesn't want to be interviewed is probably someone you don't want to continue with.)

What is your training and experience?

Do you have a continuing relationship with a supervisor/mentor therapist?

What is your therapy approach?

Psychodynamic (works with underlying dynamics)

Cognitive Behavioral (Conscious thoughts and behavior are emphasized)

Family Therapy (focus on the family as a unit and interpersonal interactions within)

What are your credentials, certifications?

What brings most of your clients to treatment?

How much do you charge?

Do you accept insurance?

What is a typical session like?