



**The Rise of
Coaching Supervision
2006-2014**
and how it is branching out

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Oxford Brookes University

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Context

- Research done in 2006 by Bath Consultancy Group for CIPD specifically on supervision, with responses from coaches, employing organisations and clients
- Research done in 2014 as part of a project looking at multi-stakeholder contracting in executive/business coaching and also asking questions to update the situation regarding supervision, with responses from coaches, employing organisations and clients

Some questions – hands up



- How many of you tell your clients about your supervision?
- How many of you discuss multi-stakeholder contracting in supervision?
- What are your key reasons for having supervision?
 - As my personal commitment to good practice
 - To contribute to my CPD
 - To meet the requirements for membership of a professional body
 - To meet the requirements for accreditation by a professional body
 - To meet the requirements of organisations using me as an external coach
 - To meet the requirements of an organisation using me as an internal coach

What questions are you interested in the research answering?

Headlines are:

- Extraordinary growth in supervision
- The reasons for having supervision have changed
- There are geographical differences – the USA/Canada is where the UK was in 2006
- One third of organisations will insist on coaches having supervision before using them
- It is unclear whether coaches mention supervision to their clients
- And?

Questions you have raised

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Coaching supervision in 2006

Was just beginning, widely advocated BUT poorly or rarely carried out

- According to the surveys, 88% of organisers of coaching and 86% of coaches believe that coaches should have regular ongoing supervision of their coaching
- 44% of coaches receive regular ongoing supervision and 23% of organisations provide regular ongoing coaching supervision
- 58% of the coaches receiving supervision started within the last 2 years
- First training course started in 2003
- First book and first research on the subject 2006

CIPD coaching supervision 2006 research methodology

- On-line surveys
 - Coaches and supervisors (528 responses)
 - Organisers of coaching (125 responses)
- Focus groups to identify challenges, HR processes and practices – 4 groups, 31 participants
- Best practice case studies – 6 organisations



2014 Eve Turner and Peter Hawkins research on Multi-Stakeholder contracting: Key Objectives

1. Highlight any challenges in setting coaching outcomes when the organisation is involved along with the individual client and coach.
2. Gain participants' views on whether multi-stakeholder contracting has an impact on the coaching and its outcomes and if so what.
3. Discover best practice from participants as to how can multi-stakeholder contracting meetings can be carried out most effectively for the individual client, the organisation and the coach.
4. **Discover what the latest practice is in Coaching Supervision including how Multi-Stakeholder contracting is or is not addressed in supervision updating the research done by Peter Hawkins and Gil Schwenk for the CIPD in 2006.**
5. Consider whether there are any differences based on geography or other demographics.

2014 project – research methodology

On-line surveys

- Coaches' survey: 717 responses
(569 completed some parts, 428 completed the supervision section)*
- Organisations' survey: 76 responses
(of whom 52 completed some parts, 63 completed the supervision section)*
- Individual clients' survey: 61 responses
(of whom 30 completed some parts and 29 the section on supervision)*

Within the online surveys there were several points for participants to write in qualitative responses and there were several hundred.

