

Contracting and Administration in Coaching Supervision

Active Listening – Related terms: Reflection, Empathy, Paraphrasing. A core supervisory skill that involves fully concentrating on the supervisee’s verbal and non-verbal messages, confirming understanding, and withholding premature judgment. Example: A supervisor repeats back the supervisee’s description of a client session to verify accuracy. Practical application: Use active listening during contract-review meetings to ensure expectations are mutually understood. Challenge: Maintaining focus when sessions run long or when emotional content is intense can lead to fatigue and missed details.

Agreement Scope – Related terms: Contractual Boundaries, Service Level. The defined range of services, deliverables, and responsibilities that the supervision agreement covers. Example: The scope may include monthly supervision, feedback on recorded coaching sessions, and access to resource libraries. Practical application: Clearly outlining scope prevents “scope creep” where additional activities are requested without renegotiation. Challenge: Balancing comprehensive coverage with flexibility for emerging supervisory needs.

Administrative Confidentiality – Related terms: Data Protection, Privacy Policy. Policies and procedures that safeguard personal and professional information stored in supervision records, calendars, and billing systems. Example: Encrypting digital supervision notes and restricting access to authorized personnel only. Practical application: Implementing a confidentiality clause in the supervision contract that references organizational data-security standards. Challenge: Aligning varied jurisdictional privacy laws (e.g., GDPR, HIPAA) with a single supervisory practice.

Assessment Feedback Loop – Related terms: Formative Evaluation, Continuous Improvement. A systematic process where supervisory assessments generate feedback that informs both supervisee development and contract adjustments. Example: After a competency audit, the supervisor shares strengths and growth areas, then revises the supervision schedule accordingly. Practical application: Embedding a quarterly feedback loop into the contract timeline. Challenge: Ensuring feedback is perceived as constructive rather than punitive, especially when performance gaps emerge.

Audit Trail – Related terms: Record Keeping, Documentation. A chronological record of all contractual actions, communications, and document revisions that can be reviewed for compliance or dispute resolution. Example: Email confirmations of contract amendments create an audit trail. Practical application: Maintaining a centralized, timestamped folder for all supervision agreements. Challenge: Managing the volume of records while preserving accessibility and security.

Authorization Protocol – Related terms: Access Rights, Role-Based Permissions. The set of procedures that determine who may approve contract changes, financial transactions, or supervision schedule modifications. Example: Only the senior supervisor may authorize a fee increase. Practical application: Implementing a two-step approval process for any amendment to the supervision agreement. Challenge: Over-complicating

approvals can delay necessary adjustments and frustrate supervisees.

Billing Cycle – Related terms: Invoice Schedule, Payment Terms. The frequency and timing of invoicing for supervision services, typically monthly, quarterly, or per session. Example: A supervisor issues invoices on the first business day of each month. Practical application: Aligning the billing cycle with the contract's service delivery dates to avoid cash-flow gaps. Challenge: Coordinating international payment methods and currency conversion when supervisees are located abroad.

Boundaries of Authority – Related terms: Delegation, Supervision Limits. The explicit limits of decision-making power granted to the supervisor within the contract, distinguishing supervisory guidance from managerial control. Example: The supervisor may suggest coaching techniques but cannot dictate client pricing. Practical application: Articulating authority boundaries in the contract's "Roles and Responsibilities" section. Challenge: Misinterpretations can arise when supervisees expect the supervisor to intervene in operational matters beyond the agreed scope.

Change Management Clause – Related terms: Amendment Procedure, Flexibility Provision. A contractual provision that outlines how modifications to the supervision agreement will be proposed, reviewed, and enacted. Example: Either party may request a change with 30-day written notice, followed by a joint review meeting. Practical application: Using the clause to adjust session frequency when the supervisee's workload changes. Challenge: Negotiating changes without disrupting the supervisory relationship or creating perceived inequities.

Client Confidentiality Addendum – Related terms: Non-Disclosure Agreement, Ethical Obligations. An optional supplemental document that extends confidentiality protections to the coaching client's information discussed in supervision. Example: The addendum specifies that client case details will be anonymized in supervision reports. Practical application: Including the addendum when supervisees bring real-client scenarios into supervision. Challenge: Ensuring the addendum complies with both coaching ethics codes and local legal standards.

