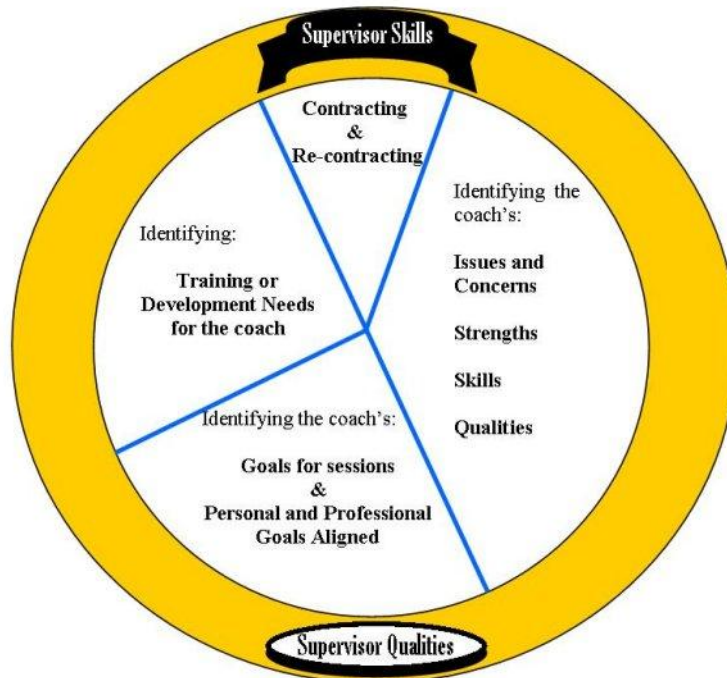


Supervision model for coaches



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The model, which we would argue is equally useful for other professionals or as management supervision, runs as follows:

The outer circle.

This indicates that whoever you decide you want to supervise you should be someone who has the appropriate skills and qualities that will enable you to get the best from the process. We suggest that this is someone who can listen empathically, genuinely challenge you, cares about your progress and also has a strong sense of integrity to enable a fair deal for the coachee.

Contracting.

As supervisor and supervisee, we initially contract a number of aspects of the work, as follows:

- What does the supervisee want out of supervision?
- What responsibilities do they have in what they bring to the meetings?
- What will the supervisor do – ethos, approach?
- What will the supervisor not do?
- What frequency of meeting is required given the supervisees workload, work commitments and professional context?
- Which codes of ethics, if any, will both parties adhere to?

- For how long will meetings take place?
- Are there any expectations of work on the coach's part between meetings?
- Are there any circumstances in which the coach can contact their supervisor outside planned sessions?
- What are the realities and limitation of confidentiality?

Issues and strengths.

Next, we would ask a supervisee to consider issues and strengths, the latter being very important as we learn from what we do well just as much, or more, than we learn from the mistakes we make. This may include relationship issues with a coachee as well as any of the content of the sessions, problems or successes with motivation, ideas for ways of working, review of working, and so on.

Goals.

Next come good old goals – only this time we are looking at the coach's goals for their client, their professional goals, their personal goals, and their client's goals, bearing in mind that there may be more than one client where an organisation is funding executive coaching. How do these align? Are they absolutely clear?

Plans.

At this point, usually the coach will have clarified their thinking on their work and will devise ways of making plans of how to continue the coaching with intentionality, celebrating successes, or reviewing needs.

Training and Development Needs.

At this point, if necessary, the supervisor might give information that will help a supervisee, perhaps even a little training, or identify training needs and how they can be met. The next session would then be contracted. This completes the system. We have found this a very versatile model of working, which fulfils the formative, normative and restorative functions. We have never prescribed how often a supervisee should come to us, and hold our approach in high regard as it can also enable a coach to work through the process on their own. Ultimately, any 'people workers' will gain from discussing their work developmentally in an appropriate setting. We personally would never legislate that this has to be through supervision at prescribed intervals.