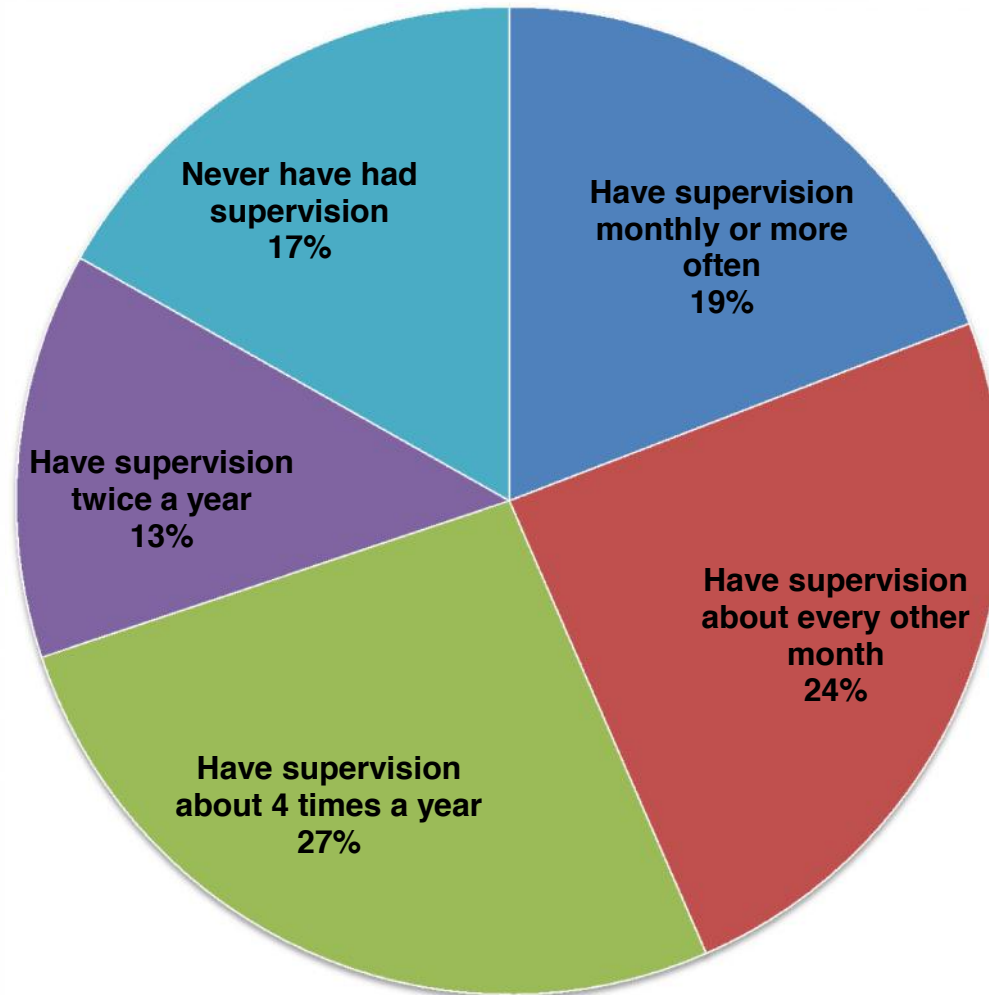
*(Completion rates, in brackets, were lower, in part because some people began the wrong survey and not all respondents completed all questions.)

Percentage of coaches who reported having supervision

