

SUPERVISION

You will receive two kinds of Supervision during the Certification Program: Group Supervision and Individual Supervision. You will have three Group Supervisions and six Individual Supervisions.

Supervision is an integral part of the Certification Program and it is where one-on-one learning takes place. It is one of the most rigorous and rewarding aspects of the Program, and it is where the “rubber meets the road”. Supervision is where you get to look deeply at the actual coaching you are doing with your clients. This is a great opportunity to work your Self-Management muscle so that you are strong and able to be present in all of your coaching sessions no matter what else is going on.

Sometimes the process of Supervision can be confrontational. You are asked to listen to yourself and the impact your coaching has on your client. Sometimes your coaching will support your clients and sometimes your coaching will collude with your clients’ limitations and actually diminish their magnificent self. We are asking you to be open and willing to learn about your impact in the midst of what can feel like a very personal relationship. Your enthusiastic participation in your Supervision process will extend your reach and expand your range as a Co-Active® Coach.

Part of the Supervision process includes both you and your supervisor completing a Supervision Review form. This section contains information about how to mark the Supervision Review form as well as samples of both the Group Supervision Review and Individual Supervision Review forms.

The Supervision Review forms are consistent with the evaluation format used in the CPCC Oral Exam that you will take upon completion of your Certification Program. It is important to note that while Supervision will help you prepare for your exam; your Supervision Reviews have no bearing on your exam results. Your examiners ONLY consider your coaching on your exam, even if they have supervised you earlier in the Program.

When you have completed Certification, your Supervision Reviews are filed at CTI.

Group Supervision

Group Supervision is designed to provide a laboratory experience of Supervision to you. It is an opportunity to coach a client for 15 minutes while being observed by a supervisor who will offer you in-the-moment feedback.

You will have three Group Supervisions during your regular triad rotation in the modules. Working in triads you will have the opportunity to coach, be the client, and observe both coach and client with the guidance of a CTI supervisor.

The Group Supervision experience will increase your awareness of how your coaching affects your clients and how you are implementing the coaching skills and model you are learning.

Forms that you will need for Group Supervision Calls:

- Group Supervision Review form
- Supervision Assessment Scale
- Marking the Supervision Form

You will be doing these Group Supervisions in your regular triad rotation and are required to attend at least two of the three scheduled Group Supervision Calls (Weeks 2, 4, and 6). If you miss the call where you were to be the coach, you will need to pay for an additional Individual Supervision. The cost of this replacement Supervision is \$140.

Preparing for Your Group Supervision

Your group will meet with a CTI supervisor at your regularly scheduled triad call time during Weeks 2, 4 and 6. The roles of coach, client and observer will rotate so that each one of you will have experienced each of the three roles over the course of your three meetings. Each triad member will have an opportunity to coach on one of the calls, and have their coaching supervised by a CTI supervisor, while the other two triad members serve either as the client or the observer. Please note that, for most students, the telephone number for your Group Supervisions in Weeks 2, 4 and 6 will be different than the number used for the Pod calls. Please look for this detail in the Welcome Packet you have received and record the information where you can easily locate it when the time comes for your Group Supervision Calls.

As the unpredictable happens, we ask that you come to each Group Supervision Call prepared to be the client (with an issue you're willing to be coached on), prepared to be the coach, and prepared to observe the coaching and take notes.

On the Group Supervision Call

After spending a few minutes connecting, designing your alliance with one another, and reviewing the learning points for the call, the person designated as coach will coach for 15 minutes. When the coaching is complete, you will be asked to assess your demonstration of Co-Active® Coaching. Then, after a few minutes of feedback from the client and the observer, your supervisor will debrief the coaching with the coach. The client and the observer will listen to this debrief. Following the supervisor's debrief with the coach, there will be a discussion with the whole group to clarify and deepen the learning.

Group Supervision Review Form


For your Group Supervisions, you will be using the Group Supervision Review form. It is much like the Review form you will be using for your Individual Supervisions, and your group supervisor will show you how to use it on your first Group Supervision Call. The difference between this Review form and the individual one is the space for notes and to record how each one of you (observer, coach and supervisor) marked the different elements.

You will be using the same Supervision Assessment Scale for both Individual and Group Supervisions.

Individual Supervision

Certification students consistently report that Individual Supervision is their favorite part of the Program. Supervision is individualized and tailored to your specific learning needs and learning style, much like having a personal trainer alongside you as you sculpt, tone and strengthen your Co-Active® Coaching skills. Like working with a personal trainer, working with a supervisor is often exciting, occasionally challenging and extremely rewarding.

Your supervisors understand that it is not always easy to receive feedback, and you will learn the most from Supervision if you develop your ability to be at Levels 2 and 3 during your Supervision calls. You and your supervisor are on the same side, interested in your learning



and growth. Allow your supervisor to be your ally in your learning and consciously design an alliance with each of your supervisors that will support you in your learning. Use your Podmates for challenge and support so that you can step powerfully and openly into the Supervision process.

