

Autumn 2011

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Our Contributors:**EMCC 18th Annual
Conference****17-19 November 2011****Last chance to book!**www.EMCCconference.org



Message from our President

Petr Necas

As I start to write this introduction to our Autumn 2011 newsletter I have suddenly realised that this is my last letter to you as EMCC President. My presidency ends in November 2011 at the EMCC 18th Annual Conference in Paris. Looking back I can't believe how quickly the last 3 years have gone. I have thoroughly enjoyed steering this amazing organisation of ours. It is with pride that I have watched us grow in size through new members and new affiliated countries as well as stature and recognition in the mentoring and coaching world. I know that when I hand over the presidency to Lise Lewis in November I will be handing over a vibrant, growing and exciting organisation that will go from strength to strength under her leadership.

So for now, I will bid you all goodbye. To those of you who are coming to our conference in November I will be able to say farewell in person.

Lastly, thank you all for being such amazing friends and supporters of EMCC.

Regards

Petr Necas
EMCC President
[EMCC.President\(at\)emccouncil.org](mailto:EMCC.President(at)emccouncil.org)

The Facebook logo, consisting of the word "facebook" in white lowercase letters on a blue rectangular background.

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Strategic Plan for EMCC for the years 2012 – 2017

Lise Lewis
on behalf of the Executive Board

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The EMCC Council and Executive Board have been working together throughout 2011 to produce a strategic plan to drive the consolidation and development of EMCC over the next five years. The purpose of this plan is to provide strategic direction and choice for EMCC and will be subject to annual review to reflect changes in the coaching and mentoring world and in our organisation.

This strategic plan has been created and agreed with input and support of EMCC affiliated member countries and our workshop with the Council in Madrid June 2011.

The Executive Board has produced drafts for discussion, review and feedback during this period. We will produce a final draft during October with the aim of discussion and final sign off at the Council meeting in Paris in November.

The plan will define the:

- ◆ Purpose and Vision for the EMCC
- ◆ Strategic Objectives for the period 2012-2017 together with actions and timeframe for their delivery and measures of success to evaluate how effectively EMCC has delivered the actions to achieve the strategic objectives

The draft Strategic Objectives for ratification by Council are:

1. Strategic Objective: REGULATORY

To ensure compliance with commitments contained in the Code of Conduct, to strengthen self-regulation and to keep the legislative environment under review.

2. Strategic Objective: OFFERINGS

To be a market leader in providing a broad range of services perceived as the most reputable offerings for our members and others in the world of coaching and mentoring

3. Strategic Objective: BRAND

To be a recognized professional brand in coaching & mentoring worldwide

4. Strategic Objective: GROWTH

To grow EMCC membership through affiliate development and expanding geographical coverage

Arrangements for operational excellence including governance and finance budgeting arrangements to support the delivery of the strategy will be defined on agreement of the Strategic Objectives by Council.

Strategic alliances and working arrangements with volunteers will be a key feature of our focus for the future of EMCC.

This is a very exciting initiative in the development of the EMCC and one which is designed to raise our profile and to strengthen our existing partnership working with and between affiliated countries.



EMCC Sweden Visit
Irena Sobolewska, General Secretary

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On 1st September the EMCC Executive Board met with EMCC Sweden's board in Stockholm. This is part of the Executive Board initiative to visit each affiliated country in turn so that we can get to know the local board, find out about the local mentoring and coaching market, what is happening in the local EMC and how EMCC as a whole can help the board achieve its strategic objectives.

As usual the meeting was fun, informative and an opportunity for learning on both sides. The EMCC Sweden board had just had a meeting of their own on the subject of their local strategy earlier that day so our meeting with them was very timely. They can be pictured taking a well-earned break in the photo above (with EMCC Sweden's President – Tommy Braathen – seated on the left).

Our very fruitful discussion included feedback, in the style of good coaching practice, from both sides as well as an action plan for improving on-going communication, working arrangements and relationships.

The two hour meeting ended with an informal dinner. The next day the Executive Board continued their bi-monthly regular meeting where the focus of the agenda was on the management of Accreditation and further preparation of the 2012-2017 strategy.

Our next meeting is with the EMCC Luxembourg board and takes place on 20 October and is followed on 21 October with our next Executive Board meeting. Finally we will end the year with EMCC Denmark on 12 December.

Thank you to our hosts in Stockholm for a warm welcome and truly interesting experience.



Operational Excellence in Standards Committee
Gilles Gambade, VP Standards

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Building an effective EMCC organization is a decisive success factor in the achievement of our long-term objectives, as extensively discussed and agreed by all delegates during the last EMCC Council in Madrid in June 2011. Having that in mind, the EMCC Standards Committee has undertaken a deep transformation that will affect all the activities managed in the Committee.

Starting with EIA/EQA administration, the EMCC Executive Board has reviewed all alternative solutions in order to improve effectiveness in this area, including the possibility of outsourcing these activities. After intense reflection, it appears that the appointment of an accreditation manager is still the best option in our current development stage. Based on that, the position was re-defined and a new manager is currently being recruited by EMCC. (the closing date for applications is 28 October – more details are available on our website www.emccouncil.org). In parallel, all EIA/EQA administration processes will be reviewed in order to have a new organization ready at the beginning of 2012.

The review of the governance model of the Standards committee will be completed by end of 2011 in order to articulate clearly the accountabilities at the different levels of the decision making processes, taskforces, Standards committee and formal EMCC governance (Executive Board and Council).