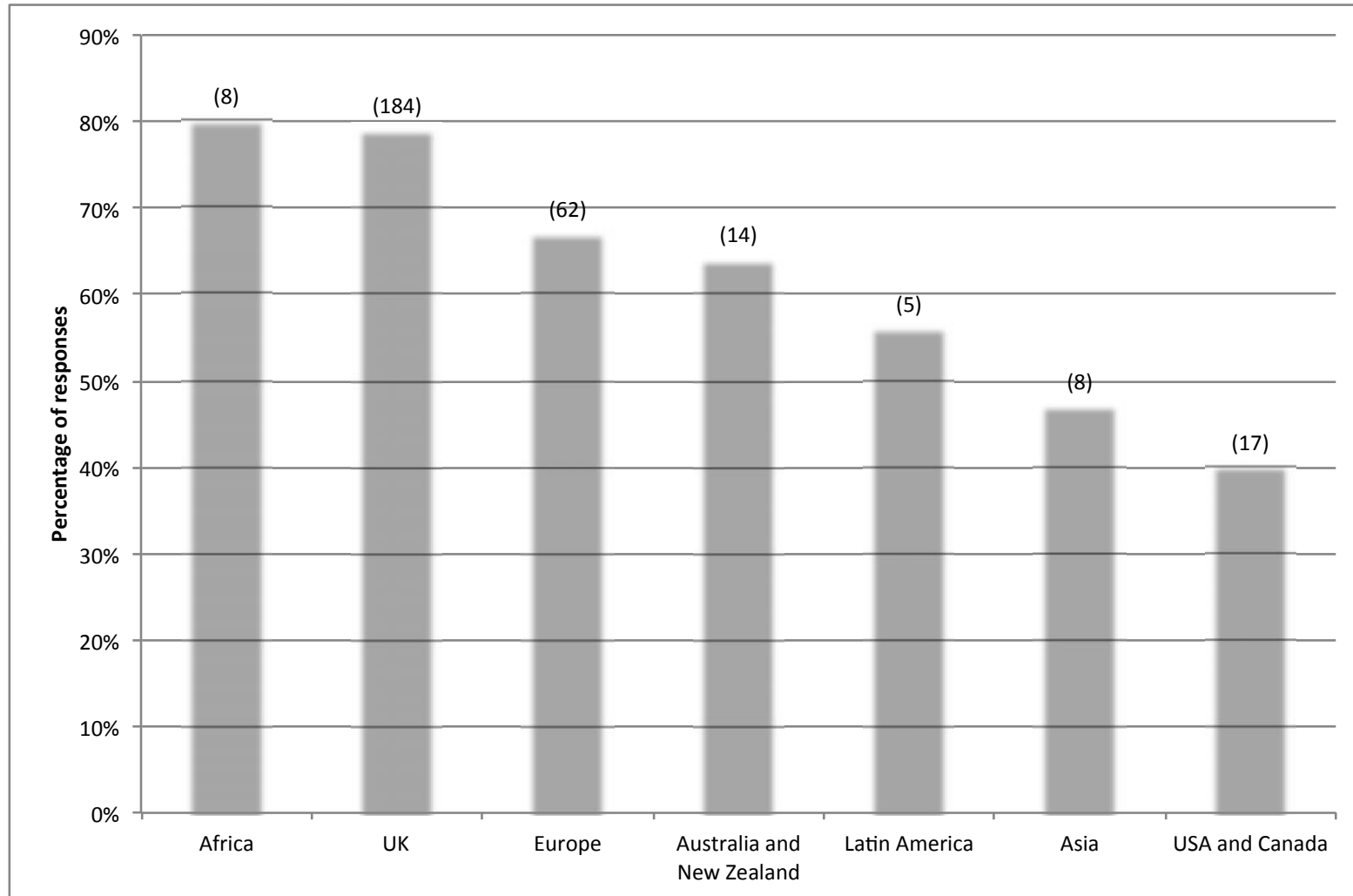
Globally	356/428	(83.18%)
UK	216/234	(92.31%)
Africa	9/10	(90.00%)
Latin America	8/9	(88.89%)
Europe	75/93	(80.65%)
Australia/New Zealand	16/22	(72.73%)
Asia	11/17	(64.71%)
USA and Canada	20/42	(47.64%)