You are assigned to two different supervisors, each an experienced CPCC, each with their own style of Co-Active® Coaching. In this way, you will be exposed to a variety of Co-Active® Coaching styles, giving you a broader base from which to discover your own style of Co-Active® Coaching. Each of your supervisors is eager to contribute to your learning and development as a Co-Active® Coach, and that is his or her primary focus. He or she will be your partner and guide as you learn to coach from the Co-Active® Model.

In this section, you will find many specifics about getting maximum value from the Supervision process along with hard copy versions of all the forms you will need. You will find the electronic copies of these forms on MY CO-ACTIVE.COM. These forms are:

- Client Release Authorization
- Individual Supervision Review
- Group Supervision Review
- Supervision Assessment Scale
- Marking the Supervision Form

What happens in Supervisions is between you and your supervisor, though your supervisor may share his or her impressions of your coaching with your CPL.

Individual Supervision Appointments: Scheduling Tips

It is your responsibility to contact your supervisor to schedule Supervision appointments. See the Scheduling Your Six Individual Supervisions document that was included in your Welcome Packet.

You are expected to work with each of your supervisors in order and to complete all six of your Individual Supervision appointments in the six- month time frame shown on the Supervision grid.

Once you have attended your Orientation Call and have read this section of the manual, contact your first supervisor by telephone or email. Plan on scheduling all three of your appointments with your first supervisor at the beginning of your Program.

During Week 8 of your Program, please contact your second supervisor to arrange your three appointments.

Specific availability varies from supervisor to supervisor. Most supervisors are available to meet with you during their usual work week within their regular business hours. Sometimes your supervisor will be traveling, or they may live in a different time zone, giving you more or less flexibility.

If you have a full-time job, please be prepared for the possibility that you will need to schedule some or all of your Supervision appointments during your workday.

The best way to schedule your Supervisions is to email each supervisor with the following information:

- Your name.
- Your time zone or city where you live.
- The name of your Pod.
- The name of your Certification Program Leader (CPL).
- The starting date of your Pod.
- The starting date of the three-month period that you and this supervisor are scheduled to meet.
- Whether this supervisor is your first or second supervisor.
- Suggested ideal appointment times, or preferred times of day and days of week. Please clearly indicate the time zone reference in your suggested times.

Note that between complex travel schedules and email filters, you may not hear back from a supervisor immediately. In the rare event that you have not heard back from a supervisor within 10 business days after contacting them, try again, with both an email and a telephone call to make sure your message gets through

To maximize your learning, we recommend that you:

- Follow the schedule on the Supervision Grid and schedule your three appointments with each supervisor at three to four week intervals
- Use the time in between Supervisions to integrate your learning from each Supervision
- Do not schedule Supervision appointments time in between supervisions with two different supervisors in the same week
- Journal or reflect about your learning after each Supervision.

Missed Individual Supervision Appointments

When a scheduled Supervision appointment does not occur for any reason, it is considered a missed Supervision. The unexpected happens – whether it’s personal or equipment-related. Check your supervisor’s time zone and note the correct time of your appointment. Have back-up recordings handy in case of inaudible recordings or equipment failure.

Important Note: If you miss a scheduled Supervision appointment with less than 24 hours notice, you will be billed \$140, the hourly rate for Supervision, for the professional time that you reserved and did not use.

Choosing a Client for Individual Supervision

Here are some guidelines for choosing a client for Supervision:

1. Use the same client in all three calls with one supervisor. We recommend choosing a client who is at the beginning or in the middle of the coaching relationship (this way they will be around for all three calls).
2. Select a client where the relationship is clean (not a friend, relative, coaching exchange, part-time consulting/coaching or any other combination of services).
3. All of your Supervisions will be for your work with individual clients only. Do not bring relationship, team or group coaching sessions to your Supervision calls.
4. Select coaching sessions for Supervision that have occurred relatively close to your respective Supervision dates. This will ensure that the feedback will be focused on how

you are currently coaching as you progress through the Program. Use a session that was recorded in a private environment — not one that took place in a public environment such as a café, restaurant or park.

