

COACHING

Coaches urged to hone craft

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There is no such thing as the perfect coaching session so coaches should never give up their own learning, delegates heard.

Coaching supervision – a process for coaches to reflect on their practice – developed at the BBC organically after the corporation decided to grow its own coaches through a coaching foundation course.

Liz Macann, head of executive leadership and management coaching at the BBC, explained that supervisors, known as “lead coaches”, had bi-monthly one-to-one mentoring with their charges. All coaches also take part in a shared learning group every other month.

Macann said the supervision process meant that the coach was a “sharpened saw”.

“The process of supervision allows the coach time and space to reflect on their coaching needs, not just when they think they need it but as part of a regular meeting



Macann: ‘You never get to the point where you are running a perfect coaching session’

with their supervisor,” she said. “You never stop learning, and you never get to the point where you are running a perfect coaching session – in fact, I’m not sure that a perfect coaching session exists.”

Coaches at the BBC undergo four months of rigorous training and commit to a minimum of three clients at any one time.

Peter Hawkins, co-founder and chairman of the Bath Consultancy Group, which has worked with the

corporation, added that the supervisor had to consider not only the needs of the coach and those of the client, but also the client’s employer – and the relationship between all three.

“When we think we are fully trained as coaches and no longer need supervision, that’s when we are at our most dangerous,” he said. “Supervision and learning are for life, not just for Christmas.”

● See “*Inside broadcast*”, page 40