

GLOBAL COACHING SUPERVISION

A Study of the Perceptions and Practices Around the World



INTRODUCTION



In recent years, coaching supervision has become more widely talked about at industry conferences, during coach training programs, and amongst coaching colleagues.

While coaching supervision has been in practice for more than two decades, there is a limited amount of specific information available about the practices globally. Most studies have focused on the United Kingdom or Europe as coaching supervision is more widely practiced there, with limited information about the Americas or Asia Pacific regions.

We have conducted this research study to learn more about a broad range of issues related to coaching supervision, current state of practice, and perceptions of coaches who work with a Coach Supervisor.

If you are a coach who receives coaching supervision, you will be able to compare your experiences with others. If you are a coach or company with limited exposure to supervision, and curious about the value, you can learn from the experience of your coach colleagues. If you are a Coach Supervisor, this study may enable you to enhance your practice by learning more about the perception of coaches related to supervision.

The research team expects to continue to conduct further analysis, discussions, and implications in the future. As future articles and analysis are completed, please look for this information on our website, at www.coachingsupervisionresearch.org. You may also send comments or questions to info@coachingsupervisionresearch.org.

Thank you for your interest in coaching supervision and this study.

Sincerely,

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ABOUT THE STUDY AND REPORT



This report begins with general information about the study participant demographics and supervision experience. Next will be more detailed sections about individual supervision and group supervision, including some comparisons.

The study will then examine participants' perspective on general topics including finding a

supervisor, benefits of supervision, and what coaches find helpful (or not) in working with a Coach Supervisor. The report will conclude with information about research methods, closing remarks, acknowledgements, and the research team.

This research has been guided by the 2018 EMCC (European Mentoring and Coaching Council) definition of supervision which states:

“Supervision is the interaction that occurs when a mentor or coach brings their coaching or mentoring work experiences to a supervisor in order to be supported and to engage in reflective dialogue and collaborative learning for the development and benefit of the mentor or coach, their clients and their organisations.”

If you have questions about this research study or report please contact one of the researchers (contact information is provided on page 44) or send an email to info@coachingsupervisionresearch.org.

EXECUTIVE SUMMARY

This study analyzed data from 1,280 participants globally. Among the findings are the following highlights:

- Coaching supervision is a well-accepted practice for coaches in Europe, especially in the United Kingdom, where adoption of this practice is highest. This is supported by the number of coaches who have *experienced both individual and group supervision and the number years working with a Coach Supervisor.*
- In this study, 88% of the coaches reported *experiencing individual coaching supervision*, while 65% have experienced *group supervision*. Of the 1,280 participants, 29% (352 coaches) have *experienced both individual and group supervision outside of a training or certification program*. Currently, 11% (137 coaches) indicate they *currently work with both an individual and group Coach Supervisor.*
- The topics most frequently explored by coaches in both individual and group supervision are *client-related issues/challenges/situations.*
- The most frequent response about helpful supervisor behaviors concerned the content, rather than the process, of coaching supervision. The most helpful suggestion was *when their supervisor offered their own perspective, ideas, advice and/or experience during supervision sessions.*
- One observation from this research is that there is a sometimes a lack of clarity between coaching supervision and mentor coaching (e.g., for ICF certification), especially outside of Europe. While the study attempted to clarify the difference by providing a definition of each upfront, and using some questions as a filter to separate out mentor coaching, at times it appears that some participants did not differentiate between the two types of support.
- There were mixed perceptions about the cost of supervision. Coaches who had never experienced coaching supervision reported that they viewed it as expensive. However, coaches who participate in supervision report that the fee/cost is not a barrier for them. There is very little consistency related to fees, with all geographic areas showing a broad range of perceptions about what is an appropriate fee.



STUDY PARTICIPANTS

Study participants include a broad range of executive/leadership and life coaches, plus clinicians from around the world. Participants represented both internal coaches who practice within an organization, and external, independent practitioners. In addition, coaches who also maintain their own coaching supervision practice participated in this research study.

Respondents were asked to self-identify as one or more of the types of coaches listed in the research survey. A total of 1,302 coaches responded to the survey. If a participant did not indicate being a member of at least one of the categories listed, those responses were excluded from this research, resulting in 22 participants being excluded from the analyses. This decision resulted in 1,280 participants who were included in this research. If a respondent listed him/herself as more than one type of coach (for example both as an executive coach and a life coach), the response may or may not be included in other specific analyses depending on the focus of that analysis.

Since coaches could select to identify themselves as more than one type of coach, there were 1,755 total responses about *type of coach*. The majority (60%) of participants identified themselves as *External Leadership/Executive Coaches*. Figure #1 below shows the breakdown of the coach responses.



Figure #1: Type of Coach

GEOGRAPHIC CATEGORIES



Coaches from around the world participated in this research. Participants indicated their geographic locations in a qualitative manner. They represented 72 countries, spanning the continents of Africa, Asia, Australia, Europe, North and South America.

The research team examined various methods to determine geographic areas as there are a broad variety of ways by which countries and areas may be grouped (e.g., Turkey could be considered either part of Europe or the Middle East). In addition to physical location, the research team wanted to consider cultural, and economic aspects.

Geographic Regions

The research team was interested in understanding geographic similarities and differences when possible. To accomplish that, 3 categories for locations have been used in this research and applied as follows:

- A total of 72 COUNTRIES are represented as coach locations.
- The countries were then grouped into 12 geographic AREAS to enable analysis at a higher level. If an area lacked a sufficient number of participants, those respondents were combined with another area (e.g., Central Europe is shown with Western Europe).
- The areas were then combined to describe 3 large geographic REGIONS (Americas, Europe/Africa, and Asia/Pacific).

Figure #2 on the next page illustrates survey participants' location by country, area, and region.

Americas (497)		Europe / Africa (647)						Asia / Pacific (APAC) (128)			
North America (476)	South America /Caribbean (21)	United Kingdom (376)	Northern Europe (50)	Western Europe (104)	Central/ Eastern Europe (30)	Southern Europe (64)	Africa (23)	Middle East (36)	Southeast Asia (41)	Northern Asia (18)	Oceania (33)
Canada (44)	Argentina (3)	England (55)	Denmark (4)	Austria (2)	Croatia (3)	Cyprus (1)	Egypt (1)	Israel (3)	India (18)	China (2)	Australia (26)
Mexico (5)	Brazil (13)	Northern Ireland (5)	Estonia (1)	Belgium (21)	Czech Republic (2)	Greece (15)	Kenya (5)	Kingdom of Bahrain (1)	Indonesia (1)	Hong Kong (7)	New Zealand (7)
United States (427)	Columbia (1)	Scotland (17)	Finland (2)	France (26)	Czechia/Slovakia (1)	Italy (25)	Morocco (1)	Kuwait (1)	Malaysia (4)	Japan (2)	
	Curacao (1)	UK (295)	Guernsey (1)	Germany (10)	Hungary (4)	Malta (1)	South Africa (16)	Oman (1)	Singapore (14)	Kazakhstan (1)	
	Paraguay (1)	Wales (4)	Iceland (1)	Luxemburg (3)	Poland (9)	Portugal (8)		Pakistan (1)	Thailand (4)	Russia (2)	
	Peru (1)		Ireland (35)	Netherlands (33)	Romania (4)	Spain (14)		Qatar (1)		Taiwan (4)	
	Uruguay (1)		Isle of Man (1)	Switzerland (9)	Serbia (3)			Saudi Arabia (2)			
			Norway (2)		Slovenia (1)			Turkey (18)			
			Sweden (3)		Ukraine (3)			United Arab Emirates (8)			

Figure #2: Geographic Regions, Areas, Countries

Note: If a coach indicated that they lived in more than one location, their information was used when possible. In this research, eight (8) coaches indicated that they lived in more than one country so their location information was not included in a specific country designation. Of these eight, two (2) reported living in countries that were in the same area, so their information was added in the geographic area counts (one coach each for Southeast Asia and Africa). Two (2) other coaches listed different countries and areas, but within the same region (one each for Americas and Europe/Africa). Four (4) of the coaches reported residing in more than one country, area, and region; therefore, their data was not included in any geographic comparisons.

GENDER REPRESENTATION

The results for a survey question about *gender* showed that nearly two-thirds of the study participants were female. Women represented 65% of the respondents, or 834 coaches.

Male participants represented 35% of the respondents, or 443 coaches.

Three (3) participants chose to not select either male or female (.2%).

Figure #3 below shows the breakdown of gender for respondents.

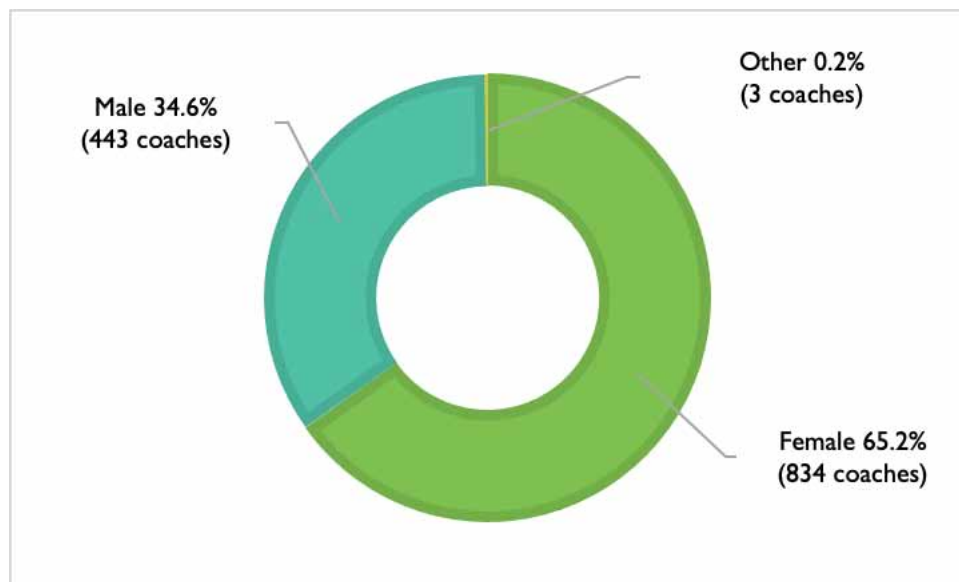


Figure #3: Gender Representation

YEARS IN SUPERVISION

A total of 889 coaches responded to a question asking, *How many years have you worked with one or more Coach Supervisor(s)?* The question was asked in an open-ended qualitative manner to enable patterns to emerge. Figure #4 shows the breakdown of responses by years of supervision.

Years	# of Coach Responses	Percent to Total	Year Groupings
<1	89	10.0%	5 years or less = 624 coaches (70.2%)
1	174	19.6%	
2	141	15.9%	
3	102	11.5%	
4	46	5.2%	
5	72	8.1%	6 - 10 years = 157 coaches (17.7%)
6	29	3.3%	
7	25	2.8%	
8	30	3.4%	
9	15	1.7%	
10	58	6.5%	11 - 15 years = 66 coaches (7.4%)
11	5	0.6%	
12	21	2.4%	
13	2	0.2%	
14	7	0.8%	
15	31	3.5%	16 years or more = 42 coaches (4.7%)
16	5	0.6%	
17	3	0.3%	
18	7	0.8%	
20	14	1.6%	
21	1	0.1%	
22	1	0.1%	
25	7	0.8%	
30	2	0.2%	
31	1	0.1%	
44	1	0.1%	
889 Total Responses			

Several interesting findings were noted.

- The highest number of coaches (nearly 30%) had experience with supervision for 1 year or less.
- The majority of coaches, 70%, indicate receiving supervision for less than 5 years. This may be influenced by the large number of participants from North America, who generally are newer to supervision than their European and Asian colleagues.
- Less than 5% of the study participants report receiving supervision for more than 16 years. Not surprisingly, the majority of these coaches live in the U.K. However, all geographic regions are represented, with at least one participant from each of APAC, Europe/Africa, and the Americas.

Figure #4: Years in Supervision

INDIVIDUAL SUPERVISION

Experience with Individual Supervision

Participants were asked to indicate their experience with individual supervision. They were given four statement choices and allowed to select only one. A total of 1,263 responses were given. The four statements and total responses are shown in Figure #5.

Globally, 40% of responding coaches reported they *currently work with a Coach Supervisor*. Another 48% have either *worked with an individual Coach Supervisor in the past (22%)* or *within the context of a training or certification program (26%)*. Only 12% of the participating coaches reported that they *have not worked with an individual supervisor*.