5. Do not bring a structured coaching session, like a discovery session or guided inner journey, to a Supervision Call. Instead have your supervised sessions be on-going sessions in your coaching relationship. If you do bring a structured session, your Supervisor may ask you to reschedule your session and you will be charged the additional \$140 as if this were a missed session.
6. Do not use another CTI student or trained CTI coach as one of your Individual Supervision clients. You will learn more if the clients you bring to Supervision are not also training to be coaches.
7. Please DO NOT ask your supervisor to be the client for any of your six official Certification Supervisions. These are Supervisions of you coaching one of your regular, on-going, paying clients.
8. You are being supervised on how you are applying and integrating the Co-Active® Model and skills, and your supervisors will not be giving you feedback on other types of services you provide. Your supervisors will not be able to tell you whether or not your coaching session would have passed the exam.
9. Often the Saboteur wants you to show up already “cooked” as a coach. Masterful, brilliant, smart, etc.... Challenge yourself and that Saboteur... choose a client that has you learn and has you go to the next skill level. Ask yourself, “Where do I get stuck?” “Where do I still struggle?” “Where is my coaching blah?” “Where do I need to hear what I’m doing well?” These situations make great Supervision sessions.
10. Be sure to have the clients you wish to record complete and return a Client Release Authorization form to you before you begin recording their sessions.

Recorded Coaching Sessions for Individual Supervisions

You are responsible for both recording your coaching sessions and then sending them to your supervisor 48 hours in advance of your scheduled Individual Supervision call. There are technology and on-line services available to you that make this relatively easy, once you learn the ropes.

Treat yourself to high-quality recordings and to do this we recommend that you use technology that creates an MP3, WAV, or WMA audio file. When your recording is clear and easy to hear, your supervisors can give their full attention to listening to your coaching and giving you feedback.

If your recording is inaudible or cannot be understood, the Supervision may need to be rescheduled and you will be charged \$140 for a missed Supervision.

Be powerful in this opportunity to become a masterful coach. Give yourself every advantage. Practice with the recording hardware and/or software you are using. Before recording a coaching session, test the sound quality of your recording by calling a friend or a Podmate, taping your conversation (with their permission of course), and testing the sound when you play it back. Then test your recording of your coaching session to be sure that it is working well. Do what you need to do to create excellent sound quality. This may sound like over-preparation; our experience tells us you cannot prepare too much to ensure good sound quality!

Here are some important tips for recording your coaching sessions:

- If you are recording a telephone session, use a land line, not a mobile telephone. Make sure there are no background noises while you are recording.
- If you are recording an in-person session, hold your session indoors, in a quiet and private environment with no background noise. You must use equipment designed for recording two people speaking. Test your equipment ahead of time with another person in the coaching space. Pay particular attention to the volume setting and location of your microphones... sometimes microphones will pick up lots of background noise, or they will pick up one voice clearly and not the other. If your recorder has a Voice Activation (VOX) feature, make sure that it is turned off.
- After recording your session, play back and listen to the recording to verify that it is clear and audible over the phone. Only send clearly audible recordings to your supervisor.
- Record all of your coaching sessions. Recording failures happen. Recording all of your coaching sessions will give you more learning experiences to choose from.

Recording Technology

While we have provided below some basic information about some available services and equipment, please note that the technology changes rapidly and because of geographic differences, it is impossible for CTI to provide information that is always up-to-date and applicable. You will also find updated recommendations and links on MY CO-ACTIVE.COM.

We highly recommend that you check with the Certification Community discussion in the Co-Active® Café on MY CO-ACTIVE.COM. Students further along in the Program will have useful and current information for you.

If you are recording a coaching session using a telephone, here are some available on-line services you may wish to investigate:

- Audio Acrobat (publish.audioacrobat.com)
 - The most frequently used online service by Certification students
 - Requires three-way calling feature on your phone
 - Recordings are saved as long as you have an account
 - Monthly account fee
- Free Conference Call (www.freeconferencecall.com)
 - Does not require three-way calling
 - Both coach and client dial into conference line and provide access code
 - Calls can be recorded and saved to your account
 - No fees
 - Provides international conference calling services

- Instant Conference (www.instantconference.com)
 - Does not require three-way calling
 - Both coach and client dial into conference line and provide access code
 - No fee for basic service
- Free Conference (www.freeconference.com)
 - Click on “Reservationless Standard/Learn More/Try Reservationless Standard Now”

If you are recording an in-person coaching session, you’ll want to use a digital voice recorder. These are readily available from electronic stores and various websites. (Olympus has been a popular brand with Certification students.) Once you have completed recording, you can send your recording via the internet to your supervisor. Some things to look for when purchasing:

- Compatibility with your computer – PC or MAC
- Creates either an MP3, WAV, or WMA file
- Ability to turn Voice Activation (VOX) feature off
- Creates high quality recording

It is your responsibility to confirm in advance with your supervisor that they have the technology to receive the files you plan to send.

Sending Your Recording to Your Supervisor

Before you send an audio file to your supervisor, be sure to name the file clearly with your name and the date of your Supervision. (For example: MarySmith2.12.2013 or LeslieWhite12MAR12.) To protect the confidentiality of your session, do not include your client’s name in the file name. Also, do not name the file with your supervisor’s name. Your supervisor receives many files and will want to easily identify yours.

