

Developing much-needed coaching supervision skills

Essential training delivered jointly

Background

The South West Wales Public Services Collaborative is a collaborative network. Participants come from a range of services in South West Wales. Some of these include Dyfed Powys Police, Welsh Ambulance, Cwm Taf Health Board, the Ministry Of Defence and Mid and West Wales Fire Service.

While all the participants were qualified and experienced coaches, with some in charge of the co-ordination of the coaching strategy and coaching service required by their organisations, all participants lacked knowledge and skills relating to the supervision of practising coaches.

Key Issues

With increasing numbers of people coming forward to coach, and be coached, in their organisations, the need for coaching supervision had increased. In some of the organisations, coaching supervision was non-existent, ad-hoc, or undertaken in appraisals and mentoring group sessions.

In short, coaches and their supervisors were being left unsupported and their skills were becoming rusty.

As a result, those responsible for leading the co-ordination and strategy of a coaching programme, and/or a coaching culture, did not feel confident in the quality and delivery of the coaching in their organisations.

This problem was further exacerbated by a logistical one: there is very little coaching supervision training available in Wales and to complete training in London is costly, both in terms of time and money.

Emma was invited to help the Collaborative solve this problem.

Solution

Emma was contacted initially by James Moore, of the Welsh Ambulance Service Trust (WAST), and Alex Machin, of Carmarthenshire Council, who had already undertaken previous training with her.

They were delighted to learn that Emma ran a coaching supervision course, which was endorsed by the Institute of Leadership Management, would only need participants to commit to four days of training, and could be delivered at a venue that suited them.

Emma observed that, "All of the people attending the course were time-poor. Therefore, travelling and committing to a year-long programme of weekend and evening courses would have been challenging."

"I travelled to Nantycaws, Carmarthenshire, a central point for the participants. Because I was running the course 'in-house' the group divided the cost of the training between themselves, which reduced the cost by fifty per cent per participant."

"I delivered an ILM accredited Coaching Supervision Course at a location suitable for the participants, in a cost-effective manner, over four days.

The time and cost-saving for the organisations involved was considerable."

Emma Falkner

Emma delivered three Supervision Coaching Training programmes to three cohorts of experienced coaches, from the South West Wales Public Services Collaborative. She used a combination of knowledge and expertise, as well as practical tools and techniques, to help this group of talented individuals refresh and gain the skills they needed to be effective coaches and coaching supervisors.

As James Moore, Assistant Director Operational Development of WAST, noted about the training, “Emma is knowledgeable and uses this to support participants to move forward in their coaching careers.

“She also recognises the knowledge, skills and emotional intelligence in the room, so you feel respected as a fellow professional.”

Results

By the end of the course, all the participants felt:

- confident that they could carry out a coaching supervision session confidently
- equipped to use a range of techniques
- ready to help move their coachees onto the next stage of their coaching practice.

“This course has changed the way that I coach and increased my skills as a coach and supervisor.”

A Management Trainer at the MoD, Elwyn Davies said, “I feel that I have acquired new skills and insight in an environment where everybody was given a chance to participate.”

Aled Davies,
Chief Superintendent,
Dyfed Powys Police

Another participant, Aled Davies, Chief Superintendent, Dyfed Powys Police, agreed: “This course has changed the way that I coach and increased my skills as a coach and supervisor. I have an increased awareness of the ‘ego’ when coaching and recognise that a non-directive approach will be more effective with the people we work with.”

The group also bonded well. They benefited from the diversity of being from different organisations and found it useful to spend time together.

Karen Thomas, ADC Lead from Mid and West Wales Fire Service, reflected that, “I enjoyed the experience of sharing my learning with other agencies and the participative and challenging nature of sessions.”

Following the end of the course, the group continued to support one another through co-coaching sessions, as well as having a regular half-day group session with Emma.

Conclusion

Emma was able to deliver much-needed Coaching Supervision Training to support a committed group of people, so that they could help their organisations develop and deliver a coaching culture.