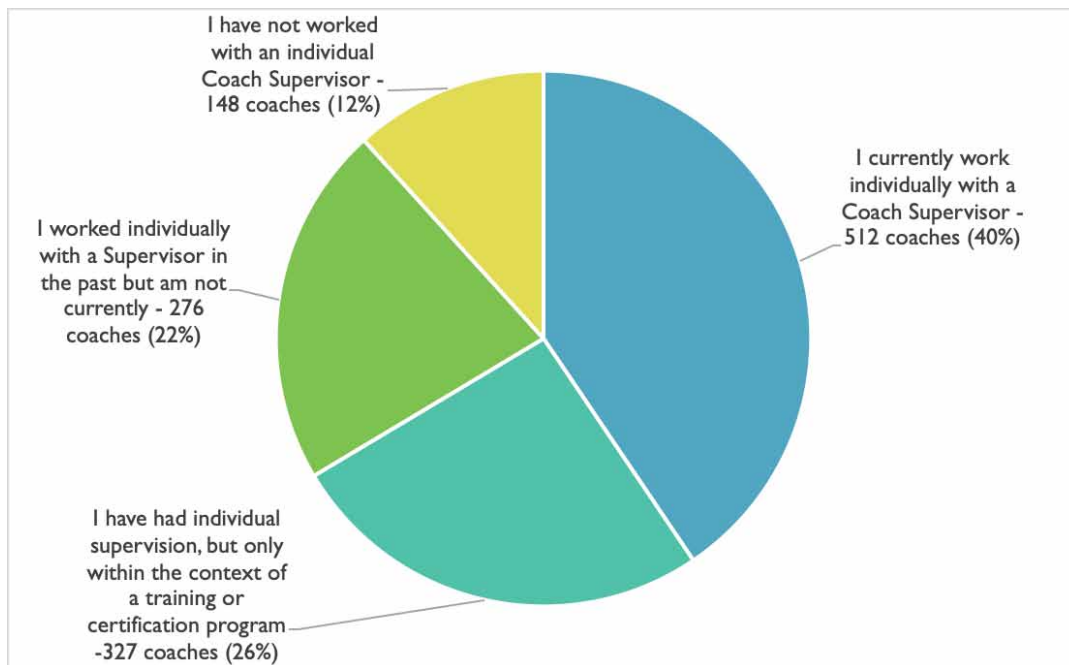


Figure #5: Individual Supervision Experience

According to survey respondents, Europe/Africa has the highest adoption of individual supervision, with 57% of the coaches indicating that they *currently work with a Supervisor*, compared to 38% in APAC and 20% in the Americas. Only 7% of the Europe/Africa respondents said that they *have never worked with a Supervisor*, compared with 15% in APAC and 17% in the Americas. Figure #6 illustrates the breakdown by geographic region.

	Americas	APAC	Europe/ Africa
I currently work individually with a Coach Supervisor	20%	38%	57%
I have had individual supervision, but only within the context of a training or certification program	37%	21%	18%
I worked individually with a Coach Supervisor in the past but am not currently	26%	27%	18%
I have not worked with an individual Coach Supervisor	17%	15%	7%

Figure #6: Individual Supervision Experience by Geographic Region

Figure #7 shows locations in which at least 40 coaches responded they receive individual supervision. The United Kingdom (U.K.) leads the world with 65% of participating coaches indicating they *currently work with a Coach Supervisor*. Canada respondents reported the second highest use, with 25%. The U.S.A. is still in the early adoption phase of coaching supervision with only 19% *currently working with a Coach Supervisor*.

	U.K. (294 responses)	Canada (44 responses)	U.S.A. (421 responses)
I currently work individually with a Coach Supervisor	65%	25%	19%
I have had individual supervision, but only within the context of a training or certification program	12%	43%	36%
I worked individually with a Coach Supervisor in the past but am not currently	16%	23%	27%
I have not worked with an individual Coach Supervisor	6%	9%	18%

Figure #7: Individual Supervision Experience Comparison of U.K., Canada, and U.S.A.

Previously Worked with an Individual Supervisor

A follow-up question was asked if a coach said they *worked with an individual Coach Supervisor in the past with whom they are no longer working*, to determine the reasons they ceased working with that Supervisor. Coaches were able to select multiple answers. A total of 699 coaches, provided 936 responses, as to why they have ceased working with a previous individual Coach Supervisor.

Five quantitative items were selected by over 100 coaches. The most frequent response, *Other*, contained a variety of write-in responses by 258 coaches. Examples of frequent write-in answers were *completing program requirements, now working with Group Coach Supervisor, in a peer supervision group, and trying a new Coach Supervisor*. Second, *I wanted a new approach in supervision*, was selected by 180 coaches. Third, 138 coaches selected *wanted to try other forms of continuing professional development instead*. Next, coaches selected *didn't need it any more* (114 responses), closely followed by *financial reasons*, chosen by 105 coaches. Figure #8 shows a breakdown of the response percentages and number of coaches for each response.

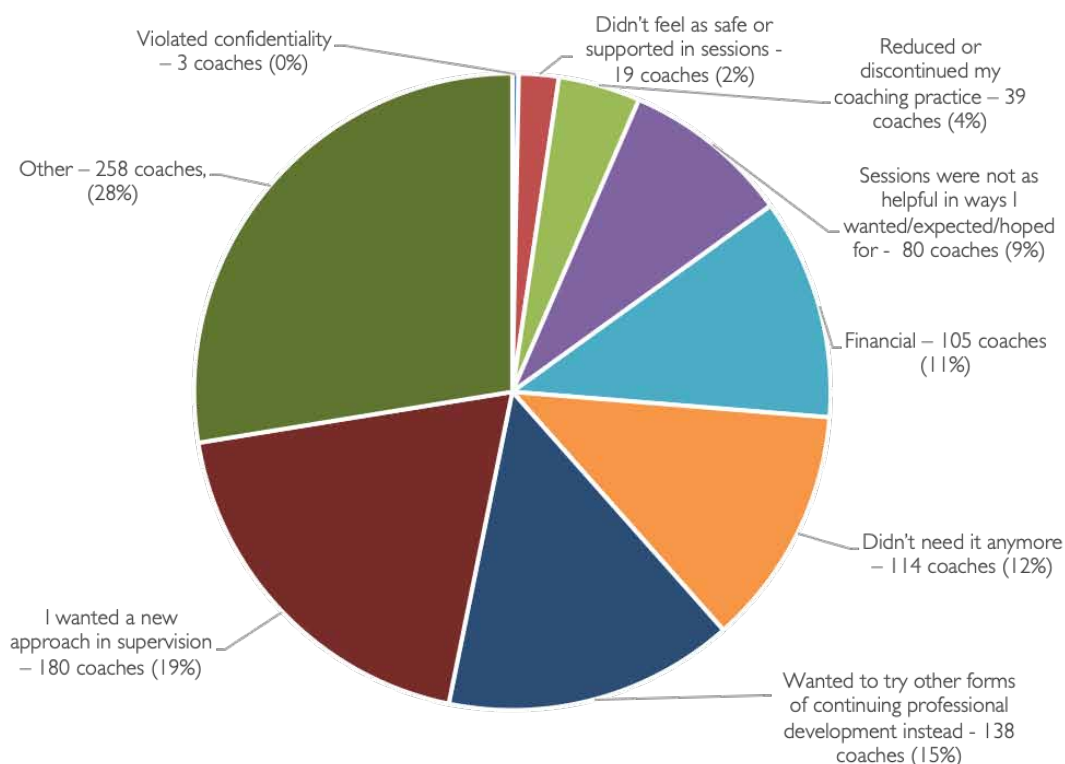


Figure #8: Past Individual Supervision

Frequency for Individual Supervision

A total of 1,046 coaches responded to a question about the *frequency* with which they receive individual supervision. The most common timing of individual supervision sessions was *monthly*, with 34% of the respondents (358 coaches) selecting that option.

There is a noticeable decrease after that, with the second most frequent being *every 2 months*, given by 17% of the respondents (179 coaches).

Figure #9 shows the number of responses and the corresponding percentage to the total participants who reported an answer.

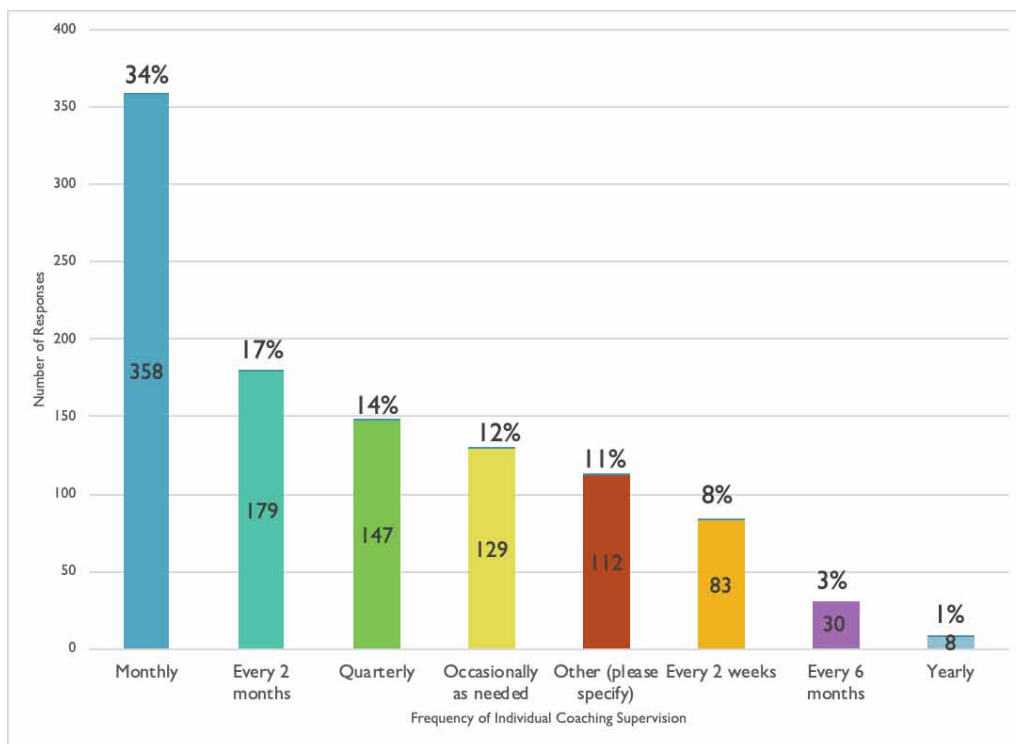


Figure #9: Frequency for Individual Supervision

Session Topics

Study participants were asked to describe the types of challenges they have brought to individual supervision sessions. Coaches were able to select multiple statements, resulting in a total of 4,437 responses from 1,058 coaches.

The biggest challenge coaches brought to supervision was *client-related issues/challenges/situations*, selected 77% of the time. The second most selected response is *personal-related issues/challenges/situations* as a coach, selected 60% of the time.

Figure #10 shows the number of coaches who selected each item and the percentage corresponding to the total number of responses.

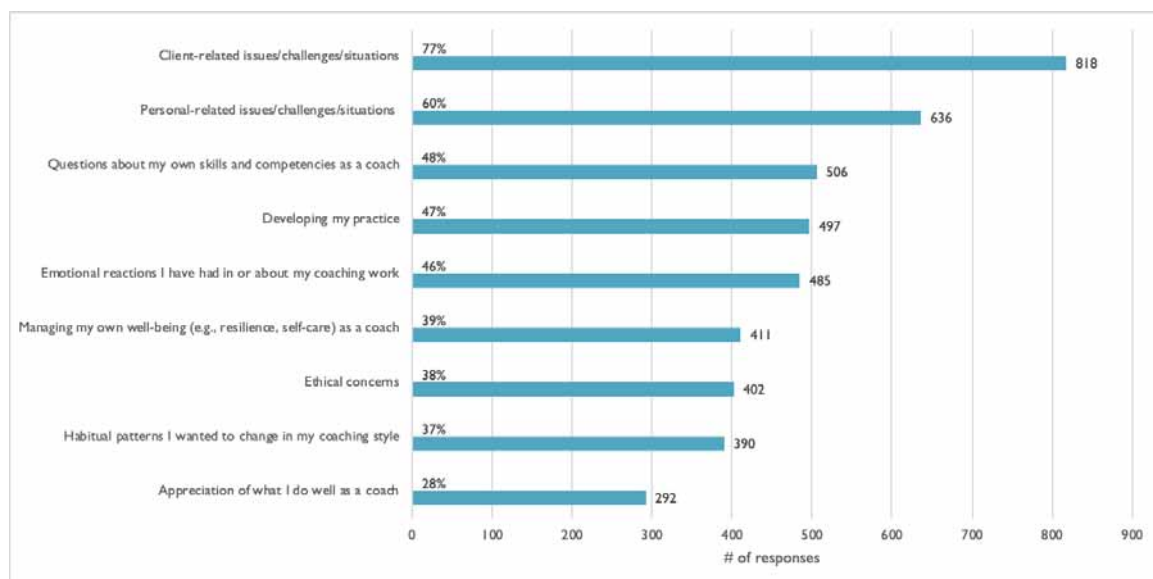


Figure #10: Individual Supervision Session Topics

Value of Individual Supervision

This study included a qualitative, open-ended question asking participants to describe what they value or appreciate about individual supervision. Out of a total of 1,263 respondents to the survey who indicated they have received individual supervision, 586 coaches (46%) responded to this question.

The top five areas that coaches valued about their individual supervision experience, is shown in Figure #11, and included the following in descending order by number of times cited. Items that received less than 50 responses are not listed here.

- *The new perspectives, insight and approaches I learned* was listed the most frequently at 170 times.
- Next was *the opportunity to develop myself*, which was listed by 150 respondents.
- Third, having *the time and space to reflect* was offered 73 times.
- Fourth, *the support I received* elicited 68 responses.
- And the fifth most-noted item is *the reassurance that I felt about my coaching*, offered by 58 respondents.

