

ETHICS IN GROUP & TEAM COACHING





ETHICS
Join this *interactive* SIG for case studies, discussion, and **best practices on ICF Ethics**



Group & Team Coaching Special Interest Group

Hosts: Diana Ideus, MCC June 17, 10:30am PT Virtual

[Group Coaching](#) [Team Coaching](#) [ICF Ethics](#)

How do the ethics of coaching change when you are coaching a team or group? How does this impact external versus internal coaches? What role does technology play? Join ICFLA's interactive Group and Team Coaching Special Interest Group for case studies, discussion, and best practices focusing on ICF Ethics.

Key Takeaways:

- Understand how the updated ICF Ethics impact coaching groups and teams
- Discuss case studies in order to prevent challenges and develop best practices
- Differentiate between the ethics of group, team, internal, and external coaching

DEFINITIONS

- **“External Coach”** – a coach, hired from outside of an organization who is neither a part time nor full time employee of an organization, to coach employees of the organization.
- **“Group Coaching”** – coaching a group of individuals who have similar goals or interests, serving each to move forward in their progress, where the coach and other group members offer support and inspiration on individual abilities and potential.
- **“Internal Coach”** - an individual who is employed within an organization and coaches either part-time or full-time the employees of that organization.
- **“Team Coaching”** – partnering in a co-creative and reflective process with a team and its dynamics and relationships in a way that inspires them to maximize their abilities and potential in order to reach their common purpose and shared goals.



Ethics Without the Eye Rolls

Real-World Coaching Dilemmas in 2025

Ethics Revisions for 2025

Core Values, direct connections and demonstration

Emphasis on DEIB, recognizing identity groups, treating people fairly, understanding bias and systemic inequality

Commitments for all in the ICF, not just in coaching sessions

Ethical standards across all technology and software systems you use in and out of sessions

ICF Code of Ethics



| | Team Development | | | | | |
|------------------------------------|--|---|-----------------------------|--|----------------------|-------------------------------------|
| | Longer term, involves many modalities, many topics | | | | | |
| | Team Building | Team Training | Team Consulting | Team Mentoring | Team Facilitation | Team Coaching |
| Time Frame | Short, 1-5 days | Short, 1-5 days | Widely variable | Staccato, hours over a long period of time | Short, 1-5 days | Longer term, months |
| Process | Exercises | Work with the team through a curriculum of material | Consultant shares expertise | Mentor shares | Facilitate dialog | Team and coach partner |
| Growth Area | Enhanced relationships | New knowledge or skill | Additional insights | New knowledge | Clarity | Achieved goals; Team sustainability |
| Team Dynamics; Conflict Resolution | Minimal | Minimal | Minimal, advisory | Minimal | Minimal | Integral |
| Expert; Ownership | Instructor | Trainer | Consultant | Mentor | Facilitator and team | Team |

Integrating the ICF Core and Team Coaching Competencies: Demonstrates Ethical Practice

1. Demonstrates personal integrity and honesty in interactions with clients, sponsors and relevant stakeholders
2. Is sensitive to clients' identity, environment, experiences, values and beliefs
3. Uses language appropriate and respectful to clients, sponsors and relevant stakeholders
4. Abides by the ICF Code of Ethics and upholds the Core Values
5. Maintains confidentiality with client information per stakeholder agreements and pertinent laws
6. Maintains the distinctions between coaching, consulting, psychotherapy and other support professions
7. Refers clients to other support professionals, as appropriate

- + Coaches the client team as a single entity
- + Maintains the distinction between team coaching, team building, team training, team consulting, team mentoring, team facilitation, and other team development modalities
- + Demonstrates the knowledge and skill needed to practice the specific blend of team development modalities that are being offered
- + Adopts more directive team development modalities only when needed to help the team achieve their goals
- + Maintains trust, transparency, and clarity when fulfilling multiple roles related to team coaching

| ICF Team Coaching Competency Supplements to the ICF Core Competencies | Background |
|--|--|
| <p>+ Adopts more directive team development modalities only when needed to help the team achieve their goals</p> | <p>In general, there are more times when a team coach will need to be directive than when working with a client on a one-to-one basis. These instances, however, should remain limited to those opportunities that require a directive approach to bring awareness to growth areas for the team and to help them understand the team coaching process. They may be critical moments in team coaching sessions, pointing out positive and negative team dynamics, and introducing ways to move forward. These moments of being directive should broaden, rather than narrow, the team's perspective on their current situation.</p> |
| <p>+ Maintains trust, transparency, and clarity when fulfilling multiple roles related to team coaching</p> | <p>In the event that a team coach offers multiple team development modalities, the coach must be clear about these different roles and how one role may affect another.</p> |

Technology & AI

Benefits

- Expanding access to coaching services
- Supporting efficient documentation
- Enhancing client engagement options

Watch out

- Replacing coaching presence
- Creating privacy vulnerabilities
- Diminishing human connection

SOC2

CoachAccountable

**How are you
currently using
technology?**

Cal

twarden

Anthropic Claude

BREAKOUT: WHAT CHANGES?

- How do the **ethics** of coaching change when you are coaching a **team** or **group**?
- How does this impact **external** versus **internal** coaches?
- What role does **technology** play?

CASE STUDY PROCESS

- Review the scenario and discuss with your breakout
- What ethical challenges does the scenario present?
- What would you do as a coach?
- What questions do you have?
- What best practices would you leverage?

CASE STUDY: GROUP

As a part of the group coaching engagement individuals are required to sign a confidentiality agreement.

In the initial session a participant that had previously been open to sharing seemed closed off and nervous.

Following the session the participant emails requesting a refund saying they know someone in the group and do not feel they will be able to share.

CASE STUDY: TEAM

The Team leader is highly engaged in Team Coaching and is the most frequent voice in the room.

A few members of the team follow up with you expressing their concerns because they do not feel safe to speak up in front of their leader. They ask to remain anonymous.

CASE STUDY: INTERNAL

A number of participants in the group you are coaching have their AI notetakers joining them in your virtual session.

In the session participants share sensitive information about their experience as well as discuss financial information and product updates that will impact the company's stock price.

After the session it occurs to you that you do not know if the notetakers are on paid or free subscriptions. Information about AI notetaking is not in the coaching agreement and has not been discussed amongst the group.

CASE STUDY: EXTERNAL

The team you are working with has 5 levels of leaders, ranging from SVP to supervisor.

You ask participants individually in their intake if they have any questions or concerns about sharing in front of the rest of the team and they say they don't.

During the team engagement, a member of the team is terminated.

CLOSING THOUGHTS

ICF Los Angeles
Charter Chapter

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Group Coaching Team Coaching ICF Ethics

- Q&A
- Challenges
- Best Practices
- Takeaways
- Applications

Be intentional with

Ethics Assist Line

If you have questions about the ICF Code of Ethics, the Ethical Conduct Review Process, the Accreditation Complaint Process, or any ICF Ethics resources, please contact our Ethics and Compliance Department through the ICF Ethics Assist Line (ethics@coachingfederation.org or +1.859.226.4245).

If you have a compliance-related concern to report, please use this [form](#). Compliance-related concerns may include, but are not are limited to, false claims of ICF Membership, ICF Credential status or an Organization's Accreditation status.



Additional Free Resources

www.hawthorneunion.com

youtube.com/@hawthorneunion

UPCOMING GROUP & TEAM SIGS



Group & Team Coaching Special Interest Group

Hosts: Diana Ideus, MCC November 18, 10:30am PT Virtual

Group Coaching Team Coaching

- **Sept 16:** Assessments and AI
- **Nov 18:** Pricing Panel
- Who would like to facilitate in **2026?**