Compliance Monitoring – Related terms: Regulatory Oversight, Quality Assurance. Ongoing activities that verify adherence to contractual terms, professional standards, and legal requirements. Example: Quarterly reviews of supervision logs to confirm session counts match invoicing. Practical application: Assigning a compliance officer to audit supervision contracts annually. Challenge: Balancing thorough monitoring with the administrative burden placed on supervisors.

Conflict of Interest Disclosure – Related terms: Transparency, Ethical Declaration. A statement required in the contract that identifies any personal or professional relationships that could bias supervisory judgment. Example: A supervisor discloses a prior business partnership with the supervisee. Practical application: Including a disclosure form as part of the onboarding package. Challenge: Detecting hidden conflicts that may emerge after the contract is signed.

Contractual Alignment – Related terms: Strategic Fit, Organizational Goals. The degree to which the supervision agreement supports broader coaching program objectives and institutional priorities. Example: Aligning supervision deliverables with a corporate leadership development roadmap. Practical application:

Conducting a pre-contract alignment workshop with stakeholders. Challenge: Reconciling divergent expectations between the supervisee's personal development goals and the organization's performance targets.

Contractual Duration – Related terms: Term Length, Renewal Option. The defined time period that the supervision agreement remains in effect before expiration or renewal. Example: A 12-month contract with an automatic 6-month extension unless notice is given. Practical application: Setting a duration that allows sufficient time for competency development while providing periodic review points. Challenge: Determining an optimal length that avoids premature termination yet prevents stagnation.

Contractual Obligations – Related terms: Deliverables, Responsibilities. The specific duties each party commits to perform under the supervision agreement. Example: The supervisor must provide written feedback within five business days of each session. Practical application: Listing obligations in a tabular format within the contract for clarity. Challenge: Ambiguities can lead to disputes when expectations are not met.

Contractual Flexibility – Related terms: Adaptive Clause, Contingency Planning. Provisions that allow the agreement to be modified in response to unforeseen circumstances without full renegotiation. Example: A pandemic clause permitting virtual supervision in lieu of face-to-face sessions. Practical application: Embedding flexibility to accommodate schedule changes or technology upgrades. Challenge: Over-flexibility may undermine the contract's stability and predictability.

Counter-Signature Requirement – Related terms: Execution Formalities, Validation. The need for both parties to sign the contract (or its electronic equivalent) to confirm acceptance. Example: Using a digital signature platform that records timestamps for each signature. Practical application: Requiring a counter-signature before any amendment becomes effective. Challenge: Delays can occur if one party's internal approval process is lengthy.

Data Retention Policy – Related terms: Record Management, Archiving. Guidelines that dictate how long supervision records, contracts, and related documents must be kept before secure disposal. Example: Retaining supervision notes for five years post-contract termination. Practical application: Including the policy in the contract's "Administrative Procedures" section. Challenge: Aligning retention periods with differing legal mandates across jurisdictions.

Deliverable Schedule – Related terms: Milestones, Timeline. A chronological list of specific outputs (e.g., feedback reports, competency assessments) that the supervisor will provide. Example: A feedback report due 48 hours after each recorded session. Practical application: Using the schedule to monitor progress and manage supervisee expectations. Challenge: Unforeseen workload spikes may jeopardize timely delivery.

Dispute Resolution Mechanism – Related terms: Mediation, Arbitration. The agreed-upon process for handling disagreements arising from the supervision contract. Example: Parties first attempt informal negotiation, then proceed to mediation if unresolved. Practical application: Stating the mechanism in the contract to avoid litigation. Challenge: Selecting a mechanism that is culturally appropriate and accessible to both parties.

Document Version Control – Related terms: Revision History, Change Log. A systematic approach to tracking edits, updates, and approvals of contract documents. Example: Assigning version numbers (v1.0, v1.1) to each amendment. Practical application: Maintaining a master file with a revision table. Challenge: Ensuring all stakeholders reference the latest version, especially when multiple drafts circulate.

Ethical Alignment Statement – Related terms: Code of Conduct, Professional Standards. A clause affirming that the supervision relationship will adhere to recognized coaching ethics (e.g., ICF, EMCC). Example: The contract references the ICF Code of Ethics and obliges both parties to uphold its principles. Practical application: Using the statement to guide decision-making when ethical dilemmas emerge. Challenge: Reconciling differing ethical frameworks when supervisees belong to multiple professional bodies.

