



Coach Supervisor Competency Framework



Together we are **Reshaping** the world
one **Coaching Conversation** at a time



Contents

Introduction.....	3
1.0 Professional Persona.....	4
2.0 Establishing the Supervisory Relationship.....	5
3.0 Facilitating the Supervisory Conversation.....	7
4.0 Maintaining Forward Momentum.....	11
5.0 Transitions and Concluding the Supervisory Relationship.....	12

Introduction

We are very pleased to announce the launch of the Universal Coaching Alliance (UCA) Coach supervision accreditation scheme it is designed to align with our core purposes of championing rigorous standards in the coaching community, whilst ensuring accessibility to accreditation and training for all coaches.

Coach supervision accreditation is paramount for a coach supervisor because it validates our competence in providing effective supervision, ensuring we possess the necessary skills, knowledge, and ethical standards to guide and support other coach supervisor in their professional development. Accreditation not only enhances our reputation as credible supervisors but also demonstrates our commitment to continuous improvement in this crucial aspect of the coaching profession. It assures both coaches and organisations that we offer a high level of expertise, helping to maintain the quality and ethical integrity of coaching practices across the field.

For the coaching profession as a whole, accreditation is crucial because it elevates the industry's overall quality and credibility. Accreditation establishes a standardised framework for coaching practices, ensuring ethical conduct, and consistent high standards across the board. It fosters trust among clients, organisations, and the broader public, which, in turn, encourages the wider adoption of coaching as a valuable development tool. By adhering to accreditation standards, we collectively promote the legitimacy and effectiveness of coaching, ultimately advancing the profession and its positive impact on individuals and organisations.

Developmental Focus: The accreditation scheme is intended to support coach supervisors at every stage of their career progression. A tiered approach means that you can apply for the level of accreditation that matches your current career stage, with clearly signposted developmental pathways available.

Professional Rigour: The accreditation scheme enables you to benchmark yourself against the highest professional standards, reassuring clients of your skills and capabilities. As such it is focused on a practical approach or professional rigour and not an overly academic approach.

Relevance: With a range of levels and accreditation specialisms, UCA accreditation ensures that you have access to rigorous accreditation pathways that match your needs.

Inclusivity: Given our focus on professionalism and fitness to practice, we welcome coaches from a wide range of backgrounds, experience and training routes.

Contact accreditation@universalcoachingalliance.org to find out more.

1.0 Professional Persona

A professional persona lends credibility to a coach supervisor's expertise and experience, ensuring that clients are more likely to trust and work with the coach supervisor. In a broader context, a professional supervisory persona contributes to building a positive reputation for the coach supervisor within their field and increasing the coaching profession's credibility.

1.1 Ethical Practice

Professionalism is closely tied to ethical conduct. Coach supervisors must uphold ethical standards to ensure their clients' well-being and best interests. A professional persona reinforces this commitment to ethical behaviour.

Performance Indicators

- Follows the UCA code of professional conduct.
- Follows the Global Code of Ethics for Coaches & Mentors.
- Follows the legal regulations of the nation where the coaching supervision occurs and the client-coach works, whichever is more relevant and stricter.
- Keeps client information private and confidential, according to stakeholder contracts and relevant laws and regulations of the nation where the coaching supervision occurs.
- Is aware of the boundaries of their experience and capability, referring a client to another professional as appropriate to better meet their needs.

1.2 Authenticity and Integrity

Authenticity and integrity are the cornerstones of trust-building. Clients are more likely to trust a coach supervisor who is genuine, honest, and consistent in their actions and words. Authenticity ensures that the supervision process focuses on the client's needs and goals rather than the supervisor's agenda. This client-centred approach is essential for fostering meaningful growth and development.

Performance Indicators

- Acts ethically and with the highest integrity, in a manner that is true to themselves, their vision, and values as they take actions aligned with their supervisory purpose and the Global Code of Ethics for Coaches & Mentors.
- Shows personal honesty and integrity in dealings with clients and other relevant stakeholders.
- Is both aware of and acts in a manner that maintains the distinction between coach supervision and other support professions, such as consulting and psychotherapy.

1.3 Reflective Practice and Supervision

Reflective practice enables coaches to learn from successful and challenging coaching sessions, gaining insights that inform their future approaches. Reflective practice and supervision are vital for a coach's growth, effectiveness, and ethical conduct. Enabling coaches to deepen their self-awareness, refine their skills, and provide the best possible support for their clients while upholding professional standards.

Performance Indicators

- Actively participates in regular coaching supervision, seeking to reflect on and improve their own supervisory practice.
- Acts on own critical reflection to improve supervisory practice.
- Regularly requests client feedback and appropriately acts upon it to improve supervisory practice.