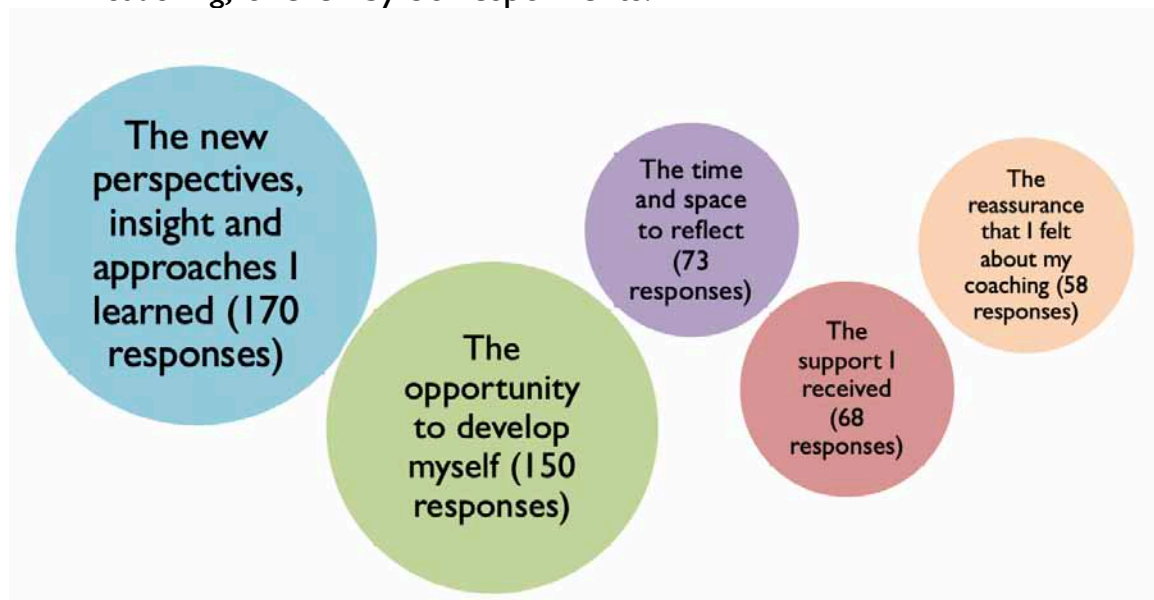


Figure #11: Value of Individual Supervision

Individual Supervision Fees

Study participants were asked to answer a qualitative question related to the *most appropriate fee per hour for individual supervision, in U.S. dollars (USD)*. In total there were 755 responses.

The most frequent response grouping was \$100 - \$199, with 332 coaches (44% selecting a fee within this range. The second most selected grouping was \$200 - \$299, with 184 coaches (24%) selecting a fee within this range. This means that about two-thirds (68%) of the participants indicated between \$100 - \$299 as the *appropriate fee for individual supervision*.

In order to understand the frequency of responses and trends, Figure #12 below shows the number of responses using a \$100 USD range.

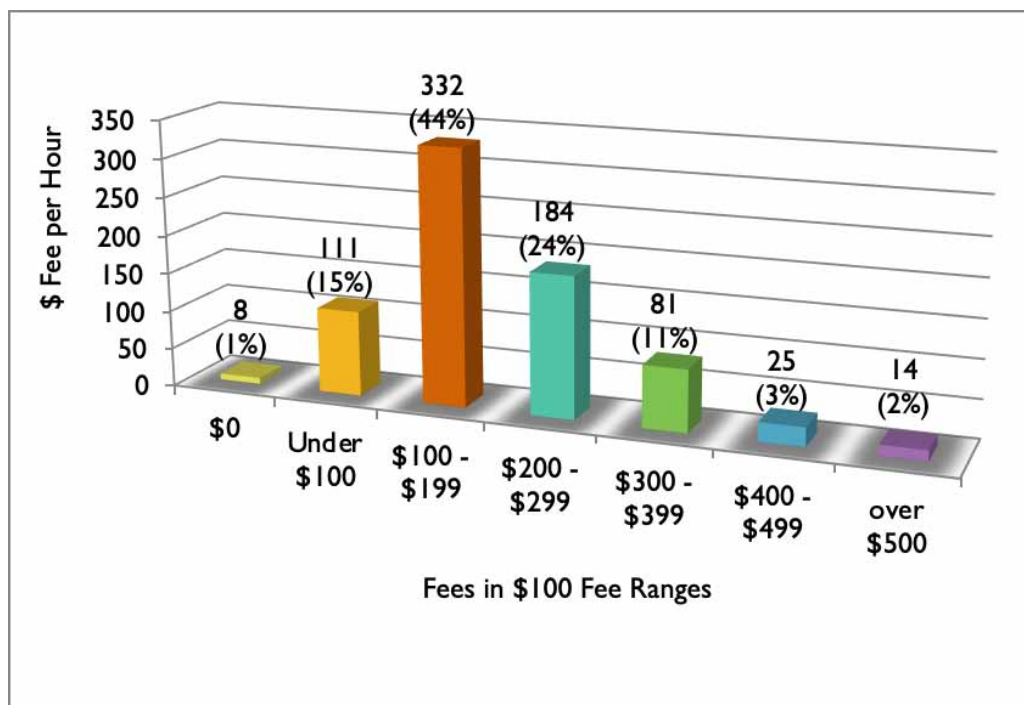


Figure #12: Frequency of Individual Fees in \$100 Increments

The most frequent specific response was \$150, provided by 130 coach respondents (17%). The mid-point across all responses was also \$150. The second most frequent response was \$200, with 91 responses (12%).

Individual Supervision Fees by Geography

It was interesting to see the wide range of responses related to fees across the globe. The average fees across geographic areas ranged from \$123 - \$214. Every area shows the lowest fee at \$100 or less and the highest fee above \$350. The wide ranges within a geographic area leads to a conclusion of very little consistency in supervision fees, across the world regions. The map and descriptions below in Figure #13 show both the average fees and range of responses around the world.

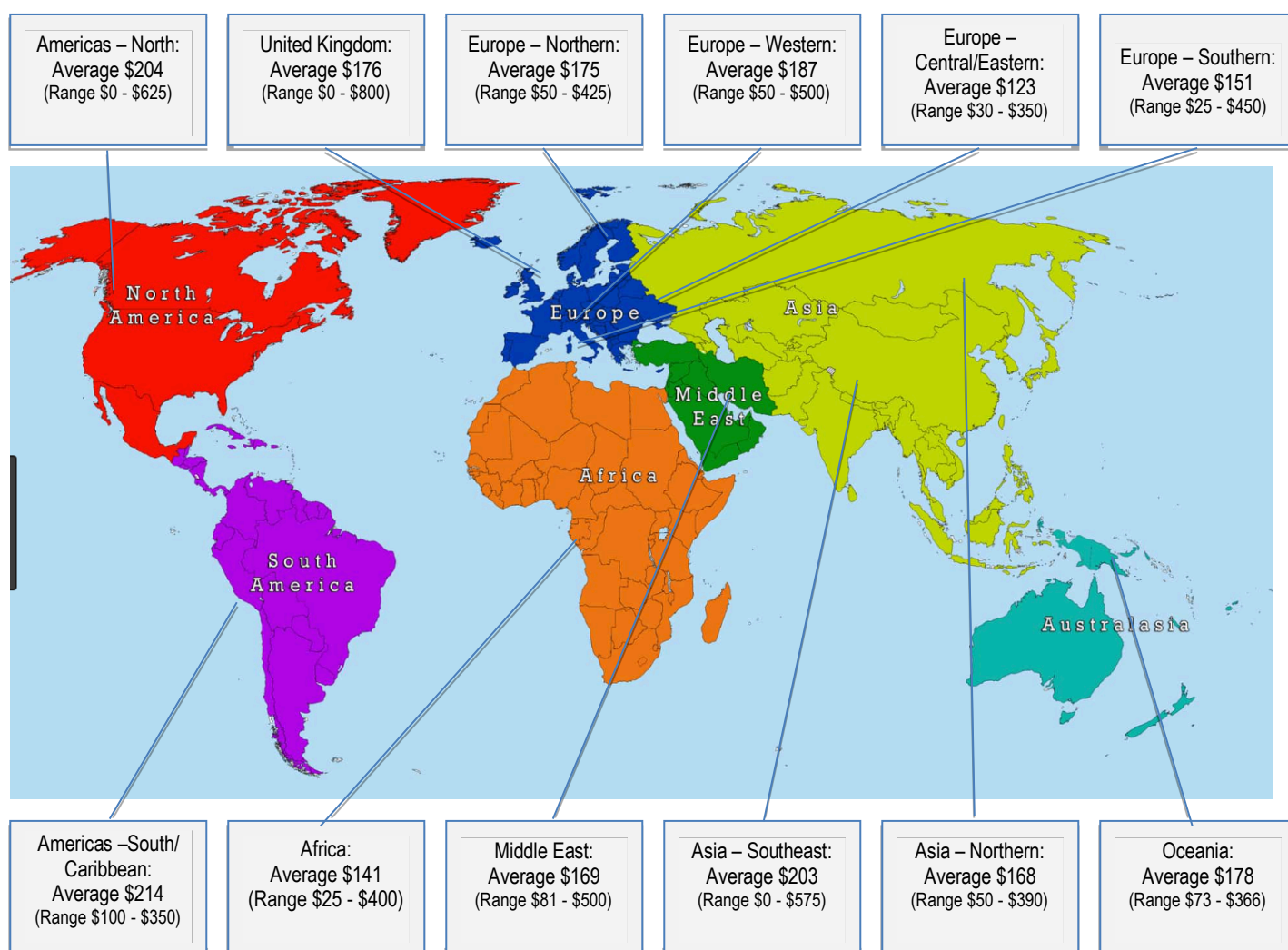


Table #13: Individual Supervision Fees by Geographic Area

Experience with Group Supervision

For this study, participants were also asked to indicate their experience with group supervision. They were given four statement choices and coaches were allowed to select only one. Of the 1,280 coaches in the study, 1,202 (94%) responded to this question.

Group supervision was not as common as individual supervision among the coaches responding to the survey. Only 18% of participants (216 coaches) report they *currently work with a group Coach Supervisor*. This is in comparison to 40% of the coaches currently working with an individual Coach Supervisor.

The most frequent response, provided by 36% of the respondents (427 responses), was the coach *has not worked with a Group Coach Supervisor*. Participants often mentioned experiencing group supervision during training, with 356 coaches, or 30% of the respondents who indicated that they *have had group supervision but only within the context of a training or certification program*. The remaining coaches, 17% (203 coaches) said that they *had worked with a group coach supervisor in the past, but am not currently*. Figure #14 below shows responses to the four survey questions related to group supervision.

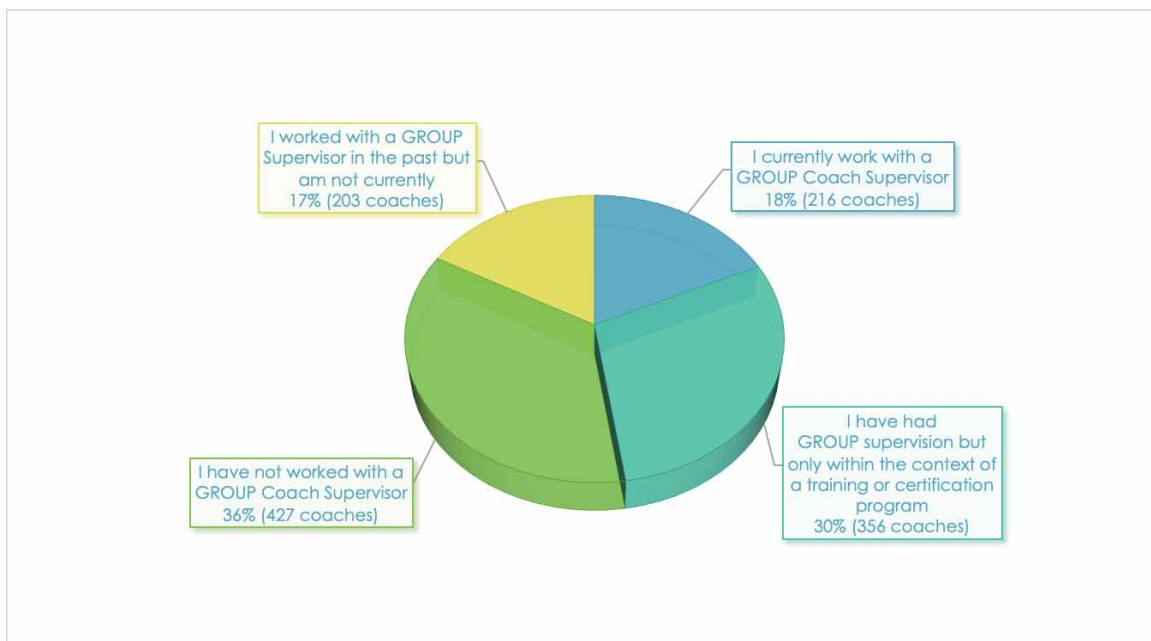


Figure #14: Group Supervision Experience

Geographic Regions

As with individual coaching supervision, Europe/Africa has the greatest adoption of group supervision, with 24% of the participants indicating they *currently work with a Supervisor*.

