



## **Post-Business Coach Programme™ Supervision**

Many people who undertake the Business Coach Programme appreciate the learning from the Supervision element of it. And there is a growing demand from buyers of coaching that coaches be in Supervision. Hence many Business Coach Graduates ask us how and where they might find a good Supervisor to work with after the formal part of the Programme concludes (informally, of course, the Programme and community goes on with attendance at CPD events, ongoing learning, networking, mutual support and fun!)

Meyler Campbell does not offer post-course Supervision services, but we do very much want to help our Graduates in this respect as in many others. Hence to point you in some possible directions, we have compiled the brief list below of people who practice professionally as coaching Supervisors. We make no recommendation whatever, but we can at least provide you with the facts by giving you some names to investigate further, of people we have known for some time, who we believe to have a sound theoretical basis to their Supervision, and where we like them as people. We have no commercial relationship with any of these people as Supervisors, take no fee for inclusion in this list, and will not. We are simply seeking to help you find some leads to investigate, since there is at present no list out there for you to consult. Each person has been asked to write a short paragraph or two giving you an initial “feel” for their approach, and contact details in case you might wish to explore further.

However we should emphasise that inclusion on our list is in *no* sense a recommendation. Coaching Supervision is at present a totally unregulated field, and is in the situation coaching was fifteen years ago, with recognised training courses only just beginning to emerge. Engaging the services of any Supervisor, including those on the list below, is therefore very much a case of caveat emptor. As with hiring a coach, you should seek a “chemistry meeting”, perhaps take up references, and listen to any inner concerns you might have.

Best of luck, we will seek to expand this list for you to give you a wider choice as more appropriately qualified people become available and/or come to our attention. We would welcome any suggestions you may have in this respect and feedback on your Supervision experiences, so we can help you and your Business Coach colleagues even better in this respect in future.



## **Carol Kauffman**

*PhD ABPP PCC*

*Director, Institute of Coaching, Harvard Medical School*

*Chief Supervisor, Meyler Campbell*

I would be delighted to be available to business coaches interested in supervision. As Chief Supervisor at Meyler Campbell I find supervision to be energizing, thought-provoking and great fun. My approach to supervision is to individually tailor each relationship, and each session to best serve my supervisee. This covers a range of activities from specific case debriefing and/or general professional development challenges to quick and focused mini-lectures to underscore application with theory and evidence. In essence my approach is that my brain is at your service to enhance your performance. Sessions usually last one hour, usually this is over the telephone, and in person during my regular trips to London.

What I bring to supervision is over 35,000 hours of clinical and coaching experience and twenty years supervising at Harvard Medical School. For me, coaching and supervision are my enjoyable breaks from all my writing, editing and running of various endeavors. What I do not bring is a history of working in any corporate setting other than Harvard (except as a consultant). I hope that serving as coach to numerous CEO's and high level executives has taught me some, but I am always keenly aware of the limits of my expertise.

At present I have an active coaching and supervision practice limited to twenty hours per week and have an ICF coaching credential as well as being an Examiner for the American Board of Professional Psychologists. Recently I've become the Co-Founder and Director of the Institute of Coaching at Harvard Medical School and have organised the first Harvard sponsored coaching conference to run the last weekend of September each year. I'm also Co-Editor of the peer reviewed academic and professional journal, *Coaching: An International Journal of Theory Research & Practice*. Finally I'm facilitator for the Global Coaching Convention workgroup of developing a global research agenda for the field of coaching.

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## **Jon Stokes**

*Director, Stokes & Jolly Ltd*

I am an accredited coach supervisor with the Association of Professional Executive Coaching & Supervision and a member of the British Psychoanalytic Council. I have recently joined the faculty of Meyler Campbell. Originally trained as a clinical psychologist and then in psychoanalysis at the Tavistock Clinic I became Head of the outpatient clinic and then went on to set up the Tavistock Consultancy Service which I directed for 5 years, following which Richard Jolly and myself set up Stokes & Jolly which provides management development and leadership coaching to senior executives. My approach consequently has origins in the psychoanalysis of individuals, the understanding of group dynamics and a systemic perspective on organisations. For the past 15 years I have worked as a business psychologist and view my approach to coaching as drawing on the worlds of both management and psychology.

I have been coaching for over 20 years and have worked with a wide range of individuals at all levels in organisations in both the private and public sectors but now concentrate on leadership coaching, primarily at senior levels, particularly in professional service firms. I have been a coach supervisor for over 10 years. My approach as a supervisor is to focus on both the client and the coach but also on the dynamics of the relationship between them and how this reflects both individual psychodynamics and also the systems dynamics of the client organisation. Frequency of supervision depends on need but I would normally suggest 6-10 meetings over a year.