This indicates a massive increase in coaches having coaching supervision since 2006, and that North America is about where the UK was in 2006.

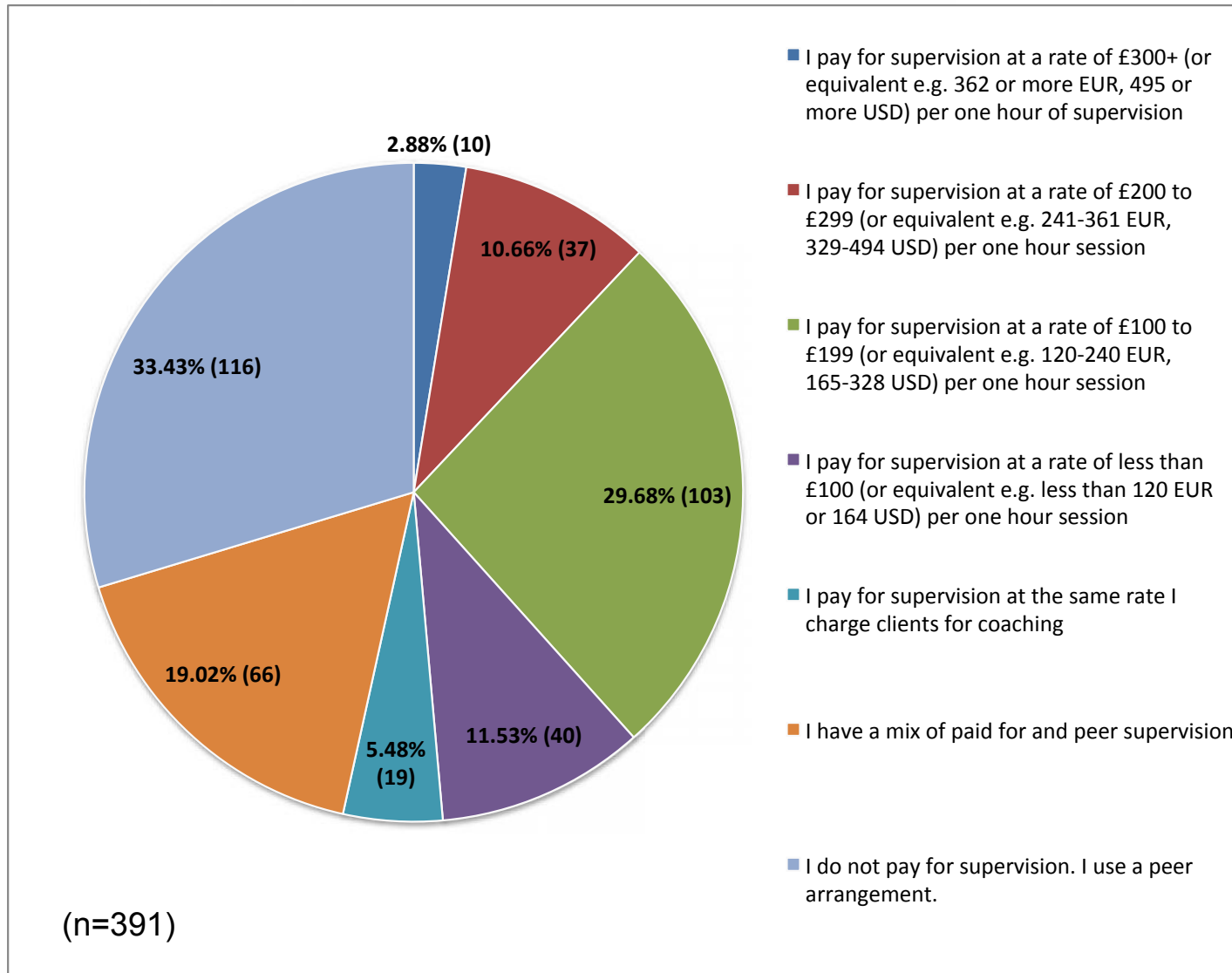
Frequency of supervision



Coaches receiving coach supervision (at least four times a year)