Fee Structure – Related terms: Pricing Model, Service Charges. The arrangement describing how supervision services are priced, whether per session, retainer, or package. Example: A flat monthly retainer that includes up to four supervision hours. Practical application: Clarifying the fee structure up front to avoid surprise invoices. Challenge: Adjusting fees over time while maintaining perceived fairness.

Financial Accountability Clause – Related terms: Audit Rights, Transparency. A provision that grants the supervisee or sponsoring organization the right to review financial records related to supervision services. Example: Quarterly access to invoicing summaries. Practical application: Building trust through open financial reporting. Challenge: Balancing transparency with confidentiality of proprietary pricing information.

Feedback Timing – Related terms: Turnaround, Response Window. The agreed period within which the supervisor will deliver feedback after a supervision session or submitted material. Example: Written feedback provided within 72 hours of session recording. Practical application: Setting realistic timing based on workload and supervisee expectations. Challenge: Managing delays caused by holidays, emergencies, or high caseloads.

Governance Framework – Related terms: Oversight Structure, Policy Hierarchy. The overarching system of rules, committees, and processes that oversee supervision contracts within an organization. Example: A supervisory board reviews all contracts annually. Practical application: Aligning individual contracts with the organization's governance policies. Challenge: Navigating multiple layers of approval that can slow contract execution.

Informed Consent Addendum – Related terms: Client Permission, Ethical Disclosure. A supplemental document that ensures supervisees and, where relevant, their clients understand and agree to the supervision process. Example: A form confirming that client case material will be discussed in a confidential supervisory setting. Practical application: Obtaining consent before using real client scenarios. Challenge: Maintaining consent validity when supervision relationships evolve.

Insurance Requirements – Related terms: Professional Liability, Indemnity. The minimum insurance coverage that the supervisor must hold to protect against claims arising from supervisory activities. Example: A \$1 million professional indemnity policy. Practical application: Including proof of insurance as a contract prerequisite. Challenge: Verifying coverage across jurisdictions and ensuring policy terms match supervisory risk exposure.

Invoice Accuracy Assurance – Related terms: Billing Verification, Reconciliation. A process to confirm that invoices reflect the services rendered and contractual rates. Example: Cross-checking session logs against billed hours before dispatch. Practical application: Reducing disputes by providing itemized invoices. Challenge: Human error in data entry can still lead to mismatches.

Jurisdiction Clause – Related terms: Governing Law, Venue. The legal provision that designates which country or state's laws will govern the contract and where disputes will be adjudicated. Example: "This agreement shall be governed by the laws of England and Wales." Practical application: Selecting a jurisdiction familiar to both parties. Challenge: International supervisees may face enforcement difficulties in foreign courts.

Key Performance Indicators (KPIs) – Related terms: Metrics, Success Measures. Quantifiable criteria used to assess the effectiveness of supervision services. Example: Percentage of supervisee competency goals achieved within the contract term. Practical application: Embedding KPIs in the contract to enable objective evaluation. Challenge: Choosing KPIs that are meaningful yet not overly burdensome to track.

Legal Review Process – Related terms: Compliance Check, Counsel Approval. The systematic examination of the supervision contract by legal professionals to ensure enforceability and risk mitigation. Example: The organization's legal department reviews the draft contract before signing. Practical application: Preventing inadvertent breaches of law. Challenge: Lengthy review cycles can delay contract finalization.

Liability Limitation Clause – Related terms: Waiver, Indemnification. A provision that caps the supervisor's legal responsibility for damages arising from the supervision relationship. Example: Liability limited to the total fees paid under the contract. Practical application: Protecting the supervisor from disproportionate claims. Challenge: Ensuring the limitation is not deemed unconscionable under applicable law.

Milestone Review – Related terms: Progress Checkpoint, Evaluation Point. Scheduled assessments that compare actual supervision outcomes against planned milestones. Example: A six-month review of competency development plans. Practical application: Adjusting the supervision approach based on milestone findings. Challenge: Milestones may be missed if either party neglects to schedule or attend the review.

Multilingual Support Provision – Related terms: Language Accessibility, Translation Services. An optional clause offering supervision services in languages other than the primary contract language. Example: Providing session summaries in both English and Spanish. Practical application: Expanding the supervisor's market to non-English-speaking supervisees. Challenge: Ensuring translation accuracy and maintaining confidentiality across languages.