I am a past president of the International Society of the Psychoanalytic Study of Organisations, a member of the associate faculty of Henley Business School and teach regularly on the psychology of leadership on a number of Executive Education programmes at Saïd Business School, Oxford University. I also have a particular interest in the psychology of power and politics and am an Associate Fellow of the Institute for Government.

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## Mary Watts

PhD, C.Psychol, BPS Registered Supervisor

Perhaps the best way to get a sense of what supervision with me is like is to read a few words from some of my supervisees.

*"Mary's supervision is an exercise in many aspects of reflection. Reflection which leads to thinking more deeply about, and provides insight into, alternative views of things that have occurred or been said. Also reflection in the sense of holding up a clear mirror to one's own actions, thoughts and feelings. Mary shares, guides and challenges but never tells. Her quiet authority, insight and manner instil trust, foster self awareness and provide a strong sense of support."*

*"I have learnt as much from Mary's questioning style as from her substantive responses to the issues I bring to supervision. She also raises awareness of the coaching landscape generally and is a rich source of advice, connections and industry understanding." (Practicing coach and current supervisee)*

*"Enjoying supervision with Mary is a pleasure and a great learning experience. She is searching with an open mind and never a sense of judgement. Mary is open and candid. Her supervision is a critical foundation for my coaching work and professional development. It has propelled my coaching and my clients more than they will ever know." (Meyler Campbell Business Coach Graduate)*

I see supervision as a learning experience. It starts whenever we engage in a process of personal learning and reflection – usually happening before a client session and certainly continuing afterwards – I call this 'self supervision' and it is a critical part of our personal learning and coaching work. I aim to support you with this and to help you develop the tools and processes for doing it even better.

Supervision with me – perhaps better called 'our shared learning endeavor' may be on a one to one basis, in a small group or even a group of 10 or so people. I will listen a lot, encourage sharing of ideas and creative thinking and ask questions to challenge new ways of thinking, understanding, being and doing. Where appropriate and desired by co-learners I will provide information drawing on practice and research. This may equally well come from others in the supervision session. Together we will try to make sense of often perplexing, challenging but always fascinating issues relating to our professional practice as coaches. A core feature of our 'shared learning endeavor' is the notion of reflexivity. The processes of learning and engagement that you engage in, I also engage in, as do our clients and their clients also. We are all engaged in a personal process of meaning making which in turn influences what we do and how we do it.

The primary purpose of this learning experience is enhancement of our clients' wellbeing whilst paying attention also to the maintenance of our own wellbeing. I enjoy and have considerable experience of working with coaches in training, as well as experienced coaches. We focus on a wide range of issues including those relating to client coach relationships, coaching skills, client skills development, values and beliefs and their impact, personal learning and development, as well as business management and development. We also focus, where appropriate, on ethical and professional accreditation issues and requirements.

#### Brief personal biography

- Emeritus Professor of Psychology, City University London
- Director, Business Coach Programme, Meyler Campbell
- Chartered psychologist specializing in coaching, health and counselling psychology.
- Business Coach graduate – Meyler Campbell
- Practitioner, researcher and writer
- Recent chair, British Psychological Society Special Group in Coaching Psychology
- Chair, 2015 SGCP International Congress
- Lifelong engagement with learning – promoting, researching, enhancing understanding of and facilitating – with a wide range of people and in diverse contexts and settings. Learning as it relates to professional education and practice has for many years been a core element of this.

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## **Pauline Grant**

*MA MSc CPsychol  
Business Psychologist*

Coaching has been a central theme throughout my career – acting as a coach to individuals, offering supervision to other coaches, developing coaching training materials, training managers to use coaching in their day to day work, training trainers to train managers.... and most of this in an international as well as UK context.

My background was in Educational Psychology before I moved into business consulting, reflecting my on-going interest in how people learn and grow. I've since notched up 20yrs applying psychology in a business setting, at Ashridge, YSC Ltd and more recently independently. This has included executive assessment, leadership development and enhancing team effectiveness as well as coaching. For me the business environment is important because it's the community in which people spend so much of their time and invest so much of themselves. Coaching leaders seems to me to be a huge responsibility, as those leaders have so much impact on others' lives. Hence the relevance of supervision!

My coaching supervision is intended to help the coach to reflect on their own thinking, assumptions and methods, to help them extend their range and to provide a sounding board for the tricky issues where they move to edge of their competence or experience. I see it as coaching the coach, using the same mix of intent listening, support and challenge that I would adopt with a coaching client. You would experience me as a psychologist, but not as a 'white coat', as open-minded, but not opinion-free, as creative in opening up possibilities whilst being pragmatic about the environment in which they will be evaluated.

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Based in Beaconsfield, South Bucks.



