

Coaching at Work annual conference – 4th July 2018, London

Innovation and Creativity in Coaching and Mentoring

Coaching
at Work

Coaching at Work Annual Conference
4th July 2018
Holiday Inn, Bloomsbury, London

Please note all material in this presentation is copyrighted to the presenter

www.coaching-at-work.com

Making the best use of coaching supervision

Louise Sheppard and Graham Lee

Stages of supervisee maturity

- **What we do that hinders us during supervision**
 - Anxiety, fear of judgment and shame
 - Habits we employ
 - Lack of agency
 - Not seeing ourselves as an equal partner.



Stages of supervisee maturity

- **What supervisees do that enables them during supervision**
 - Adopting a positive mind-set
 - Co-creating the relationship
 - Participating actively in the process
 - Undertaking supervision related training.
- **The three stages**



Stages of supervisee maturity

Supervisee Stage	Novice supervisee	Experienced supervisee	Very experienced supervisee
Choice of supervisor and reasons for having it	<ul style="list-style-type: none"> Chooses a supervisor with same philosophical perspective Has supervision to quieten their 'internal critic' 	<ul style="list-style-type: none"> Is less concerned that the supervisor has the same underpinnings Has supervision to figure things out and 'internalise their supervisor' 	<ul style="list-style-type: none"> Specifically selects supervisor with a different philosophical perspective Sees supervision as invaluable for developing their 'own internal supervisor'
What want from supervisor	<ul style="list-style-type: none"> Reassurance Urgent answers to specific questions Feedback and ideas on how to progress Tools, techniques and models 	<ul style="list-style-type: none"> Reflect on themes and patterns together Ideas on how to move forward where 'stuck' Support with developing identity as a coach. 	<ul style="list-style-type: none"> Widen their perspectives. Tactical support with very complex coaching assignments Someone to think through their legacy with.
What can get in the way	<ul style="list-style-type: none"> Lack of awareness about how to get the most from supervision Fear of being exposed Concerns about looking incompetent may limit what you are prepared to disclose Having a parent/child relationship with supervisor may lead to uncritical acceptance of advice Being overly hard on self and not looking at what is going well 	<ul style="list-style-type: none"> Fear of judgment from supervisor and group particularly at start of the relationship Use of psychological diversion tactics e.g. getting lost in story and distracting the supervisor Getting too comfortable with a supervisor, avoiding discussing the supervisory relationship and changing supervisor Reluctance to prepare for and take ownership of the supervision discussion 	<ul style="list-style-type: none"> Feeling anxious about looking foolish when you are so experienced and may have overlooked some 'basics' The vanity trap – do I need supervision? Lack of preparation Being concerned that "I can't bring this issue or pattern up again!" Becoming overly familiar with the supervisor and the supervision losing its challenge and developmental edge
What can help	<ul style="list-style-type: none"> Co-creating the contract with your supervisor and saying what you need Letting go of unhelpful internal messages about the need to know and look competent Admitting when you are feeling anxious Bringing the agenda 	<ul style="list-style-type: none"> Preparing prior to supervision and avoiding being too solutions focused Bringing your vulnerability to supervision Reviewing how you can get more value from supervision Training as a supervisor 	<ul style="list-style-type: none"> Seeking a supervisor with a different perspective Preparing by doing a mental trawl of your clients Asking what are you avoiding bringing and challenging yourself about how you use supervision? Asking how can make sure that you don't become complacent?

Developing Mental and Emotional Agility

Leaders with enhanced mental and emotional agility are more:



- Strategic
- Collaborative
- Proactive in seeking feedback
- Effective in resolving conflicts
- Developing of others
- Able to redefine problems

How can coaches use supervision to understand and enhance their agility?

How does experience relate to the questions coaches take to supervision?



Choose 5-10 of 30 indicative questions you are currently taking to supervision

Questions categorised into:

Learning: e.g. how can I feel more confident?

Achieving: e.g. how can I be more effective?