1.4 Professional Development

Engaging in continuous professional development is essential for coach supervisors due to the rapidly evolving nature of the coaching field and the dynamic challenges their clients face. In an area where effectiveness depends on the coach supervisor's ability to guide clients through complex challenges, ongoing professional development is not just beneficial—it's crucial. It ensures that coach supervisors remain competent, relevant, and capable of providing valuable support in an ever-changing world.

Performance Indicators

- Actively plans for and participates in Continuous Coach Development (CCD) activities.
- Actively implements learning from CCD to professional supervisory practice.

2.0 Establishing the Supervisory Relationship

Establishing the supervisory relationship is a foundational step for a coach supervisor, as it sets the tone, expectations, and boundaries for the supervisory engagement. It promotes transparency, trust, and alignment between the coach supervisor and the client, leading to

more meaningful and impactful supervisory outcomes. The agreement must cover both the overall supervisory engagement and the individual sessions.

2.1 Contracting: Coaching Agreement and Outcomes

Establishing a supervisory agreement and outcomes is paramount for an effective supervisory relationship, as a clearly established supervisory agreement and outcomes form the backbone of a successful supervisory engagement. They provide a roadmap, a framework for accountability, and a shared vision for the client's growth and development. Ultimately, they contribute to a positive supervisory experience and meaningful results.

Performance Indicators

- Clearly explains what coach supervision is and how it differs from other support professions (such as consulting or psychotherapy), describing the supervisory process, supervision models, and unique approach to the client or other relevant stakeholders.
- Partners with the client-coach to co-create a supervision plan and clear, measurable goals alongside working with the client to support them in achieving their professional development goals and aspirations.
- Partners with the client-coach to make a formal agreement that addresses issues such as fees and payment; scheduling, frequency, and duration of sessions; monitoring and reporting of sessions and progress; and confidentiality.

2.2 Co-Creating the Relationship: Building Rapport and Trust

Building rapport and trust is at the heart of effective coach supervision; it creates an environment where clients can explore, learn, and grow while feeling fully supported and understood. Coach supervisors prioritising these qualities lay the groundwork for successful supervisory engagements that lead to lasting positive change.

Performance Indicators

- Creates a strong connection of rapport and trust to foster open, honest, and transparent communication with the client.
- Seeks to understand the client's context, experiences, values, and beliefs. Treating the client with respect and dignity and modifying the supervisory experience as appropriate to take account of these considerations.
- Accepting the client 'as is', showing optimism, and encouraging self-belief built upon a foundation of belief in the client's potential and capability as a coach.

- Recognises and values the client's distinctive strengths, capabilities, perspectives, and contributions in the supervisory process.
- Displays care, compassion, and interest for the client and encourages the client's sharing of emotions, views, worries, beliefs, and ideas in the supervisory process.
- Demonstrates openness and honesty as a way to reveal vulnerability and create trust with the client

2.3 Stakeholders and the Wider Supervisory Environment

Considering wider stakeholders in the coaching relationship is essential for coach supervisors due to the complex and interconnected nature of the environment in which their clients exist and the focus on providing effective coaching for the client-coach's clients. Coach supervisors must provide comprehensive and practical guidance considering the wider context, interpersonal dynamics, and the broader impact of their client's actions with a particular focus on the effectiveness of the client-coach's coaching interactions. This approach results in coach supervision that is not only individually transformative but also contributes positively to the client-coach's coaching interactions.

Performance Indicators

- Establishes clear roles, responsibilities, and boundaries between stakeholders, including the supervisor and client.
- Empower the client-coach to reflect on the most effective ways to support their clients while considering the wider coaching environment.

3.0 Facilitating the Supervisory Conversation

In coach supervision, acknowledging wider stakeholders is crucial. Coach supervisors navigate complex landscapes, recognising the impact beyond individual development. A holistic perspective includes the broader context, interpersonal dynamics, and ripple effects of client-coach's actions. Coach supervisors serve as catalysts for personal transformation and positive community impact, emphasising the need for comprehensive guidance in facilitating coach supervision conversations within multifaceted environments.

3.1 Professional Presence

Remaining present during the supervisory conversation is pivotal for establishing a solid supervisor-client relationship, fostering trust, and facilitating deep exploration and growth. A present supervisor enhances the coaching experience and helps the client-coach uncover meaningful insights and achieve their professional goals more effectively. Remaining present allows the supervisor to adapt their approach in real-time. Supervisors can respond to the client-coach's evolving thoughts and feelings, making the supervisory process more dynamic and effective.

Performance Indicators

- Remains focused on the client's agenda and agreed goals, ensuring that the supervisory process produces the best possible outcomes for the client-coach and their coaching clients.
- Remains 'in the moment,' paying close attention to the client, staying purposefully engaged, and acting flexibly to help them achieve their desired outcomes.
- Confident in working with strong client emotions whilst maintaining personal emotional control to facilitate effective supervisory conversations.
- Remains aligned with personal supervisory approach and values whilst respecting the client's values.