Only 26% of the respondents in Europe/Africa said that they *have never worked with a Supervisor*, compared with 45% in APAC and 46% in the Americas.

Figure #15 shows the breakdown of group supervision experience by geographic region.

	Americas	APAC	EMEA/Africa
I currently work individually with a Group Coach Supervisor	11%	15%	24%
I have had group supervision, but only within the context of a training or certification program	34%	24%	27%
I worked individually with a Group Supervisor in the past but am not currently	9%	17%	23%
I have not worked with a Group Coach Supervisor	46%	45%	26%

Figure #15: Group Supervision Experience by Geographic Region

Previously Worked with a Group Supervisor

A follow up question was asked of those coaches who said they had previously worked with a group Coach Supervisor to determine their reasons for ceasing to work with that Supervisor. Coaches were able to select multiple answers. A total of 608 responses were reported by 488 coaches to explain why they ceased working with a previous group Coach Supervisor.

The most frequent response, *Other*, contained a variety of qualitative responses by 242 coaches (39%). Examples of frequent write-in answers were *preference for individual coaching supervision, reduced or discontinued coaching practice, or completed program requirements*. The most frequent quantitative response was they *didn't need it any more* with 81 responses (13%), closely followed by *I wanted a new approach in supervision* selected by 79 coaches (13%). The 3rd and 4th ranked responses were that coaches *wanted to try other forms of continuing professional development* (73 responses, 12%) and *sessions were not as helpful in ways I wanted/expected for* (72 responses, 11%). A breakdown of the responses and number of coaches is shown in Figure #16.

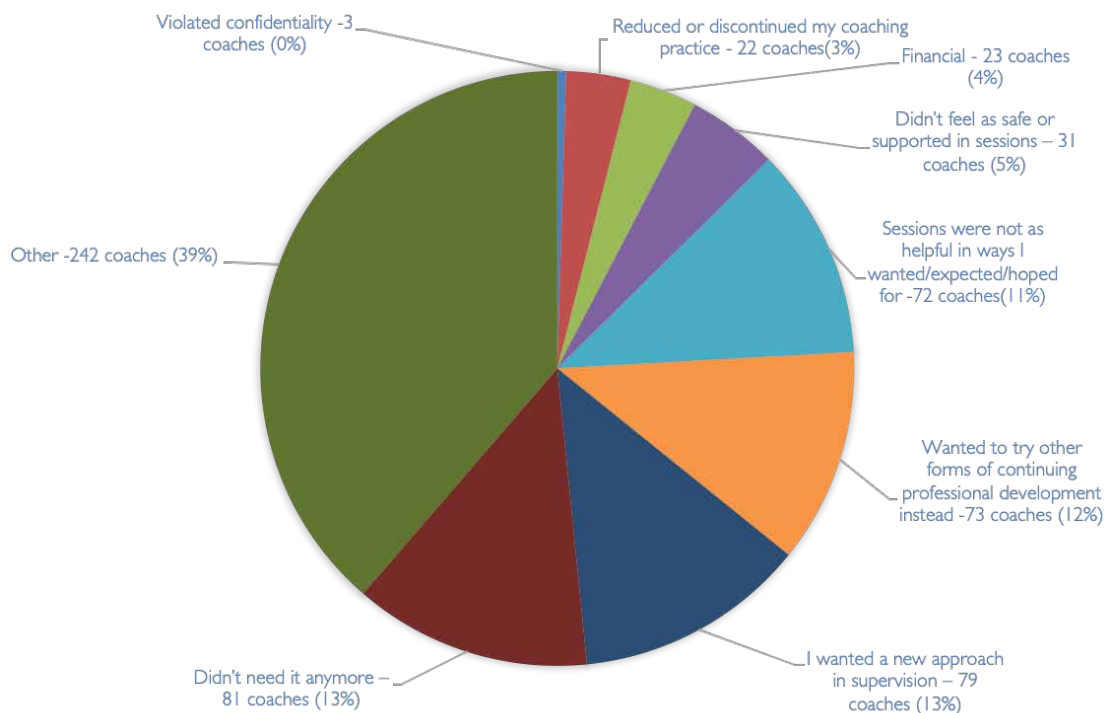


Figure #16: Past Group Supervision

Frequency for Group Supervision

A total of 739 coaches responded to a question about the frequency with which they participate in group supervision sessions. Similar to individual coaching supervision, the most frequent timing of supervision sessions was *monthly*, with 29% of the respondents (215 coaches) selecting that option.

The second most frequent response was to receive supervision *quarterly*, reported by 17% of the respondents (124 coaches).

Figure #17 shows the number of responses and the percentage of that response relative to the total number of participants who reported an answer.

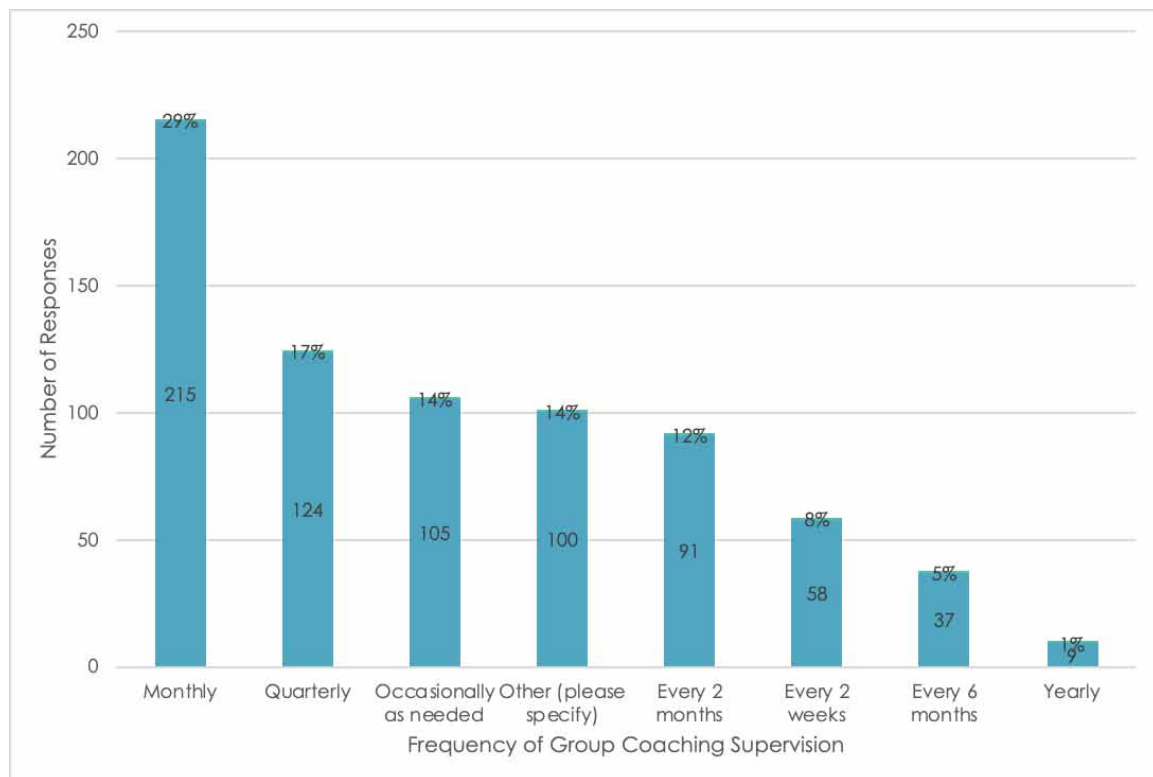


Figure #17: Frequency for Group Supervision

Session Topics

Study participants were asked to describe the types of challenges they brought to their group supervision sessions. Coaches were able to select multiple statements, resulting in a total of 2,738 responses from 739 coaches.

Of the coaches who responded, the most frequent challenge coaches brought to supervision was *client-related issues/challenges/situations*, selected 74% of the time. The second most frequently selected response was *personal-related issues/ challenges/ situations*, selected 50% of the time. These two items were also selected as the top two responses for individual supervision.

Figure #18 shows the number of responses for each item.

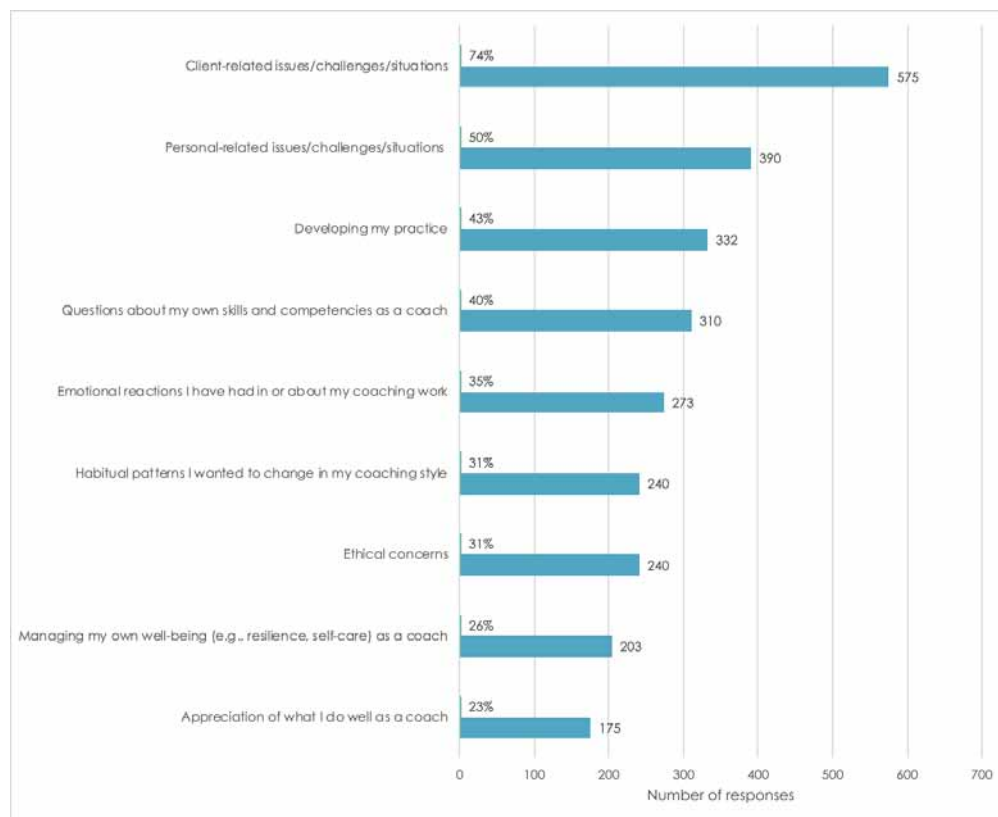


Figure #18: Group Supervision Session Topics

Value of Group Supervision

The survey included a qualitative, open-ended question which asked participants to describe what they valued or appreciated about their group supervision. Out of a total of 775 participants who reported having received group supervision, 634 coaches responded to this question.

The top five areas that coaches reported valuing about their group supervision experience, as shown in Figure #19, included the following in order of the number of times a response was cited.

The *broader insight I received* was listed 167 times. Next was the *learning I received*, which received 71 responses. Third, *shared experiences* were noted 65 times. Fourth, *support from the group* elicited 56 responses. And the fifth most noted item is *personal/ professional development*, receiving 39 responses.

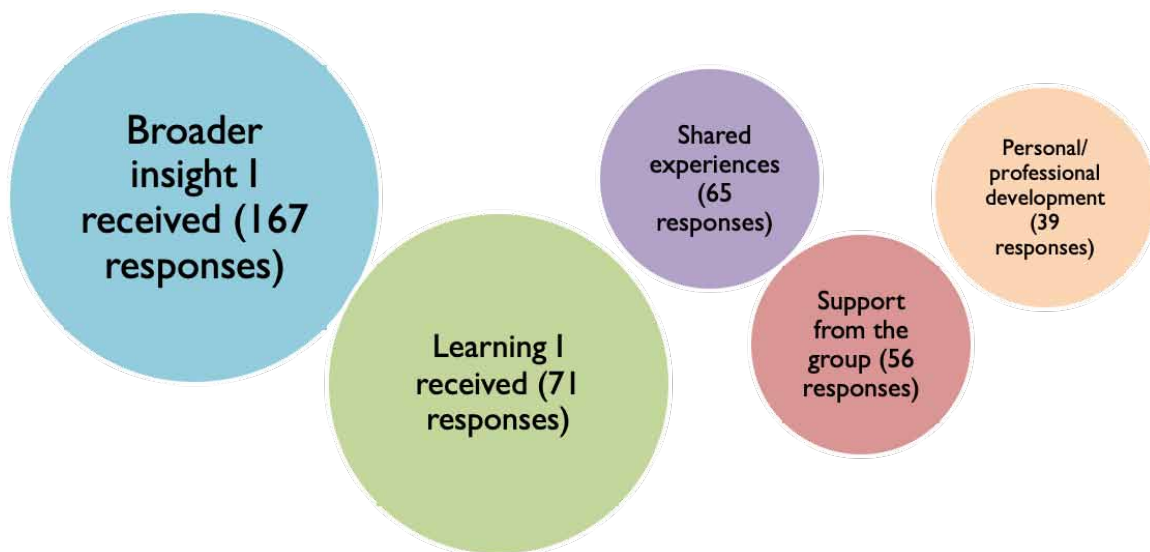


Figure #19: Value of Group Supervision

Group Topics

One additional question asked participants to identify topics the group explored during coaching supervision, that coaches found to be beneficial. Each coach was asked to select up to 3 choices. A total of 2,139 responses were received from 775 coaches.