Non-Compete Restriction – Related terms: Competitive Activity, Restrictive Covenant. A clause that limits a supervisor's ability to offer similar supervision services to direct competitors of the contracting organization for a defined period. Example: A twelve-month non-compete within the same industry sector. Practical application: Protecting proprietary supervisory methodologies. Challenge: Enforcing non-compete provisions across jurisdictions with differing enforceability standards.

Non-Disclosure Agreement (NDA) – Related terms: Confidentiality Obligation, Information Security. A legal

contract that obligates parties to keep disclosed information secret. Example: An NDA covering client case details discussed during supervision. Practical application: Signing an NDA prior to any exchange of sensitive data. Challenge: Managing multiple NDAs when supervisees bring in external stakeholders.

Performance Review Cycle – Related terms: Annual Appraisal, Feedback Loop. The recurring timeframe in which the supervisor's performance is evaluated against agreed standards. Example: An annual review conducted by the supervision program director. Practical application: Using the review outcomes to inform contract renewal decisions. Challenge: Biases can affect evaluation if reviewers lack objective criteria.

Performance Standards – Related terms: Quality Benchmarks, Service Level Agreements. The minimum expectations for supervision quality, timeliness, and professionalism. Example: Responding to supervisee queries within 24 hours. Practical application: Embedding standards in the contract to create measurable expectations. Challenge: Defining standards that are realistic for both parties' capacities.

Professional Development Clause – Related terms: Continuing Education, Skill Upgrade. A provision that outlines opportunities for the supervisor's own learning as part of the contract. Example: The supervisor receives an annual budget for attending a coaching supervision conference. Practical application: Encouraging supervisor growth, which in turn benefits supervisees. Challenge: Allocating resources without inflating contract costs.

Project Management Integration – Related terms: Timeline Coordination, Resource Allocation. The alignment of supervision contract activities with broader project management tools (e.g., Gantt charts). Example: Linking supervision session dates to a project's overall deliverable schedule. Practical application: Visualizing supervision milestones alongside other project tasks. Challenge: Keeping the supervision plan synchronized when project timelines shift.

Quality Assurance (QA) Process – Related terms: Audit, Continuous Improvement. Systematic procedures to verify that supervision services meet defined quality criteria. Example: Random sampling of session recordings for compliance with coaching ethics. Practical application: Using QA findings to refine contract terms. Challenge: Allocating sufficient resources for rigorous QA without over-burdening the supervisory team.

Rate Adjustment Clause – Related terms: Price Escalation, Inflation Index. A contractual provision that permits changes to fees based on predefined triggers (e.g., cost-of-living adjustments). Example: Fees increase by 3% annually on the contract anniversary. Practical application: Protecting the supervisor's revenue from inflation. Challenge: Negotiating adjustments that are acceptable to supervisees, especially in fixed-budget environments.

Renewal Option – Related terms: Extension Rights, Continuation Provision. The mechanism allowing either party to extend the contract for an additional term under pre-agreed conditions. Example: An automatic one-year renewal unless 30-day notice is given. Practical application: Providing continuity for long-term supervisory relationships. Challenge: Ensuring renewal terms remain relevant after the initial period.

Risk Management Plan – Related terms: Mitigation Strategy, Contingency. A documented approach to identify, assess, and address potential risks associated with the supervision contract. Example: Planning

alternative virtual supervision platforms in case of internet outage. Practical application: Embedding risk mitigation steps in the contract's "Force Majeure" clause. Challenge: Anticipating rare but high-impact events.

Scope Creep Prevention – Related terms: Boundary Management, Change Control. Strategies to avoid unapproved expansion of supervision services beyond the original agreement. Example: Requiring a formal amendment for any additional coaching technique training. Practical application: Monitoring service requests against the agreed scope. Challenge: Balancing flexibility for legitimate needs with protection against incremental workload growth.

Service Level Agreement (SLA) – Related terms: Performance Metrics, Commitment. A part of the contract that specifies the expected level of service, such as response times and availability. Example: Supervisor to be reachable within two business days for urgent queries. Practical application: Using SLAs to set clear expectations and measure compliance. Challenge: Over-promising SLAs can lead to frequent breaches.