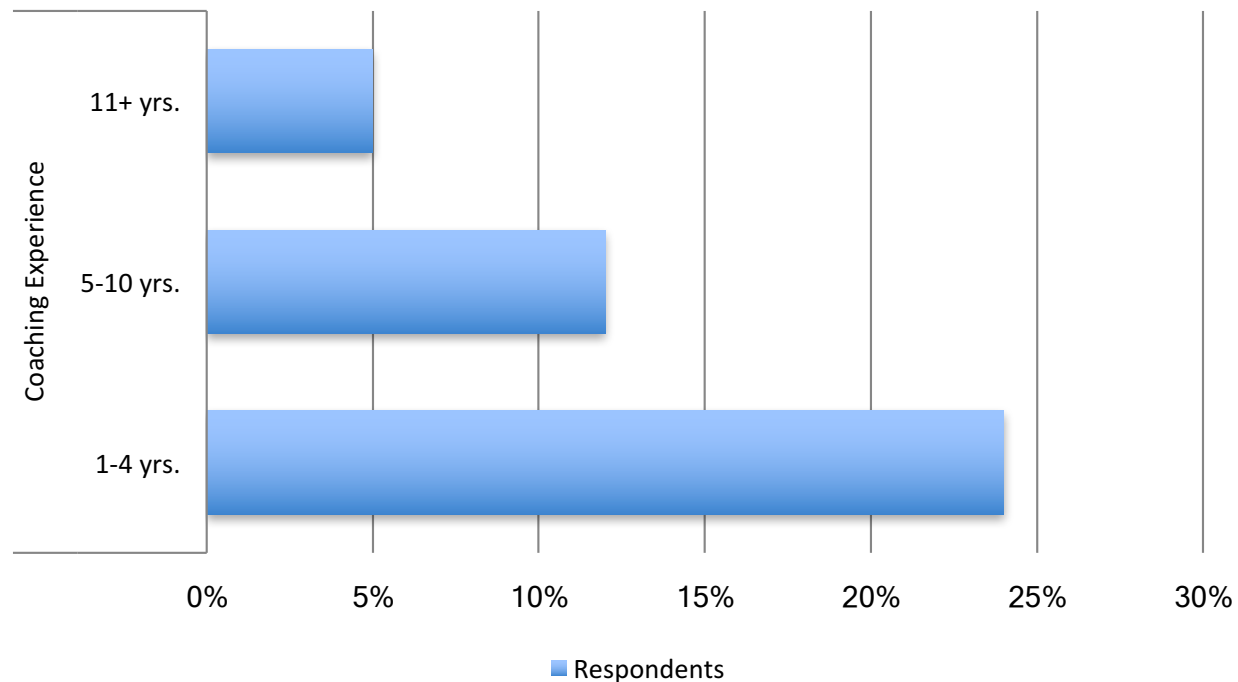
Co-creating: e.g. how can I listen to my intuitions

54 coach respondents

- 18 with 1-4 years experience
- 17 with 5-10 years experience
- 19 with 11+ years experience