3.2 Clear Communication

Clear communication fosters trust between the supervisor and the client; this ensures clients feel more encouraged to share openly and honestly about their challenges and goals. Clear communication keeps clients engaged and invested in the supervisory conversation. They are more likely to participate in the supervisory conversation and to implement learning into their own coaching practice.

Performance Indicators

- Engages in dialogue that is collaborative, respectful, and constructive.
- Clear and confident in communication, using plain, easy-to-understand language that moves the client towards their goals in a manner that builds credibility and trust.
- Tailors communication style and language in response to the client's needs and desired outcomes.
- Effectively uses non-verbal cues such as eye contact, gestures, and posture to convey confidence and presence.

3.3 Active Listening

Active listening is a foundational skill for coach supervisors; it creates a supportive, empathetic, and productive supervisory environment that leads to deeper insights, meaningful progress, and a robust supervisor-client partnership. Active listening helps the coach supervisor raise awareness of barriers or obstacles hindering the client-coache's professional progress and limiting the effectiveness of their coaching interactions. Questioning and feedback are more likely to resonate with the client-coach and lead to more effective goal achievement.

Performance Indicators

- Builds rapport and trust through effectively demonstrating curiosity during the supervisory process.
- Demonstrates strong listening and clarifying abilities, able to distinguish between spoken words and unspoken thoughts, recognising the need to enquire when there is more than the client is communicating.
- Notices body language, other non-verbal communication, and tone of voice, using them to inform communication style and adapt the flow of the supervisory conversation as appropriate to help the client reach their goals better.
- Observe, acknowledge, and support the exploration of the client's emotions, energy levels and other behaviours to ensure the best supervisory outcome for the client-coach and their clients.
- Effectively use silence to create space for pause and reflection.
- Effectively playback or summarise client communication to increase clarity of communication and understanding.
- Notice themes and patterns in client behaviour and emotions as they emerge across sessions and appropriately adapt the supervisory process to ensure the best possible coaching outcomes for the client-coach and their clients.

3.4 Raising Awareness

Raising awareness during supervisory conversations is critical for supervisors due to its transformative impact on the client-coach and the overall supervisory process. It enables clients to uncover insights, overcome limitations, and make informed choices, enhancing personal and professional effectiveness. Supervisors contribute to their clients' lasting transformation and success by facilitating awareness.

Performance Indicators

- Effectively consider the client's background and experiences when choosing strategies to raise awareness and modify the supervisory approach as appropriate.
- Structure questions to raise the client's self-awareness, challenge assumptions and facilitate learning to support the client in achieving their goals.

- Support the client to notice themes and patterns of behaviour, emotions, thinking and other areas as they emerge across sessions and appropriately support the client to shift perception or reframe perspectives to achieve their goals.
- Non-judgmentally, share feedback, observations, insights, and feelings that can create learning and support the client in generating options. Accepting the client's right to act or not.

3.5 Client-Coach Skills Development

Encouraging reflective practice is crucial. A Coach Supervisor helps coaches analyse their coaching sessions, identify areas for improvement, and recognise their strengths. This self-awareness promotes continuous learning and growth, leading to enhanced coaching effectiveness as the client-coach actively improves their coaching skills and implements lessons learned in their coaching practice.

Performance Indicators

- Effectively supports the client-coach to develop mastery of coaching theories, models, and techniques.
- Effectively supports the client-coach to assess and address a wide range of coaching scenarios.
- Effectively supports the client-coach to develop a deeper understanding and use of skills associated with psychological mindedness, particularly:
 - Cultivating self-awareness and Reflection.
 - Understanding Client Dynamics.
 - Effective Feedback and Guidance.
 - Identifying Patterns and Themes.
 - Navigating Complex Emotions.
 - Facilitating Insight and Growth.
 - Cultivating Empathy.

3.6 Client-Coach Wellbeing

Supporting the well-being of a coach is paramount in coach supervision as it directly influences the quality and effectiveness of coaching relationships and outcomes. When coaches feel emotionally and mentally supported, they are better equipped to manage the inherent challenges of coaching, such as dealing with clients' issues, handling potential emotional situations, and addressing complex client dynamics. A coach with good well-being is more likely to stay engaged, motivated, and focused, which ultimately translates into higher-quality coaching sessions and a greater positive impact on clients.