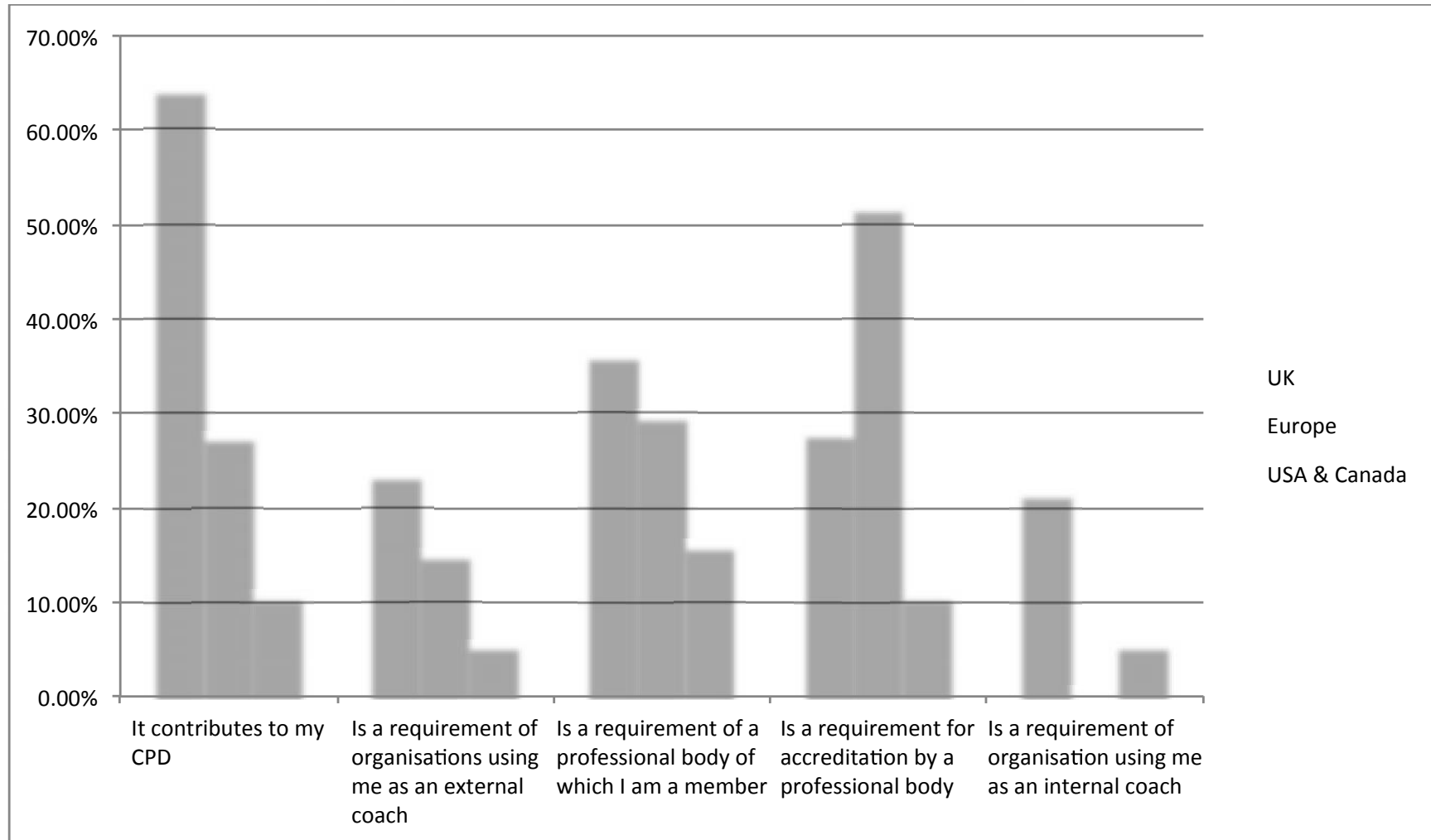
Patterns of payment for supervision



Where coaches did have supervision, the top two reasons given were intrinsically motivated

It is part of my personal commitment to good practice	92.6%
It contributes to my CPD	51.6%
It is a requirement of a professional body of which I am a member	33.9%
It is a requirement for accreditation by a professional body	26.5%
It is a requirement of organisations using me as an external coach	19.2%
It is a requirement of organisations using me as an internal coach	14.7%

Geographical differences for coaches receiving supervision



Growth area for supervision

1. North America – very little extrinsic requirement
2. Europe – extrinsic but little requirement for organisations
3. UK has more growth of internal coaches: 20% are required to have supervision



Organisations' attitudes to supervision: they want it but don't insist

- 65.79% (25) of the respondents said they asked their coaches whether they had supervision.
- 66.67% (28) expected their coaches to have supervision
- 37.84% (14) said they would only use coaches who had supervision
- Of the 43 organisations responding, 4.65% (2) said they require supervision and also ask for a supervisor's reference,
- 13.95% (6) require coaches to explain how they use supervision with examples from their practice. (This was a recommendation from the 2006 research)
- 2.33% (1) require coaches to explain how they use supervision with examples and to have a supervisor's reference.
- 27.91% (12) do not provide supervision to any of the coaches they use, internal or external