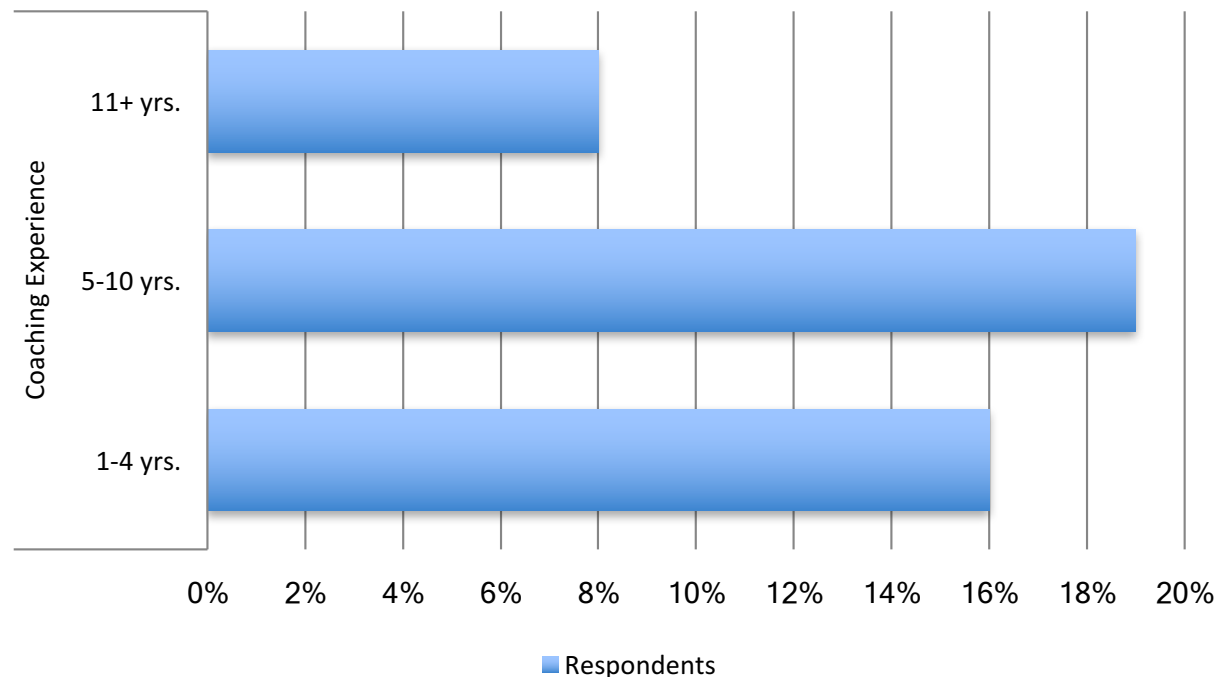
'Learning' Supervision Questions

- How can I feel more confident and credible as a coach?
- How can I use this technique?
- How can I be more kind to myself?
- How can I explore a coaching theme?



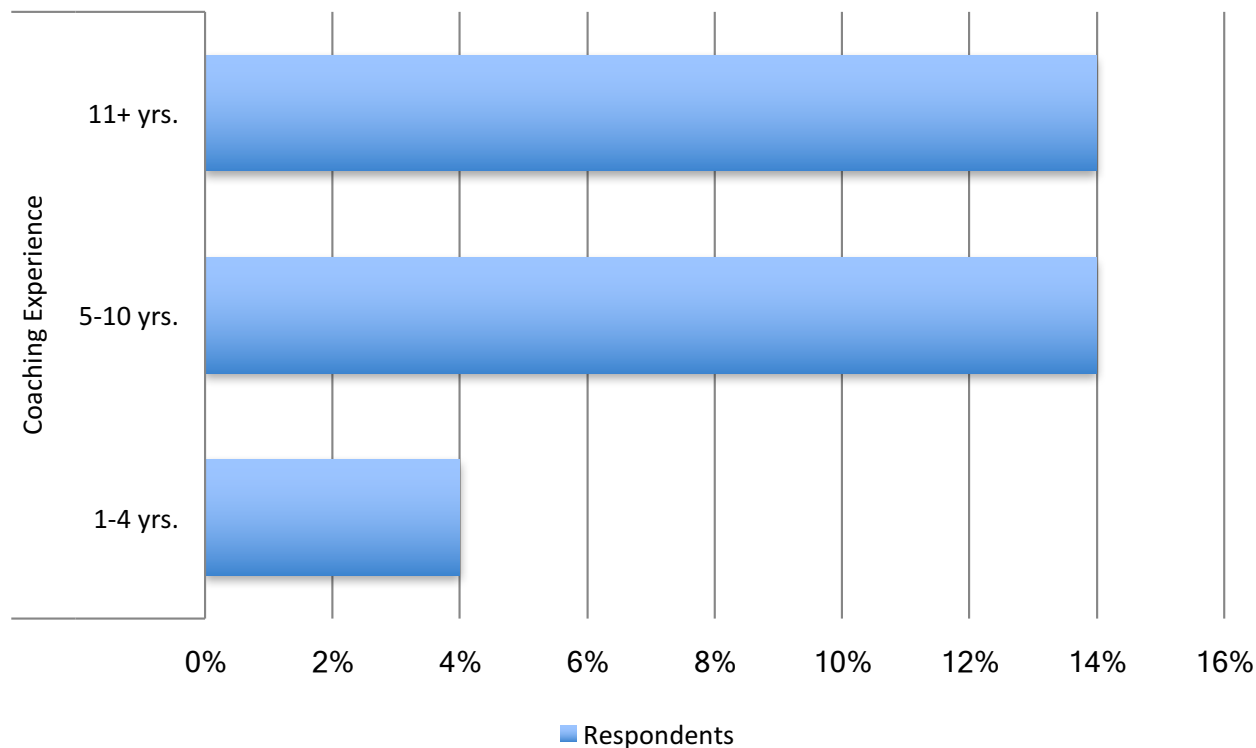
'Learning / Achieving' Supervision Questions

- How can I be more effective?
- How can I be more competent?
- How can I feel confident coaching in relation to team or wider organisational dynamics?