Performance Indicators

- Effectively promote self-care encouraging coaches to prioritise self-care practices to manage stress and maintain work-life balance. Discussing strategies for managing their own emotional reactions to challenging coaching situations.
- Effectively make use of regular check-ins with coaches to provide a space for them to discuss their experiences, challenges, and personal well-being. Offering empathetic support and care as appropriate..
- Recommending mindfulness or stress-management techniques that can benefit coaches personally and professionally.
- Modelling Well-Being as they lead by example, demonstrating healthy work-life boundaries, and showing how to effectively manage the demands of coaching interaction.
- Encouraging coaches to integrate well-being practices into their coaching routines, thus reinforcing their importance in the coaching profession.

4.0 Maintaining Forward Momentum

Maintaining momentum in the supervisory relationship is essential for driving consistent progress, keeping clients motivated, and achieving sustained growth. Coach supervisors who prioritise momentum create an environment of continuous improvement, enabling clients to realise their full potential and meet their professional goals.

4.1 Challenge and Support

The combination of challenge and support is essential for coach supervisors. It fosters growth, empowers clients, and ensures that coach supervision is transformative and sustainable. Supervisors who strike this balance effectively create a powerful and dynamic supervisory environment. Balancing challenge and support also contributes to holistic development as clients learn new skills and develop resilience and adaptability.

Performance Indicators

- Use challenge and support to help the client generate options to move forward and achieve their goals. Avoid colluding with clients as they face challenges that potentially block their progress.
- Openly and honestly tackle difficult conversations, supporting the client to explore what is working or getting in the way of achieving their goals—challenging lack of progress or motivation to help the client maintain momentum in the coaching relationship.

- Regularly check, acknowledge and appropriately celebrate the client's progress and achievements.
- Discourage dependency or over-reliance on the supervisory relationship as the client develops greater resilience and the ability to self-coach.

4.2 Crafting Strategies and Actions

Crafting effective strategies and actions is a pivotal aspect of coach supervision. It transforms insights and goals into practical steps, providing clients direction, focus, and a clear path to success. Coach supervisors who excel in this area empower clients to take meaningful action and achieve lasting transformation.

Performance Indicators

- Partner with clients to design, build and deploy appropriate coach supervision supports and strategies to help them achieve their goals and aspirations.
- Encourage the client to engage with between session tasks and self-learning opportunities. Recognising the client's autonomy in designing goals, actions and accountability or commitment for follow-through.
- Provide support for the client to accomplish between-session tasks, try new ways of working, and implement new behaviours. Encouraging the client to seek help from others in achieving their goals.
- Support the client to reflect on learning and the insights engaged from supervision activities, planning clear action steps and amending goals as appropriate in the light of real-world experiences.

5.0 Transitions and Concluding the Supervisory Relationship

Ensuring the client feels supported and empowered as they transition beyond the supervisory engagement is vital. A proper transition and conclusion phase in coach supervision is essential to empowering clients to continue their development autonomously and ensuring that the coaching's impact endures. Effective coaches guide clients through this phase with care, reflection, and planning, leaving clients better equipped for ongoing success.

5.1 Re-Contracting

Recontracting is a dynamic and necessary aspect of the supervision process. It fosters ongoing alignment between the supervisor and the client, enhances the supervisor's impact, and enables clients to achieve sustained growth and success.

Performance Indicators

- Keep moving towards the client's desired outcome unless they prefer to shift focus.
- Regularly measure the effectiveness of supervision, reconfirm measures of coach supervision success, and, if necessary, re-contract to ensure transparency and accountability in the supervision process.

5.2 Concluding the Relationship

Effectively concluding the coaching relationship ensures clients experience a well-rounded supervision journey with lasting impact. Empowers clients to take ownership of their growth, celebrate their achievements, and continue their development with newfound skills and insights.

Performance Indicators

- Gauge the client's level of satisfaction with the supervision experience and their readiness to move forward independently.
- Partner with the client to conclude the supervision partnership in a manner that respects the journey.
- Acknowledge Achievements, celebrating the client's accomplishments and growth during the supervision relationship.

5.3 Real World Connections

Helping clients transfer their learning to real-world contexts ensures that supervision results in tangible and sustainable growth with a positive impact on the client's coaching relationships. Transforming supervision insights into actionable practices, empowering clients to navigate challenges and excel professionally or personally.

Performance Indicators

- Works with the client to integrate new awareness, insight or learning into their worldview and behaviours.
- Partner with the client to develop a plan for how they will continue their growth and development after the supervision relationship ends.

5.4 Re-Connecting

Leaving space for a client to reconnect after the current supervision relationship concludes enhances the supervisor's impact, supports sustained growth, and reinforces the supervisor-client relationship. It is a practice that demonstrates care, commitment, and a genuine interest in the client's ongoing success.

Performance Indicators

- Address any emotions arising from concluding the supervisory relationship and provide closure.
- Discuss the availability of any ongoing support or follow-up sessions if needed in the future.