

Supervision and Coaching in Non-Governmental Development Organizations Experiences from Austria

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Context and question I

- Non-profit-sector:
 - state welfare and social sector - frequently offering services
 - social work: the client-professional-relationship as starting point of supervision
- meanwhile: **NPOs** are well-known for the **importance of supervision and coaching** as part of the professional training and as established instruments of human resource management and of quality assurance.





Context and question II

- But Non-governmental (Development) Organisations: what do you know?
 - „NGO“ refers to international political and advocacy organizations, mainly in the environmental and international development sector.
 - Organisations have relevance in societies and politics
 - Main financial base: donations and public funds
 - Development politics/ human rights/ emergency relief are attractive topics for volunteerism and young / higher educated employees
- NGDOs = employer / opportunity for involvement of volunteers
- My Question: For which occasions counseling is provided? Which meaning do supervision/coaching have in comparison to other instruments?

NGDOs - characteristics

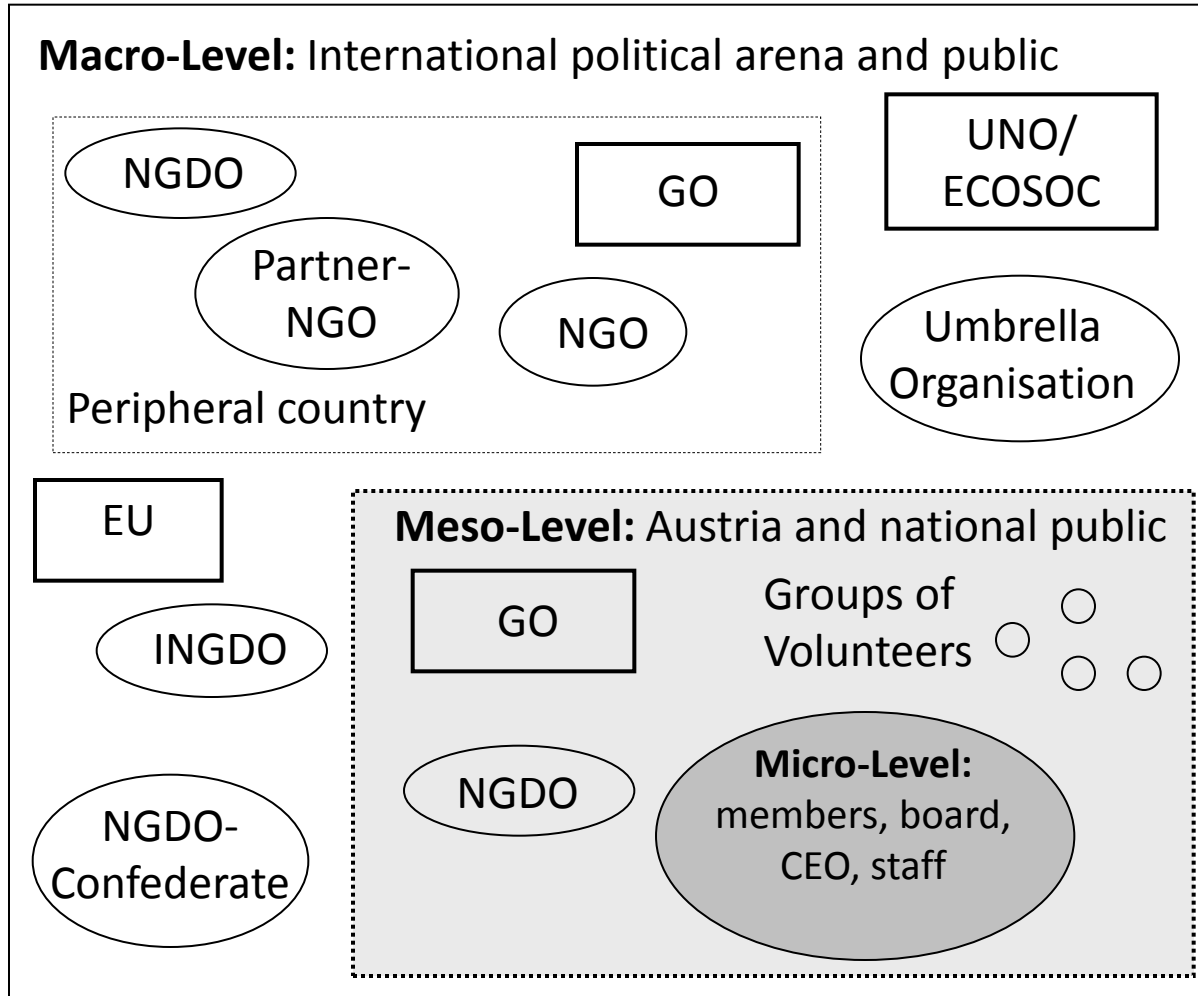
- Legitimacy problems of the policy field since the late 1980ies
- Increasing competition for resources and pressure to make a mark



- High standards of professional tools vs. Engagement of volunteers (“the banal request to help“)
- Change of international arenas and players



3-level-model



Analysis of requirements

Subjects for a coaching or supervision process on all organisational levels but majority on micro- and meso-level

Following causes are the most frequently analysed (by priority):

- Mediation between professionals and volunteers (leadership – board)
- Reorientation because of changing policy field
- Prevention of work overload
- Competences
- Handling of professional modifications
- Common understanding of values
- Accompaniment of a process
- Handling of difficult situations
- Consequences of professionalisation
- Mediation between work areas

A glance at organisational reality

Causes for counseling processes:

- Interorganisational/intercultural
 - Conflicts (mediation)
 - Organisational process (strategy)
 - Teambuilding
 - Donors (service)
 - Work-life-balance/ work overload
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- BUT: supervision and coaching are not institutionalized at all

Reasons



Reasons for the poor acceptance

- Few recognition as a mean of professional human resource management
- Gap in professional curricula training (NGDOs and supervision curricula)
- Financial Resources
- Efficiency calculated without losses caused by conflicts
- **In general: lack of experience on the side of supervisors, NGDOs and employees**

Thank you!



If you have any questions or comments, please contact:
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