Coaches reported that exploring *client-related issues/challenges/situations* was by far the most beneficial, with 71% of the coaches (550 participants) including this item as one of their responses. The second most explored topic was *emotional reactions someone had in or about his/her coaching work* which received 255 responses (33%), followed closely by *personal-related issues/challenges/situations* with 252 coaches (33%) selecting this item.

Figure #20 shows the number and percentage of responses selected by participants.

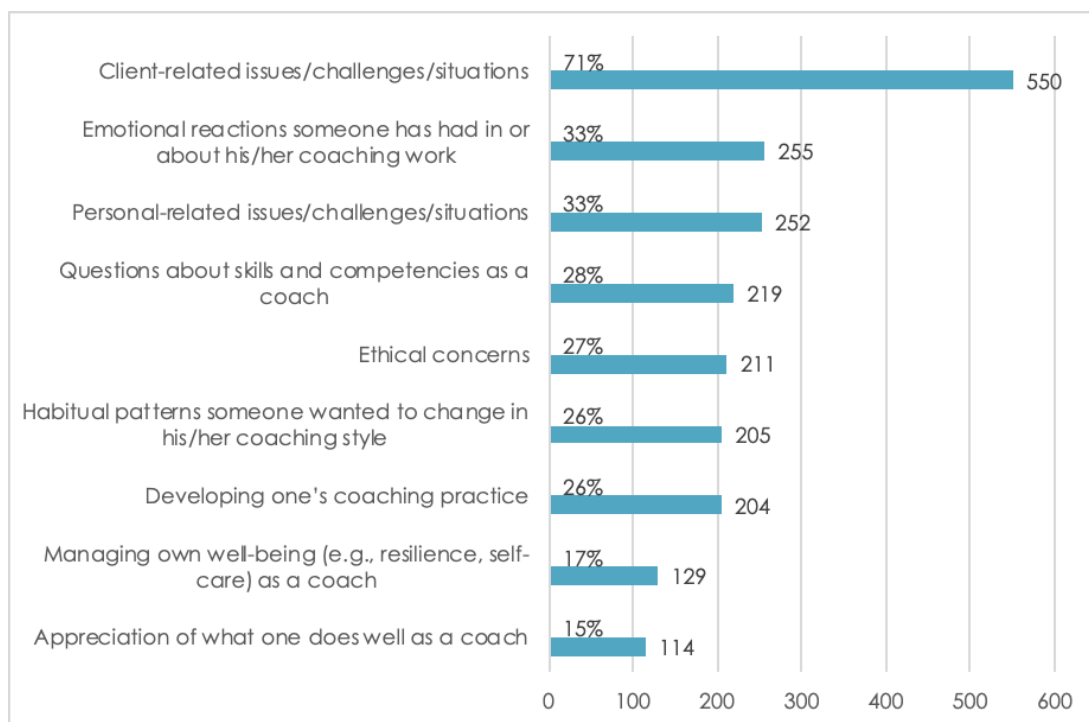


Figure #20: Supervision Topics From the Group

Group Supervision Fees

Fewer coaches indicated participation in group supervision, consequently, there were fewer responses to the survey question asking about the *most appropriate fee* per hour for group supervision. In total there were 461 responses provided. The most frequent response was \$100 USD with 94 coach responses (20%). The mid-point was also \$100 USD. Second most frequent is \$50, with 54 responses (12%). As with individual supervision, the average fees and their ranges varied widely across geographic areas, as shown in Figure #21. This supports the conclusion that there is very little consistency in group supervision fees globally.

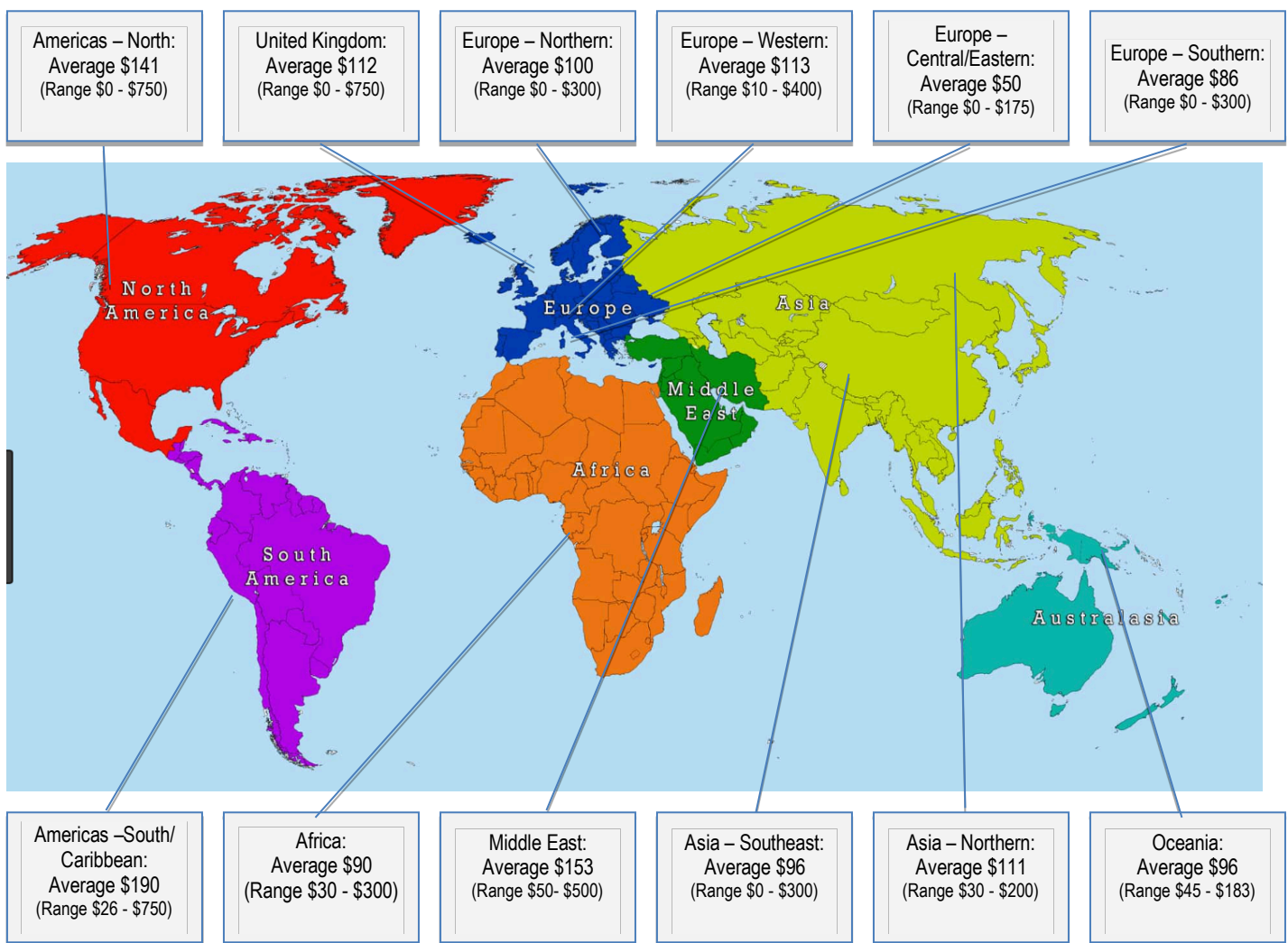


Figure #21: Group Supervision Fees by Geographic Area

COMPARISON: INDIVIDUAL AND GROUP SUPERVISION

This research has enabled a comparison of participant responses, for individual versus group supervision. This section examines a few key findings.

Experience with Both Individual and Group Supervision

One finding of interest was how many coaches have worked with both an individual and group Coach Supervisor. In total, 1,202 participants (94%), replied to both questions about his/her individual (question #4) and group (question #10) supervision experiences.

The bars in Figure #22 show individual supervision participation by geographic region, whereas the percentages to the right of each bar, show participation in group supervision by geographic regions.

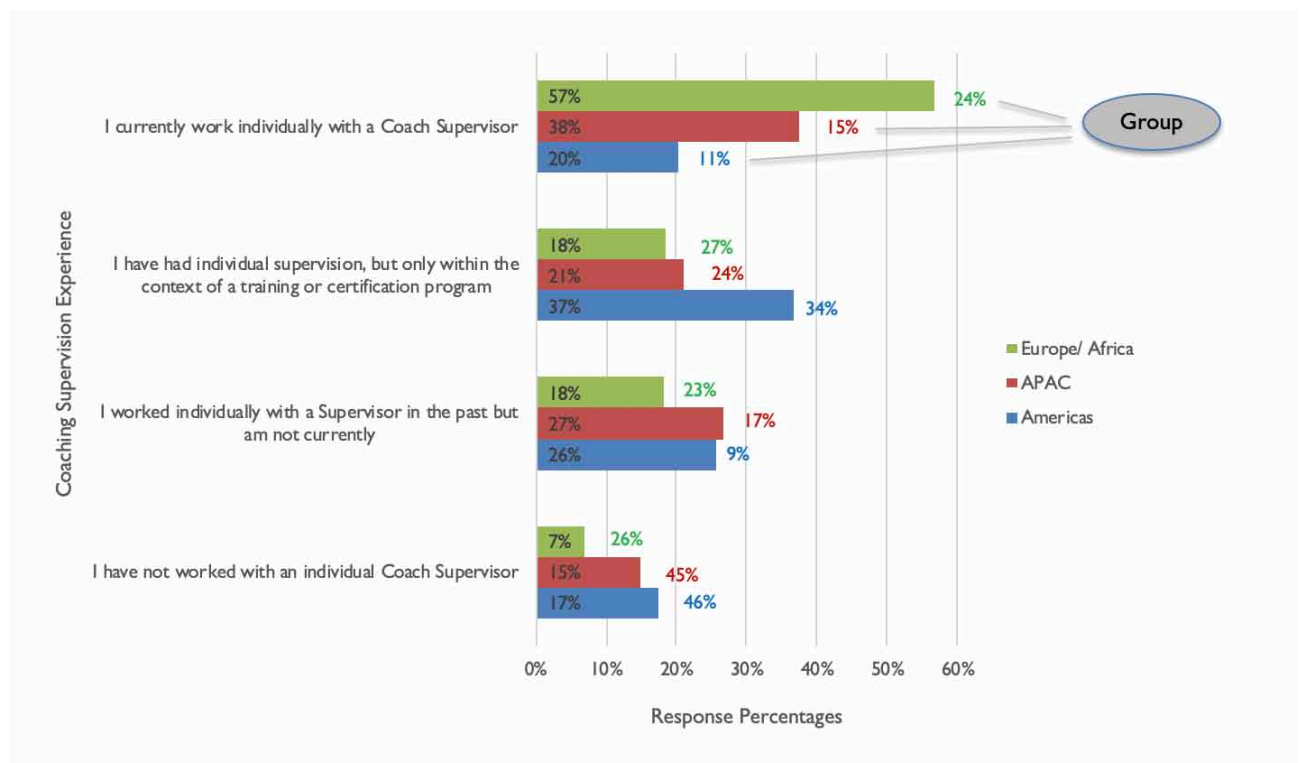


Figure #22: Comparison of Individual and Group Supervision Experiences

Frequency Comparison Between Individual and Group Supervision

Another comparison of interest is how the frequency of participation in supervision may vary between individual and group supervision. There is initially a similar pattern for both types of supervision, with *monthly* being the most common response. Then the pattern changes, with the 2nd most frequent response being *every 2 months* for individual supervision, and *quarterly* for group supervision.