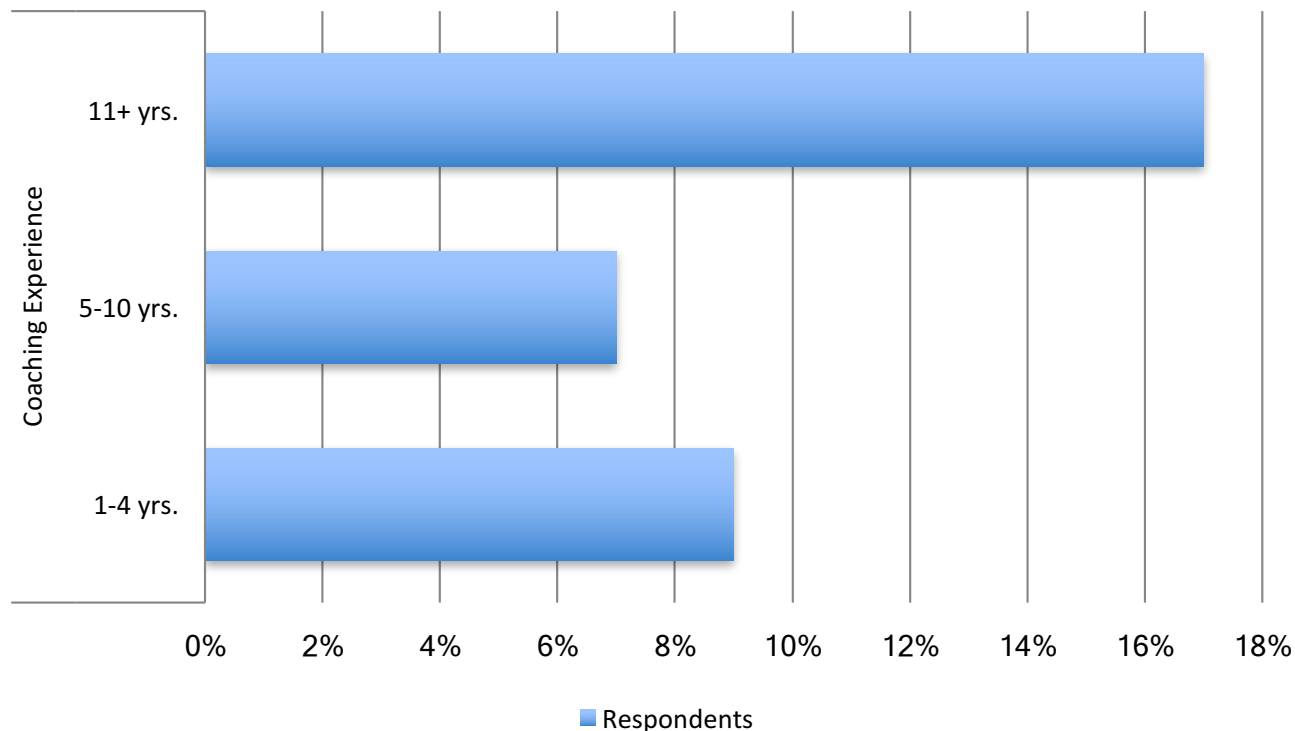
'Achieving / Co-creating' Supervision Questions

- What is my impact on my coaching client?
- How will you appreciate, value and enrich my approach?
- How do I broaden my frames?



'Co-creating' Supervision Questions

- What can I notice about how I am constructing meaning?
- How can I listen to my intuitions?
- How can you support me to embrace ambiguity?



Using Supervision Questions to Broaden Our Mental and Emotional Agility

Current level of supervisee focus	LEARNING <i>Gain knowledge and develop expertise (competencies)</i>	ACHIEVING <i>Achieve results and align with values (capabilities)</i>	CO-CREATING <i>Find meaning to achieve sustainable change (capacities)</i>
1. What kinds of questions are you asking of supervision?	How can I feel more confident and credible as a coach?		
	How can I use this technique?		
	How can I be more kind to myself?		
2. Which of these questions resonate most for you?	How can I explore a coaching theme?		
	How can I be more effective?		
	How can I be more competent?		
3. Have a conversation with a partner about your current 'centre of gravity', and which other questions intrigue you?	How can I feel confident coaching in relation to team dynamics/organisational issues?		
	What is my impact on my coaching client?		
	How will you appreciate, value and enrich my approach?		
	How do I broaden my frames?		
	What can I notice about how I am constructing meaning?		
How can I listen to my intuitions?			
How can I embrace ambiguity?			

Putting this into practice

1. Review the handouts and identify:
 - Where you are now?
 - What areas resonate for you?
 - What are the next developmental areas for you?
2. In pairs, share where you are now, where you would like to develop and what one or two practical things you can do to support this development.

Next Steps – are you interested in taking your supervision to the next level?

- Offering: A one day developmental supervision event
- When: Autumn 2018
- Style: interactive with group work and space for reflection
- Location: London
- Costs: £280