Signature Authority – Related terms: Delegated Power, Execution Rights. The designation of who within each organization may legally sign the supervision contract. Example: The director of coaching services holds signature authority for the client organization. Practical application: Verifying authority before contract execution to avoid nullity. Challenge: Organizational changes may render previously authorized signatories invalid.

Stakeholder Engagement Clause – Related terms: Involvement Plan, Communication Protocol. A provision describing how relevant parties (e.g., HR, senior leadership) will be kept informed about supervision progress. Example: Quarterly briefings to the client's HR director. Practical application: Ensuring alignment and support across the organization. Challenge: Managing confidentiality while providing sufficient transparency.

Supervision Contract Template – Related terms: Standard Form, Boilerplate. A pre-designed document that captures common contractual elements, allowing customization for specific supervisory relationships. Example: A template that includes placeholders for fee, duration, and KPI sections. Practical application: Accelerating contract drafting while maintaining consistency. Challenge: Over-reliance on templates may overlook unique contextual requirements.

Supervision Fee Escalation – Related terms: Price Increase, Indexation. A predetermined schedule for raising supervision fees, typically linked to inflation or market rates. Example: Fees increase by the Consumer Price Index (CPI) each January. Practical application: Providing financial predictability for both parties. Challenge: Justifying escalations when supervisees have limited budget flexibility.

Supervision Schedule Flexibility – Related terms: Rescheduling Policy, Calendar Management. The terms governing how supervision sessions may be moved or altered without penalty. Example: Up to two rescheduling requests per quarter with 48-hour notice. Practical application: Accommodating supervisee workload fluctuations. Challenge: Excessive flexibility can disrupt supervisory continuity.

Supervision Scope Definition – Related terms: Service Boundaries, Deliverable Outline. The explicit description of what supervision will cover, such as skill development, ethical reflection, or performance

monitoring. Example: The contract specifies focus on leadership coaching competencies and ethical decision-making. Practical application: Clarifying expectations at contract inception. Challenge: Vague scope statements can lead to misunderstandings and unmet expectations.

Supervision Session Documentation – Related terms: Session Notes, Record Keeping. The practice of recording key discussion points, observations, and action items after each supervision meeting. Example: A supervisor completes a structured note template within 24 hours of each session. Practical application: Providing a reference for progress tracking and accountability. Challenge: Balancing thorough documentation with time constraints.

Supervision Terms Glossary – Related terms: Definition List, Reference Guide. A compiled list of specialized terms used throughout the supervision contract to ensure shared understanding. Example: The glossary defines “KPIs,” “Force Majeure,” and “Scope Creep.” Practical application: Reducing ambiguity for parties unfamiliar with contractual jargon. Challenge: Keeping the glossary updated as new terms emerge.

Supervision Termination Clause – Related terms: Exit Provision, Notice Period. The conditions under which either party may end the supervisory relationship before the contract’s natural expiration. Example: Either party may terminate with 30 days written notice for cause. Practical application: Protecting both parties from untenable situations. Challenge: Negotiating fair notice periods that respect investment in the supervisory relationship.

Supervision Transparency Statement – Related terms: Openness, Disclosure. A commitment to open communication regarding contract terms, performance data, and any changes that affect the supervisory relationship. Example: The supervisor pledges to share quarterly performance metrics with the supervisee. Practical application: Building trust and reducing suspicion. Challenge: Determining the appropriate level of detail without overwhelming the supervisee.

Supervisory Authority Matrix – Related terms: Responsibility Chart, RACI. A visual representation that maps out who holds decision-making power for various contract elements. Example: The matrix shows the supervisor decides on session content, while the client’s HR manager approves fee changes. Practical application: Clarifying roles to prevent duplication of effort. Challenge: Keeping the matrix current as responsibilities evolve.

Supervisory Ethics Code Reference – Related terms: Professional Conduct, Ethical Standards. The citation of a recognized ethical code that governs the supervisory relationship. Example: The contract references the EMCC Global Code for Supervision. Practical application: Providing a benchmark for ethical decision-making. Challenge: Aligning multiple codes when supervisees belong to different professional bodies.

Supervisory Feedback Mechanism – Related terms: Evaluation Tool, Survey. Structured means for the supervisee to provide feedback on the supervisor’s performance. Example: An end-of-contract survey rating clarity, timeliness, and support. Practical application: Using feedback to refine future contracts and supervisory approaches. Challenge: Encouraging honest feedback without fear of retaliation.