The green bars in Figure #23 show the frequency of individual supervision participation

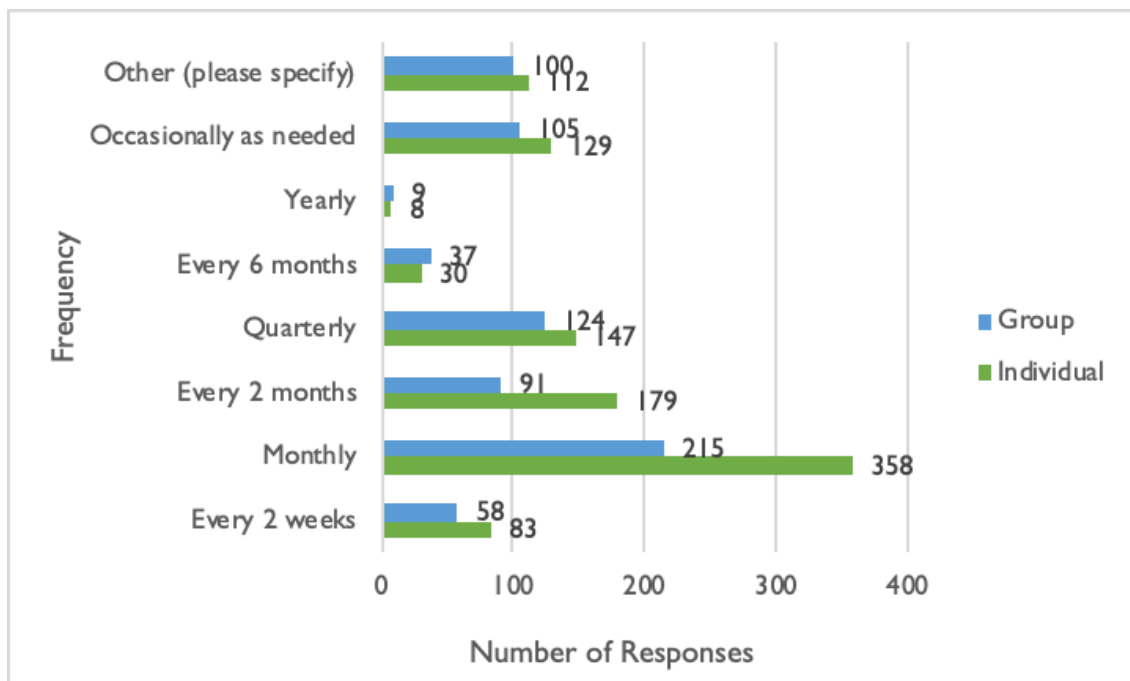


Figure #23: Frequency Comparison of Individual and Group Supervision

One additional comparison completed relates to coaches who have experienced both types of supervision. Figure #24 shows three groups of coaching experience. In order to be included in this comparison, the participant needed to have indicated having supervision either currently or in the past, for both individual and group supervision.

The bar on the right is the larger of the 3 groups, with 38% (451) of the coaches. These are *coaches who have worked with either an individual or group Supervisor, but not both*. The middle bar shows *coaches who have worked with both an individual and group Supervisor, one of which was only within the context of a training or certification program*. These were 33% (399) of the coaches. The left bar shows *coaches who have worked with both an individual and group Supervisor*. This group included 29% (352) of the coaches.

One possible benefit of this analysis is that it shows a good variety of coach participation in this research.

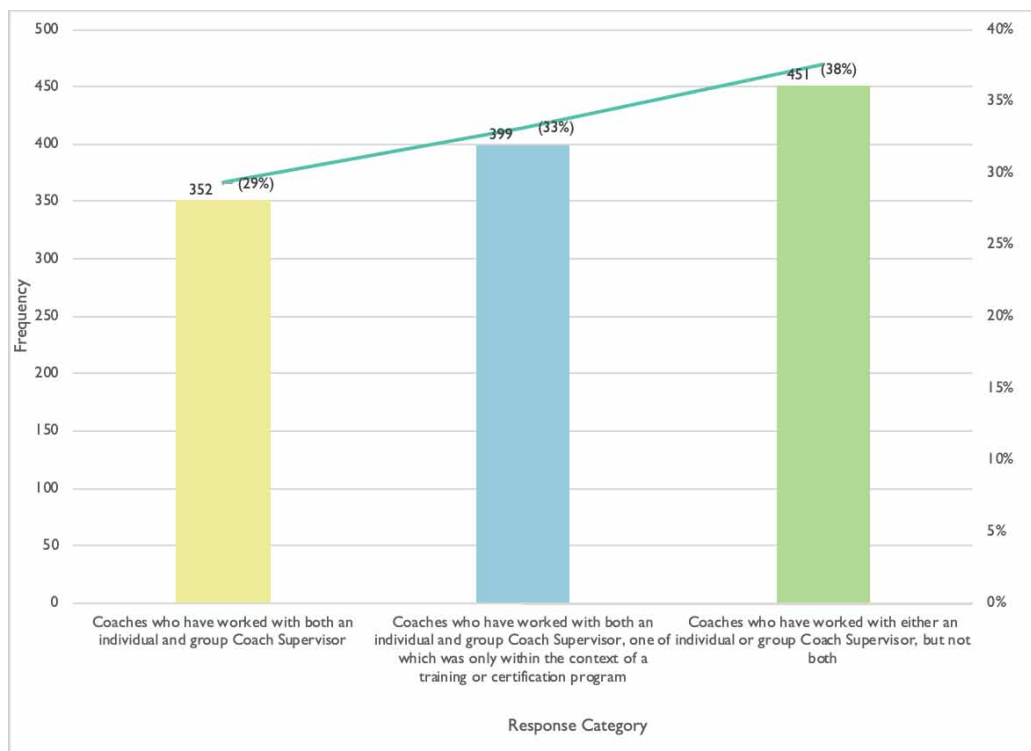


Figure #24: Comparative Experience with Individual and Group Supervision



Supervision Fee Comparison

Of interest may be a comparison of individual fees to group fees by geography. The table (Figure #25) below shows a comparison between individual and group fees, across geographic areas, and number of coaches who responded. It is organized from the highest individual fee average to the lowest.

Please note that this is not a comparison of what any one participant said about individual versus group fees; but rather that the numbers represent an average of all responses.

Geographic Area	Individual Fee Average	Number of Responses	Group Fee Average	Number of Responses
Americas – Southern/Caribbean	\$214	14	\$190	10
Americas – North	\$204	234	\$141	130
Asia – Southeast	\$203	28	\$96	15
Europe – Western	\$187	76	\$113	50
Oceania	\$178	21	\$96	14
United Kingdom	\$176	167	\$112	112
Europe – Northern	\$175	89	\$100	59
Middle East	\$169	21	\$153	13
Asia – Northern	\$168	13	\$111	7
Europe – Southern	\$151	43	\$86	21
Africa	\$141	18	\$90	12
Europe – Central / Eastern	\$123	26	\$50	17

Figure #25: Supervision Fee Comparison: Individual Versus Group

Some interesting observations related to fees are:

- In all areas, individual fees were higher than the group fees.
- While North America has been slower to adopt coaching supervision, the fees reported by North American respondents were higher than all other geographic areas except in a few cases.
- In Europe, Western European respondents reported the highest fees, followed by the U.K., Northern Europe, Southern Europe, and then Central/Eastern Europe. This pattern was the same for both individual and group fees.
- Note: caution should be taken when comparing fees from low response areas as more data could change the pattern (e.g., Asia-Northern with only 13 individual and 7 group responses).

GENERAL SUPERVISION TOPICS

Finding a Supervisor

Coaches were asked to identify how they have found their Supervisor(s). There were 1,010 participants who selected one or more of seven (7) choices, for a total of 1,358 responses.

The most frequent methods for finding a supervisor were having *prior experience with him/her* (1st with 38% or 388 responses) and through a *professional association* (2nd with 28% or 280 responses). *Referral* ranked third (22% or 221 responses) and *word of mouth* was 4th (21% or 208 responses).

In some cases, the supervisor was *assigned by a training program* (5th with 11% or 113 responses). The least utilized methods by which coaches found supervisors were *saw Supervisor do presentation, webinar, etc.* (6th with 8% or 78 responses) and *networking events* (7th with 7% or 70 responses).

Figure #26 shows the total across all responses.

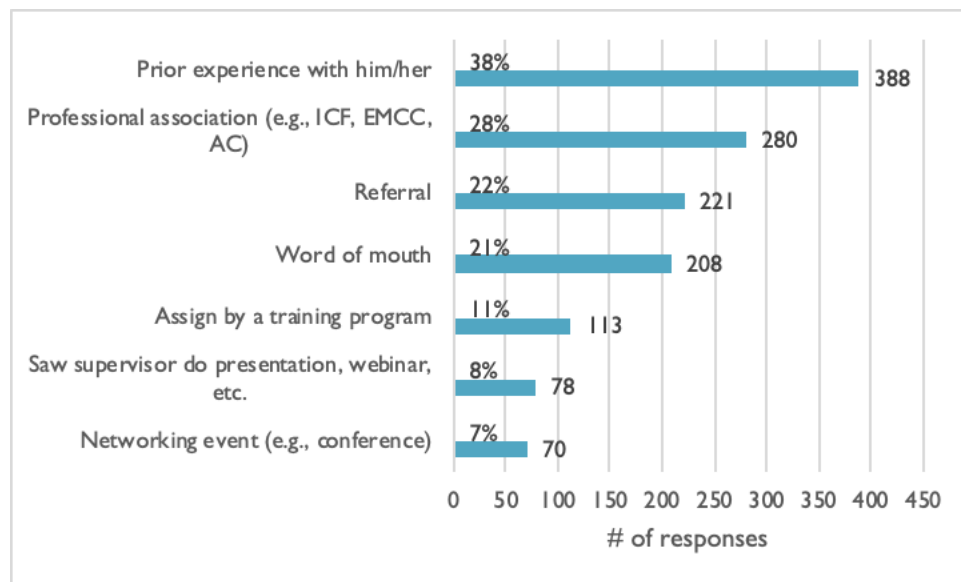


Figure #26: Finding a Supervisor

Coach Supervisor Training

According to the participants, the majority of their Coach Supervisors were *trained and certified* (67%). Only 16% (153) of the coaches indicated their Coach Supervisor was *not trained/certified*. Finally, 17% of the respondents were *unsure if their Supervisor had been trained or certified*.

Figure #25 shows the breakdown of responses across all respondents.

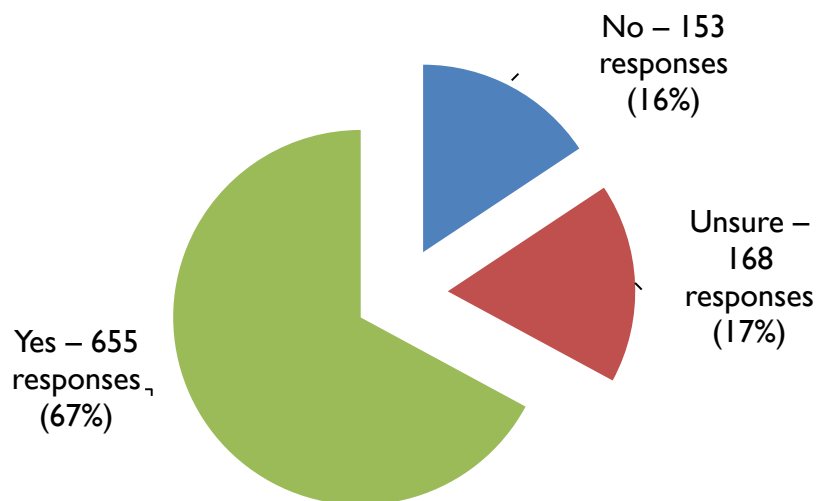


Figure #27: Trained / Certified Coach Supervisors

Europe/Africa coaches reported the most trained/certified supervisors with 62% (403 responses) of participants selecting this response. Coaches in the Americas reported with less frequency that their supervisors are trained/certified, at only 29% (189 responses). Even fewer supervisors were reported as trained/certified in APAC, with only 9% (61 responses).

Note: Coach Supervisors are not always based where the coach is based. As an example, a coach in North America may be working with a Coach Supervisor in Europe.

Benefits of Coaching Supervision

When asked about the benefits of working with a Coach Supervisor, there were 5,890 responses from 982 coaches. Coaches were able to select as many items from the response options as were applicable.

Six of the statements were selected by over 50% of the participants.

The most frequently selected response was *working through a client challenge*, selected by 74% of the coaches. Almost as frequently selected was *space for me to gain greater clarity*, selected by 73% of the coaches. Next, with 65% each were *developing my coaching skills (e.g. contracting, powerful questions)* and *I learn from my supervisor's experience*.

The final two responses selected by 50% or more of the responding coaches were *developed confidence in my coaching* (52%) and *working through a personal challenge* (51%).

Figure #26 shows the ranking of each statement for this question.