## **Jenny Rogers**

*Jenny Rogers Coaching*

We coaches do our work behind closed doors and unless we record our sessions (good practice by the way, though few of us do it) there's no evidence of what actually happened - beyond our own and our clients' unreliable recollections. When you finish a session, the likelihood is that there is also an absence of understanding colleagues with whom it would be so wonderful to express worry, exhilaration, discontent, exhaustion or quiet pleasure - and to seek some immediate support, challenge or celebration. Coaching is 'emotional labour' and it can be a lonely business.

As someone with many thousands of coaching hours gained during my 25 years of experience, I still occasionally make what could be frankly categorized as beginner mistakes. Cringing about them is not very helpful but talking to my supervisor is. Similarly, the more experienced you are, the more likely it is that you will attract clients whose challenges are complex and who trust you to help them sort it all out. Where else can I take these issues but to a fellow coach who understands that there are no simple answers?

In my work as a supervisor, I find that the questions fellow coaches bring are about how to take their coaching to the next level. Typically these questions might be: What am I missing? Why did this session work a treat but that one felt like a disaster? What do I do about a client who seems disconnected from our work? Many of my clients are not coming back - what's going on? Client W seems very stressed but if I start exploring that am I getting into therapy territory? Client X is always late but am I over-interpreting this as a sign of wilting motivation? Client Y is constantly contacting me outside the sessions - is this a sign of dependency? My work with Organization Z seems to be tailing off, but why?

How we explore such issues depends on what you need. When you are relatively new to coaching there can be a case for seeing supervision sessions as an extension of your training, filling in gaps or sorting out misunderstandings, offering new ideas or useful theories. Sometimes it can be valuable to explore one case in depth. Most often supervision is about exposing some of the typical patterns of interaction between you and your clients as well as looking at how your coaching business is developing.

I'm based in London but I'm happy to work on the phone. Supervision fits enjoyably with the rest of my work: training coaches, writing, editing and, of course, running an active executive coaching practice myself where I work with clients in senior leadership roles in government, the NHS, finance and media.

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## **Dee Cullen**

*CPsychol. AFBPsS*

I am a Chartered Psychologist and have over 25 years of working in organisations, including, Boots, British Telecom, and PwC, as well a spell in consultancy.

I've been coaching for almost 20 years. My coaching draws on an eclectic blend of psychologically informed approaches such as Neurolinguistic programming-I am an NLP Master Practitioner-; Transactional Analysis; The Centaur Model (a body mind approach) and others. I also draw on my experience of assessment, designing and facilitating development programmes, and have led a team of professional coaches. I am a fully accredited executive coach with APECs (Association of Executive Coaching and Supervision). My formal supervision training was with Coaching Supervision Academy. I'm on their list of accredited supervisors.

I am well connected with the major coaching professional bodies and get involved in influencing and supporting the profession and in research into its effectiveness and reputation.

I've always valued supervision as a learning environment and get great benefit from group and individual supervision. Being a coach and supervisor internally at PwC continually throws up challenges for me as a coach, the complexity can be tricky to manage to say the least! However I enjoy that aspect of the work, it gives me some good reference experiences. This assists me in helping others in my supervision work. I like to approach my coaching and supervision with an OD mind-set, taking into account what is happening in the wider organisational system.

I also bring creativity to my supervision, and look for opportunities to help clients by engaging the right brain. Those I am supervising value my ability to spot patterns; my attention to the importance of the relationship; and my ability to create a reflective environment. They go away both challenged and resourced, ready to add greater value to their work.

I'm open to new ways of working and enjoy keeping up to date with new thinking in the field. Recently I've enjoyed learning more about the brain and neuroscience as an aid to understanding for myself and my clients.

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## **Nicola Haskins**

I see my role as a coaching supervisor as similar to that of a performance coach. If I do my job properly, the coach does their job even better, the client and the client organization's expectations are met (and even exceeded) and maybe, just maybe, the coach gets more business. That's the value proposition I offer!

What allows me to say that is nearly 2000 hours of supervision in my former role at Praesta Partners, the leading UK business coaching firm, where I learned to bring together over 20 years of business experience and my psychological training into the emerging discipline of business coaching supervision.

So what is it like to be supervised by me? Stimulating and supportive is the feedback I get. I use my background in integrative psychotherapy to help my supervisees get a deeper understanding of what might be going on in their relationship with their clients or their clients' relationships in their organization. I use my MSC in Change Agent Skills and Strategies to explore the systemic and organizational dimensions.

Above all I see my role as drawing out the coach's experience, knowledge and wisdom. I've done my job when the coach is able to draw on that awareness in the moment in the session with their client.

I did the first coach supervision training in the UK with the Bath Consultancy (2000) and am accredited with APECS. I trained as a Team Coach and have been coaching internationally for nearly 20 years. I am a UKCP accredited integrative psychotherapist. I write on supervision topics and am in regular supervision.

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