Supervisory Process Map – Related terms: Workflow Diagram, Sequence. A visual depiction of the steps

involved in the supervision relationship from contract signing to termination. Example: A flowchart showing contract signing → orientation → session planning → documentation → review → renewal. Practical application: Helping new supervisees understand the overall journey. Challenge: Capturing all nuances in a simplified diagram.

Supervisory Risk Register – Related terms: Risk Log, Mitigation Tracker. A documented list of identified risks, their likelihood, impact, and mitigation strategies related to the supervision contract. Example: Risk – “Loss of session recordings”; mitigation – secure cloud backup. Practical application: Proactively managing potential disruptions. Challenge: Keeping the register current as new risks emerge.

Supervisory Service Delivery Model – Related terms: Delivery Method, Modality. The approach used to provide supervision, such as in-person, virtual, blended, or asynchronous. Example: A hybrid model where monthly live sessions are supplemented with asynchronous feedback on recorded coaching. Practical application: Selecting a model that aligns with supervisee availability and learning preferences. Challenge: Ensuring consistency of quality across different modalities.

Supervisory Terms of Reference (TOR) – Related terms: Mandate, Scope. A formal document that outlines the purpose, objectives, and boundaries of the supervision engagement. Example: The TOR states that supervision will focus on developing reflective practice and ethical decision-making. Practical application: Using the TOR as a benchmark during contract reviews. Challenge: TORs can become outdated if not revisited regularly.

Supervisory Time Allocation – Related terms: Session Length, Hourly Budget. The agreed amount of time dedicated to supervision activities within the contract period. Example: Six hours of supervision per month, split into two 90-minute sessions and two 30-minute check-ins. Practical application: Planning supervisee workload around allotted supervision time. Challenge: Over-run sessions can affect billing and schedule adherence.

Supervisory Transparency Report – Related terms: Progress Disclosure, Accountability Document. A periodic report that summarizes supervision activities, outcomes, and any contract modifications. Example: A quarterly report detailing session counts, competency progress, and upcoming milestones. Practical application: Providing stakeholders with a clear view of supervision performance. Challenge: Compiling comprehensive data without over-burdening the supervisor.

Termination for Cause – Related terms: Breach, Material Default. A clause permitting contract ending due to a serious violation, such as breach of confidentiality or failure to meet performance standards. Example: The contract allows termination if either party repeatedly misses scheduled sessions without valid reason. Practical application: Protecting both parties from persistent non-compliance. Challenge: Defining “cause” clearly to avoid ambiguous disputes.

Termination for Convenience – Related terms: Voluntary Exit, Notice Period. A provision allowing either party to end the contract without fault, typically with a specified notice period. Example: Either side may terminate with 60 days written notice for any reason. Practical application: Providing flexibility when strategic priorities shift. Challenge: Managing the transition and ensuring knowledge transfer before exit.

Transition Plan – Related terms: Hand-over Procedure, Continuity Strategy. A structured outline for transferring supervision responsibilities at contract end or upon supervisor change. Example: The plan includes final competency assessment, delivery of all documentation, and introduction to the new supervisor. Practical application: Minimizing disruption to the supervisee’s development trajectory. Challenge: Coordinating timelines and ensuring all parties honor the plan.

Travel Reimbursement Clause – Related terms: Expense Policy, Mileage Allowance. The terms governing reimbursement for travel costs incurred by the supervisor when providing in-person supervision. Example: Reimbursement at the government mileage rate plus documented parking fees. Practical application: Clarifying cost expectations before travel is arranged. Challenge: Aligning reimbursement rates with fluctuating fuel prices and regional cost differences.

Virtual Supervision Platform Agreement – Related terms: Technology Use, Data Security. A clause specifying the approved digital tools for conducting remote supervision, including security standards and user responsibilities. Example: Sessions will be held via a HIPAA-compliant video platform with end-to-end encryption. Practical application: Ensuring both parties use a reliable, secure platform. Challenge: Keeping up with rapid technology changes and associated security patches.

Workload Capacity Clause – Related terms: Maximum Caseload, Resource Allocation. A provision that limits the number of supervisees a supervisor may handle simultaneously to maintain quality. Example: The supervisor agrees to supervise no more than eight coaches at any given time. Practical application: Preventing overload that could compromise supervision effectiveness. Challenge: Adjusting capacity when demand spikes or when a supervisee requires intensive support.