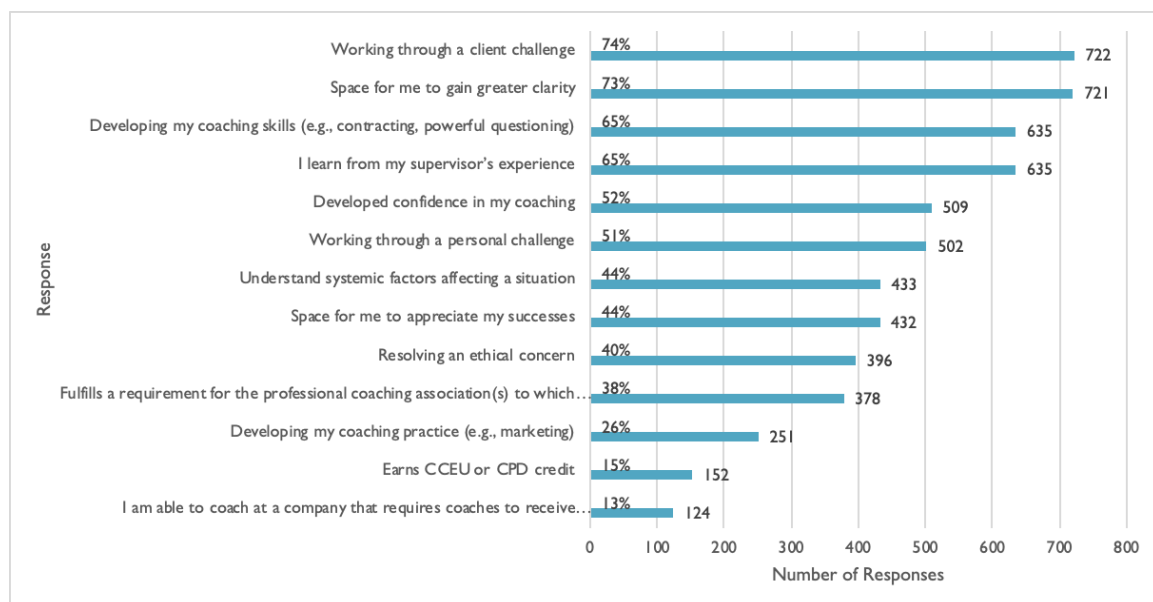


Figure #28: Benefits of Coaching Supervision



Supervisors' Most Helpful Behaviors

The study included several qualitative questions, to ascertain what coaches' thought was more, and less helpful in coaching supervision. Participants responded that the most helpful supervisor actions they experienced concerned those which helped them to improve their coaching skills and their own positive self-regard as coaches.

Theme-clusters around helpful supervisor behaviors appeared to include skillful employment of some of the core shared skills between coaching and supervision (e.g., listening, questioning, holding safe space, etc.), as well as supervision-specific elements of developmental and restorative actions.

In summary, the following responses are the top areas mentioned, as the *most helpful* by Coach Supervisors.

They shared/offered their perspectives, ideas, advice and/or experience

Listened well

Provided support, validation, and/or encouragement

Held the space, created a safe, supportive, and/or confidential environment (so I could be vulnerable)

Lead me to insight, learning, and/or better practice

Asked me powerful/the right questions

(Provided the opportunity for) self-reflection

The next few pages provide more details and comments about each of these areas.

The most frequent answer from supervisees about helpful supervisor behaviors concerned the content, rather than the process, of coaching supervision.

For this question, 267 participants reported that they found it most helpful when their *supervisor offered their own perspective, ideas, advice and/or experience during supervision sessions*. The frequency of this response may indicate that many coaches go to supervision to learn new ideas for coaching, based on the knowledge and/or experience of their Coach Supervisors, which they then can apply to their own coaching challenges.



The second most popular set of answers utilized the *application of good coaching skills to supervision*:

- *listening well* (185 participants)
- *the ability to provide support, validation, and/or encouragement* (149 participants instead)
- *holding a safe, supportive, confidential space* in which supervisees could be vulnerable (141 participants)
- *being challenged/pushed* (134 respondents) and *asking powerful and/or 'the right' questions* (109 respondents)

After coaches' appreciation of Coach Supervisors' application of strong skills, they mentioned *more supervision-unique, content-related elements*

- 127 participants reported appreciating that their *supervisors helped them develop by offering specific, constructive, and/or developmental feedback*.

The theme of supervision-specific content was then mentioned by about half this number, 67 respondents, who said they appreciated that their Coach Supervisor offered or demonstrated coaching techniques, tools, tips and/or resources.

Similarly, *systemic and/or psychological processes* were mentioned as important to some coaches.

- 51 respondents specifically reported as helpful that their supervisor *helped them identify, understand, and/or manage the dynamics of the relevant system, group, and/or psychological processes such as transference and parallel process.*

Also mentioned as helpful were:

- *leading them to insight, learning and/or better practice* was mentioned by 112 participants.
- *helping me improve my skills and/or questioning and/or presence as a coach* (48 respondents).

Insights that often result from applying good coaching skills were when the supervisor helped:

- *identify blind spots, assumptions, and/or going deeper* (76 responses).
- *recognize my strengths and/or gaining confidence* (70 responses).
- *understand challenges and/or providing clarity* (70 responses).
- *lead coach to identify possible solutions and/or new directions* (68 responses).

Some coaches found their *supervisor's neutral presence helpful*. These coaches appreciated it when their supervisors:

- *reflected back and/or reframed helpfully* (58 respondents).
- *served as a clear mirror with no agenda, objective, or judgment* (50 responses), and, to a lesser extent.
- *promoted my awareness* (38 respondents).
- *being present, open and/or curious for me* (39 respondents).



Interestingly, a relative but not insignificant few alluded to *specifics of good coach supervision practice*. Some (46 respondents) specifically said that their *supervisors helped them process their feelings around what was coming up in coaching sessions with clients*, while 33 coaches mentioned as helpful that their supervisor *demonstrated good supervision training and/or skills*.

Would Like More or Less Of

Overall, respondents were pleased with their Coach Supervisors. When asked what they wished for *More Of* from their supervisors, the most frequent answer (380 respondents) was some version of “*I don’t want any change.*” This was most often expressed in the form of “*nothing*”, “*I don’t know*”, *simply a “?”*, or another similar indication that respondents either didn’t want, or just couldn’t think of, anything else they would like more of, in terms of their experiences with their Coach Supervisors. Not surprisingly, 85 respondents gave an explicit positive comment, such as “*My supervisor is excellent/a master*”; “*I love him/her*”; “*I’m very happy with the relationship*”; or “*Never change! (things are great).*”



Content

Themes from the prior *helpful responses* continued here. The most common content response (64 comments) was that *coaches wished their Coach Supervisors addressed content in the form of sharing more of their own experience, ideas, examples and advice*, closely followed by *having a Coach Supervisor who challenged/pushed me more* (61 respondents).

Some respondents also wanted their supervisors to *offer more, direct honest constructive developmental feedback and/or critique* (43 respondents), and that they *offered more specific techniques, theories, models, and/or knowledge* (37 respondents); a relative few also wanted their Coach Supervisors to *help them improve their own learning, exploration, understanding, and/or application of models, systems, and/or coaching relationship dynamics* (25 respondents).

Overall, respondents who wanted *More*, wanted that to consist of *increased personal challenge towards growth, as well as content-teaching, from their Coach Supervisors.*

A small group of respondents (25 each) commented on the *mutual responsibility coaches and Coach Supervisors had for maintaining the health of the relationship* (e.g., “As needed, I/my supervisor asks for changes in the supervision/so it’s working well”), and a similar-sized group wished *they could use individual supervision more often*. A few (22) wanted their Supervisors’ *greater activity to be in providing more structure and/or direct their focus more*, while 20 respondents said they wanted their supervisor to *help them improve their business and/or networking*.

Cost Not Mentioned As A Factor by Most

There were 22 unique responses that were categorized as “other”, and other themes had fewer than 20 mentions. Interestingly, very few respondents (5 each) specifically mentioned that they *wanted supervision to be more affordable*, and/or that they *wanted the method of delivery to be more immediate* (e.g., in person, closer to home, by video, than their current method.) This indicates that cost generally does not discourage coaches’ use of supervision.

Want Less Of

When asked “What do you wish your Coach Supervisor did less of?” the majority of coaches (247 responses) cited “nothing.” Only one other response was mentioned by more than 5 coaches. This was that their Coach Supervisors “talked too much” which was mentioned by 32 coaches.

Summary

The theme of the *More Of* requests is for Coach Supervisors to *engage more proactively in offering honest, direct feedback to coaches, and share their own personal experiences and coaching-related knowledge, to help their supervisees learn and grow*. What these findings indicate is that coaches want their Coach Supervisors to more actively share information that might speed their learning and insight, as well as professional development.

Never Worked with a Supervisor

Some study participants indicated that they had never worked with a Coach Supervisor. For those respondents, a follow up question was asked to learn about the reasons for this experience. Participants could select as many statements as were applicable. In total, 295 coaches indicated they had not worked with a Coach Supervisor, for a total of 603 responses.

The most often selected reason selected for not working with a Coach Supervisor was *belonging to peer networks where I can get support when needed* (144 coaches, 24%).

Next most often, coaches chose the option of *I do my own reflective practice* (77 coaches, 13%). The third most selected response included a variety of answers grouped as *other* (72 responses, 12%)

Figure #29 shows the number of coaches who selected each of the statements.

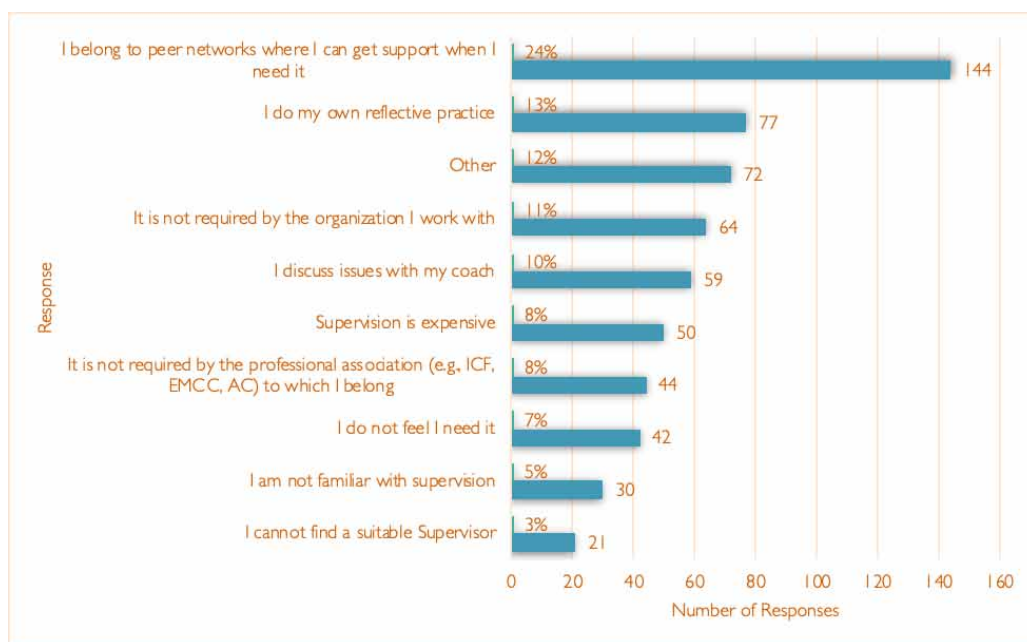


Figure #29: Reasons for Never Working with a Coach Supervisor

Other Kinds of Support

All study participants were asked to indicate *other types of support* they received, whether or not they work with a Coach Supervisor. Participants could select as many statements as were applicable. There was a total of 2,339 responses provided by the coaches who replied to this question.

Nearly all coaches reported having experienced some form of support, either in addition to, or instead of coaching supervision. Only 29 coaches (1%) indicated *none of the above* when asked about other kinds of support they have received.

The most common form of other support, selected by 992 coaches (42%) is an *informal peer/colleague discussion with another coach*. The second most frequently selected response indicated that coaches had a *formal peer/colleague arrangement* in place (560 coaches, 24%).

Figure #30 shows the responses to each statement and the number of coaches who selected that item.

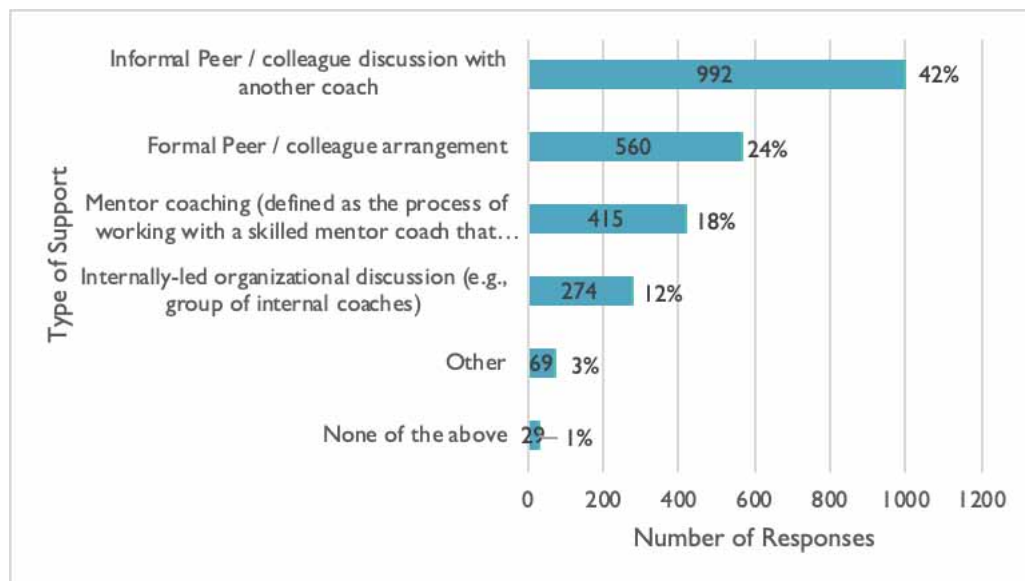


Figure #30: Other Kinds of Support

CLOSING REMARKS

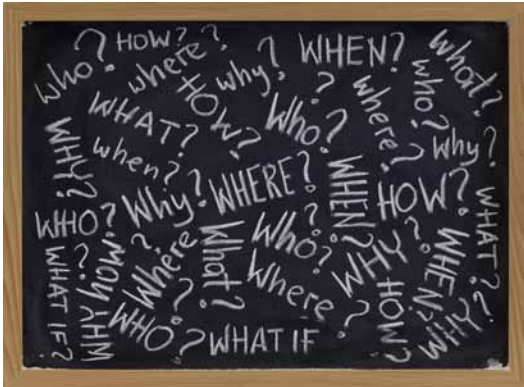


In closing, the research team is hopeful that this study will contribute to a better understanding of the coaching supervision field, and perceptions by coaches who receive supervision. At the time of this study's publication, there are several other supervision research projects underway which will continue to enhance our understanding of coaching supervision.