Whether recorded over the phone or in-person, when it comes time to send a recording to your supervisor, be aware that audio files may be very large and require a lot of bandwidth both for the sender and the receiver. Some online recording services such as Audio Acrobat (www.audioacrobat.com) provide a link to your recording that you can easily email to your supervisor. For recording services that do not provide a link, we recommend using a service established especially for sending large files via the internet. Follow the instructions provided by these free and commonly used services:

- www.yousendit.com
- www.sharefile.com
- www.dropbox.com

When using a file transmission service, be sure to check to see how long they keep the file. Some only keep it for 7 days so you will want to time sending the file to your supervisor accordingly.

Once you send the file, it is your responsibility to confirm that your supervisor has received the file that you sent. In some situations, large audio files have taken up to 36 hours to transfer, while others of a similar size have transferred instantaneously.

Again, for assistance, be sure to check with other students in the Co-Active® Café on MY CO-ACTIVE.COM.

Preparing for Your Individual Supervision Appointments

Plan to send your file at least 48 hours before your scheduled Supervision.

Familiarize yourself with the marking methodology described in the following pages. Review the Individual Supervision Review form and the Supervision Assessment Scale. Make sure that you have each of these with you for every Supervision Call.

If you have any questions that cannot wait until your first Supervision, please contact your Certification Program Leader.

On the Supervision Call

Call your supervisor at the designated time. Double check time zones to verify your appointment time (www.timeanddate.com will help you determine time zone differences).

For Supervisions, we recommend that you bring recorded coaching sessions that are no longer than 30 minutes. This will allow your supervisors to hear most, if not all, of your coaching session. The supervisor will then be able to offer you feedback that takes the entire coaching session into account. During your one-hour Supervision appointment, your supervisor will listen to 25-30 minutes of your coaching session and then give you feedback for the remainder of your call.

As your supervisor debriefs the coaching interaction with you, you and your supervisor will together fill out the Supervision Review form found at the end of this section.

Be sure to have a Supervision Review form and the Supervision Assessment Scale, in this section, in-hand when you call your supervisor. (Information about these documents appears below.)

The Supervision Review Form

Your group supervisor will train you on how to use the Supervision Review form, and how to mark the various items on it. Here is some information to familiarize you with the Supervision Review form, to describe the process and prepare you for your first call. Take a look at the forms at the end of this section as you read through this material.

1. The Supervision Review form was created to support your awareness of the Co-Active® Model as well as a wide range of coaching tools and skills and their application. The elements that make up the Co-Active® Model appear above the thick black line on the Supervision Review form. These must all be present in every Co-Active® Coaching interaction and each of them will be marked in your Supervisions.
2. Below the thick black line there is a long list of tools and skills you might have used. Do not be daunted by the list! You are not expected to use all of these skills in every coaching session. As you check off the skills and tools you are using, you will be able to see over time which you can rely on and are frequently using and which ones you need to practice, to try or to remember.

3. Marking the Supervision Review form

- “Above the Line” – The items above the thick black line, those that must be present in every Co-Active® Coaching interaction, are marked with a plus (+) if they were consistently demonstrated, a plus /minus (+/-) if they were present somewhat or not consistently present, or a minus (-) if they were missing altogether or grossly misapplied. Both the coach and the supervisor must assess all of these items. You and your supervisor need not agree on the marks given.
- “Below the Line” – The items listed below the thick black line are marked differently:
 - If the skill was used effectively, use a check mark. “√”
 - If the skill was used ineffectively, or in error, use a check minus. “√-”
 - If the skill was NOT used and was definitely called for, mark with a minus. “-”
 - If the skill was not used and was not “missing” or “needed” in the coaching, leave the line blank.

(Note: Below the Line, coach and supervisor may not have marked all the same items.)

The Bottom Line

The Supervision Assessment Scale is intended to represent a summary statement of your demonstration of Co-Active® Coaching in this specific session. These statements are listed on the Supervision Assessment Scale, alongside a number from 1 to 10; the number represents each statement – not a grade. You and then your supervisor will each assess the session you have just reviewed using this scale. This is meant to be a summary, a snapshot, of the overall level of Co-Active® Coaching that you both reviewed in this particular coaching session or session segment.

The assessment scale is for the use of you and your supervisor. Your CPL will also have access to this information as you track your progress and learning on-line in the Program. Many people equate the number to a grade. This is NOT meant as a grade, or the equivalent of a grade; it is simply an indicator of your demonstration of coaching as a Co-Active® Coach as reflected in this particular coaching session. These numbers are not cumulative, and they have no impact on your exam or on your examiners.

On the Supervision Assessment Scale each number corresponds to a definition. With your supervisor, use these definitions to help you get a really clear sense of the level of your coaching demonstrated in each time of the sessions you have supervised. (On the page following the Supervision Assessment Scale, you will see an example of a partially completed Supervision Review form.)

Go forth and Coach!