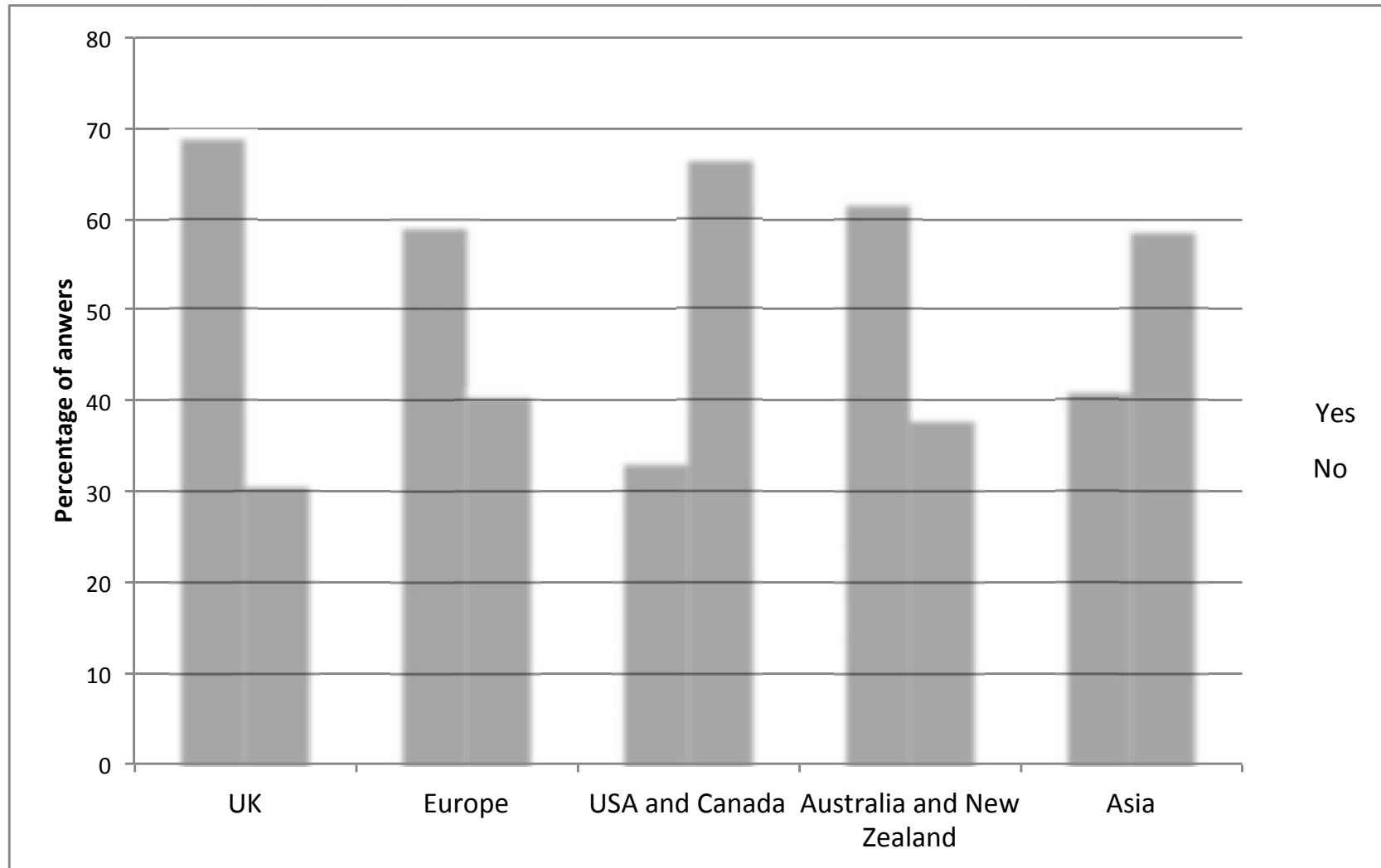
Coaching clients' responses to their coaches' supervision

- Nearly half of the clients responding, 48.28%, did not know whether their coaches had supervision (14 out of 29)
- Further research could clarify whether clients did not know because coaches are not mentioning their supervision or because the coaches were not having it so it was not relevant.
- The client response was greatest in the UK where supervision take up is high [76.67% (23) of clients were from the UK, 20% (6) from Europe and just 3.33% (1) from Latin America].

Involvement in multi-stakeholder contracting: coaches

- (87.81%, 454) had experience of contracting in coaching which had involved more people than the individual receiving coaching.
- There was little variation across the world:
 - The highest percentage was for Australia/New Zealand where all but one coach had experienced it (96.43%, 27 people)
 - This was closely followed by Africa though with few responses (90.91%, 10 people)
 - Europe (88.33%, 106 people)
 - The UK (88.24%, 240 people)
 - Asia (85.71%, 18 people)
 - The USA and Canada (82.69%, 43 people)
 - And the lowest although still with three-quarters of coaches, was Latin America, albeit on a small number of respondents (75%, 9 people)

Have you discussed stakeholder contracting in supervision?



Emerging suggestions for developing practice

- Start each supervision relationship by asking “Who is our supervision in service of?”
- Ask your supervisees how they inform their clients about their supervision particularly in relationship to confidentiality
- When they bring a client – ask which stakeholders have a stake in this coaching?
- Have methods for addressing stakeholder perspectives e.g. picture sculpts, physical sculpts (in groups or with models), multiple chairs

Next steps for...

Research ..

Exploration

Professional Development



Thank you for your participation



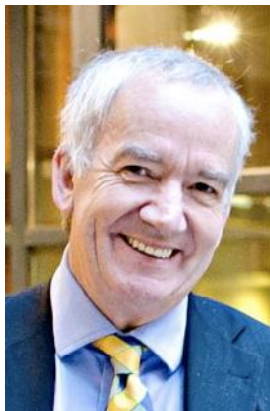
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