On a personal note, this research and study have been a passion project by the research team, who believe in the importance and value of coaching supervision, to both coaches and the coaching field. We believe there is tremendous opportunity in the future for more coaches to learn about, experience, and benefit from coaching supervision.

As mentioned, the research team expects to continue to further analyze the data, write articles, and present at coaching conferences.

Please feel free to contact any member of the research team if you have questions or comments. Our contact information is provided on page 44 of this report. Alternatively, you may send an email with your questions or comments to info@coachingsupervisionresearch.org.



The Study

An on-line survey was created by four researchers, all of who are trained and experienced as executive coaches, Coach Supervisors, and researchers. Through their own networks and professional associations, the research team sought to distribute the survey as widely as possible to coaches and Coach Supervisors around the world. This research project has been conducted independently by the research

team, and has not received any company or organizational sponsorship, except through agreement to distribute the survey to their various coach networks and contacts. This independence by the research team contributes towards the goal of greater objectivity and decreased bias in this research study, for the benefit of the coaching and coaching supervision fields.

Methodology

This study was conducted using an on-line survey distributed to coaches and Coach Supervisors. The survey requested specific qualitative and quantitative information from participants about their supervision experiences and perceptions. Survey data was gathered between March and July of 2018.

Confidentiality Agreement

The responses by individual participants in this research study will remain confidential to be accessed only by the research team. Participants were given the option to participate anonymously. To respect a coach's confidentiality, any information that might have identified a specific participant has been omitted from this report. Participants were given the option to provide their names and contact information in order to receive a copy of this research study and/or to be eligible to win a \$25 Amazon gift card.



Data Analysis

There were times when the research team needed to make decisions about how to view and present the responses and data from the participants.

As a means of clarification, following are specific data analyses decisions.

Participants: In certain situations, participant data was excluded from the analysis, such as when coaches:

- identified themselves only as clinicians (1 participant)
- replied as other (1 participant)
- did not select any of the options (4 participants)
- checked the *none* option (16 participants)

Fees: When a range of fees was provided, the average fee was used. If the response was given in currency other than USD, the fee was converted as follows:

- Australian Dollar is 1 AUD = .73 USD
- Brazil Real is 1 R\$ = .26 USD
- British Pound is GBP 1 = 1.28 USD
- Canadian Dollar is CAD 1 = .77 USD
- Euro is €1 = 1.18 USD
- Qatari Riyal is 1 QAR = .27 USD
- South African RAND is 1 ZAR = .07 USD
- Swedish Krona is 1 SEK = .11 USD

Years of Supervision:

- If a response included a fraction of a year such as 1.5 years, the data was rounded up or down to the nearest whole number.
- If participant indicated “+” such as “7+ years,” the plus was not used, and data was recorded as “7 years.”
- Since the purpose of the question was to learn from coaches who participate in supervision, if a response was *0 years of supervision*, those responses were omitted from applicable analysis.

ACKNOWLEDGEMENTS



The research team would like to thank the 1,302 coaches and Coach Supervisors for their time and honesty in responding to the research survey. Through this effort and presenting preliminary results at conferences, we have met many wonderfully supportive coaches, Coach Supervisors, and cohorts.

We are grateful for the support of several organizations and countless colleagues who distributed the survey or helped us connect to coaches in their communities, associations, companies and colleagues. Thanks to these organizations for distributing the survey to their membership: Lise Lewis and Denise Whitworth from European Mentoring and Coaching Council (EMCC), Damian Goldvarg and Lily Seto with the Americas Supervision Network, Eve Turner and the Global Supervision Network (GSN), Peter Welch and the Association of Coaching Supervisors (AOCS), Alex Szabo and the Association of Coaching (AC), Paul McIntee and Association for Professional Executive Coaching and Supervision, (APECS), Joel DiGirolamo and the International Coaching Federation (ICF), Adam Feiner and the American Psychological Association - Division 13 (APA), Dr. Brian Underhill and Steve Sass and CoachSource, Dr. Jonathan Kirschner and Air Consulting, Michel Moral, and many colleagues who supported this research by passing on the initial survey to their own colleagues, who might not otherwise have received it.

The research team truly appreciate the efforts of all who supported this study around the world.

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APPENDIX A: SURVEY

NOTE: not all participants responded to all questions. Some questions would only be asked based on a participant's previous answer. For example, if coach indicated he/she had never participated in group supervision, other questions about group supervision were not asked.

Welcome! Thank you for participating in this 2018 Coaching Supervision survey. Once you have completed the survey, please make sure to click "SUBMIT."

Coaching Supervision definition: the interaction that occurs when a coach brings their coaching work experiences to a Supervisor, in order to be supported and to engage in reflective dialogue and collaborative learning, for the development and benefit of the coach, their clients, and their organizations. (2018 EMCC definition)

GENERAL

1. I am a/an: (Select all that apply)
 - External Leadership/Executive Coach
 - Internal Leadership/Executive Coach
 - Other Coach (e.g., Life, Health/Wellness)
 - Certified Coach Supervisor
 - Clinician who has received clinical supervision in my past
 - None of the above
2. Country where you live: _____
3. Gender: Male, Female, Other (fill in blank) _____

INDIVIDUAL SUPERVISION

4. Select the statement that most closely represents your experience related to INDIVIDUAL Coaching Supervision (Select only 1):
 - I have had individual supervision but only within the context of a training or certification program
 - I worked with a Supervisor in the past but am not currently
 - I work with a Coach Supervisor
 - I have not worked with an individual Coach Supervisor

5. If you have worked INDIVIDUALLY with a Supervisor in the past, with whom you are no longer working, what is/are the reason(s) that led you to cease working with that particular Supervisor(s)? (Select all that apply)
- Does not apply, I have never changed individual Supervisors
 - Didn't need it anymore
 - Sessions were not as helpful in ways I wanted/expected/hoped for
 - I wanted a new approach in supervision
 - Didn't feel as safe or supported in sessions
 - Financial
 - Violated confidentiality
 - Wanted to try other forms of continuing professional development instead
 - Reduced or discontinued my coaching practice
 - Other
6. How often have you had INDIVIDUAL sessions with a Coach Supervisor? (Select 1)
- Every 2 weeks
 - Monthly
 - Every 2 months
 - Quarterly
 - Every 6 months
 - Yearly
 - Occasionally as needed
 - Other _____
7. What kind of challenges did you bring to your INDIVIDUAL supervision sessions? (Select all that apply)
- Client-related issues/challenges/situations
 - Issues/challenges/situations related to me personally as a coach
 - Emotional reactions I have had in or about my coaching work
 - Habitual patterns I wanted to change in my coaching style
 - Questions about my own skills and competencies as a coach
 - Developing my practice
 - Ethical concerns
 - Appreciation of what I do well as a coach
 - Managing my own well-being (e.g., resilience, self-care) as a coach
 - Other (please specify) _____
8. In your words, please describe what you value or appreciate about your INDIVIDUAL supervision experience? _____
9. For INDIVIDUAL sessions, the fee that is most appropriate is USD \$_____ per hour.

GROUP SUPERVISION

10. Select the statement that most closely represents your experience related to GROUP Coaching Supervision (Select only 1):
- I have had GROUP supervision but only within the context of a training or certification program
 - I worked with a GROUP Supervisor in the past but am not currently
 - I currently work with a GROUP Coach Supervisor
 - I have not worked with a GROUP Coach Supervisor
11. If you have worked with a GROUP Supervisor in the past, with whom you are no longer working, what is/are the reason(s) that led you to cease working with that particular Supervisor(s)? (Select all that apply)
- Does not apply, I have never changed Group Supervisors
 - Didn't need it anymore
 - Sessions were not as helpful in ways I wanted/expected/hoped for
 - I wanted a new approach in supervision
 - Didn't feel as safe or supported in sessions
 - Financial
 - Violated confidentiality
 - Wanted to try other forms of continuing professional development instead
 - Reduced or discontinued my coaching practice
 - Other
12. How often have you participated in GROUP supervision sessions? (Select 1)
- Every 2 weeks
 - Monthly
 - Every 2 months
 - Quarterly
 - Every 6 months
 - Yearly
 - Occasionally as needed
 - Other _____
13. What is important to you in choosing a GROUP supervisor? (Select all that apply)
- His/her training/certification as a supervisor
 - His/her training/certification as a coach
 - His/her experience as a coach themselves
 - Similar coaching focus to my own
 - Feeling of trust
 - Feeling of safety
 - Supervision approach
 - Personal style
 - Other _____

14. What kind of challenges did you bring to your GROUP supervision session? (select all that apply)
- Client-related issues/challenges/situations
 - Issues/challenges/situations related to me personally as a coach
 - Emotional reactions I have had in or about my coaching work
 - Habitual patterns I wanted to change in my coaching style
 - Questions about my own skills and competencies as a coach
 - Developing my practice
 - Ethical concerns
 - Appreciation of what I do well as a coach
 - Managing my own well-being (e.g., resilience, self-care) as a coach
 - Other (please specify) _____
15. From your GROUP supervision experience, which of these topics that the GROUP explored have been the most beneficial for you? (Select your top 3 choices)
- Client-related issues/challenges/situations
 - Personal-related issues/challenges/situations
 - Emotional reactions someone has had in or about his/her coaching work
 - Habitual patterns someone wanted to change in his/her coaching style
 - Questions about skills and competencies as a coach
 - Developing one's own coaching practice
 - Ethical concerns
 - Appreciation of what one does well as a coach
 - Managing own well-being (e.g., resilience, self-care) as a coach
 - Other (please specify) _____
16. In your words, please describe what you value or appreciate about your GROUP supervision experience? _____
17. For GROUP sessions, fee that is most appropriate is USD \$_____ per hour.

ABOUT YOUR SUPERVISOR

18. How did you find your Supervisor(s)? (select all that apply)
- Does not apply, I have not worked with a Supervisor
 - Referral
 - Word of mouth
 - Prior experience with him/her
 - Professional association (e.g., ICF, EMCC, AC)
 - Networking event (e.g., conference)
 - Saw supervisor do presentation, webinar, etc.
 - Other _____

19. Was your Coach Supervisor trained and certified in a Coaching Supervision program?
- Yes
 - No
 - Unsure
20. Please tell us how many years you worked with one or more certified Coach Supervisor(s)? _____
21. How have you benefited from working with a Coach Supervisor? (Check all that apply)
- Working through a client challenge
 - Working through a personal challenge
 - I learn from my supervisor's experience
 - Resolving an ethical concern
 - Space for me to gain greater clarity
 - Space for me to appreciate my successes
 - Developing my coaching skills (e.g., contracting, powerful questioning)
 - Developing my coaching practice (e.g., marketing)
 - Understand systemic factors affecting a situation
 - Developed confidence in my coaching.
 - Fulfills a requirement for the professional coaching association(s) to which I belong
 - Earns CCEU (continuing Coach Education Unit) or CPD (Continual Professional Development) credit
 - I am able to coach at a company that requires coaches to receive supervision
 - Other (please specify) _____
22. What did your Coach Supervisor(s) do that was most helpful? _____
23. What do you wish your Coach Supervisor(s) did more of? _____
24. What do you wish your Coach Supervisor(s) did less of? _____
25. If you have never worked with a certified Supervisor, please select the reasons below: (Select all that apply)
- Does not apply to me, I have worked with a certified Supervisor
 - I do my own reflective practice
 - I discuss issues with my coach
 - I belong to peer networks where I can get support when I need it
 - It is not required by the organization I work with
 - Supervision is expensive
 - I cannot find a suitable supervisor
 - I do not feel I need it
 - It is not required by the professional association (e.g., ICF, EMCC, AC) to which I belong
 - I am not familiar with supervision
 - Other (please specify) _____

26. Which of the following other kinds of support have you received? (Check all that apply)
- Informal peer/colleague discussion with another coach
 - Informal peer/colleague arrangement
 - Internally-led organizational discussion (e.g., group of internal coaches)
 - Mentor coaching (defined as the process of working with a skilled mentor coach that focuses specifically on the ICF competencies and markers at the different credential levels)
 - None of the above
 - Other (please specify) _____

CLOSING

27. Thank you for your time. If you would like to receive a copy of the research summary and/or be entered into the Amazon gift card drawing, please provide the information below:
- Name
 - Email address
28. Please let us know if you would like to:
- Be entered into the Amazon gift card drawing
 - Receive a copy of the supervision research summary