The directions and priorities of the Standards committee will be confirmed and action plans for 2012 defined per functional area:

- ◆ **EIA:** After a first deployment phase of our EIA offering in the last 18 months, the EIA taskforce, led by David Sleightholm, is completing a review of EIA, based on the consultation conducted with the EMCC community of EIA holders, EIA/EQA assessors and council members. As a result, a new or simplified version of EIA will be developed and deployed as from the beginning of 2012. Priority of the taskforce for 2012 is the development of the EIA re-accreditation process.
- ◆ **EIA equivalence:** The project of defining and implementing a system of equivalence for the holders of the NOBCO coaching accreditation in Netherlands was completed successfully in June 2011 and more than 900 Dutch coaches are now EIA holders. Our objective for 2012 is to develop similar processes for other local and international individual accreditations,

in order to grow the EIA community in all countries, staying aligned with our core value of being an inclusive organization.

- ◆ **EQA:** The taskforce, led by Marina Dieck, is completing the development of the EQA re-accreditation process. The project is in a pilot phase for the time being in order to have an accreditation review ready in 2012. Based on that, our EQA holders will be able to renew their EQA accreditation. The existing EQA offering will be reviewed and decision taken on the launching of a new version in 2013.
- ◆ **SQA:** the taskforce led by Lise Lewis is presently running a pilot project with 13 providers from 4 different countries in order to finalize our offer for the Supervision Quality Awards. This project will allow us to offer the first accreditation for providers who offer training on coaching supervision. It is also an area of possible cooperation with the International Coach Federation (ICF), which expressed its interest in cooperating with EMCC for this project. In 2012, this offering will be fully deployed in EMCC and will serve as a foundation for the definition of the supervisors' accreditation. (This is an EMCC project and not a joint initiative with IAC and ICF as has mistakenly been reported in the coaching press).
- ◆ **Competence Framework:** EMCC and ICF have just agreed to start a common project of conducting a comparative analysis of the competence frameworks of the two organizations. This project will start before the end of 2011 and results will be presented in both organizations in 2012. Based on the results of the project, the two organizations will decide on further common actions. In parallel with this project, the taskforce, led by Anne Brockbank, will continue to work in 2012 on the improvement of the EMCC competence framework.
- ◆ **Quality Assurance:** It is our intention to continue to develop a robust quality assurance process that will apply to all our offerings. A taskforce dedicated to this activity will be constituted by the end of 2011 in order to put in place a clear action plan for 2012.

The absolute condition for the success of all these initiatives relies on the effective implementation of the EMCC offerings in the countries, with all our members. This requires increased communication with the country presidents and the local boards as well as better presentation of our offerings. The starting point will be the EMCC website where the presentation of Standards and EMCC offerings will be entirely reviewed by the end of 2011.

Finally, the development of the EMCC offerings continues to rely on the goodwill and the commitment of our members. This is why we call on all the members of EMCC to participate in the activities of the Standards committee. Very soon we will be able to assess and communicate our needs for resources, based on our final action plans for 2012, once they will be validated by the EMCC Executive Board.



EMCC Accreditation Manager
Irena Sobolewska, General Secretary

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Following a review of EMCC's accreditation processes we have decided to appoint a part-time Accreditation Manager. The role is for 8 days per month (candidates need to be available for approximately 2 days per week). We are offering a monthly fee of around €1,800-2,000 depending on applicant's experience.

Some more about the role:

Although a similar role has existed in the past this opportunity is a totally new one. We are keen for someone organised, enthusiastic, energetic and hardworking to take on this position. To start with there will be many systems and processes that will need renewing or defining from new. Once this has happened there will be a need to support local countries in their marketing and running of our accreditation products.

The Accreditation Manager will be answerable to the EMCC VP Standards and work closely with both the VP Standards and the VP Marketing. Key areas of accountability include:

- Accreditation management
- Product management
- General co-ordination within EMCC.

A full role description can be downloaded from our website.

Some more about the type of person we are looking for:

Essential:

- Highly organised and systematic approach
- Proven project management and administration skills
- Flexible and able to work with incomplete information
- Self-motivated, confident and able to work on their own
- Proven relationship management skills.

Important:

- Knowledge/experience of coaching/mentoring
- Knowledge/experience of accreditation
- Knowledge/experience of assessment
- Ability to work with people across different cultures and with different styles of working.

How to apply:

Once you have read the full role description please email your CV plus a detailed statement (around one-two pages of A4) stating:

- Why you would like the role of EMCC Accreditation Manager
- How your skills and experience match what we are looking for
- How this part-time role would fit into your current personal/business life.

The closing date for receipt of information is 28 October 2011 (but please don't wait til then, send your details in as soon as you are ready).

If you know of anyone who would excel in this role, please pass this email on to them and encourage them to apply.

We are keen to find absolutely the right person for the role. Once we have received all applications we will be creating a short list and aim to hold telephone interviews (video Skype calls where possible) during the week of 7 November. Our aim is to appoint someone shortly thereafter and hope that the successful candidate is able to start work at the beginning of December.

If you have any questions then please don't hesitate to contact me.



A Visit to EMCC Turkey
Lise Lewis, VP External Relations

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At the invitation of Riza Kadilar the President of EMCC Turkey I delighted in representing EMCC at the following events in Turkey:

- ♦ A session organised by Riza Kadilar at the 25th European People Management (EAPM) Conference hosted by Peryon who have operated in human resources for 40 years in Turkey
- ♦ Meeting with the ICF Turkey President – Gurken Sarioglu.
- ♦ Co-delivering a supervision workshop expertly organised by Tim Bright a member of the EMCC Turkey Board.

1. Representing EMCC at the EAPM Conference

The theme for the Conference was Convergence – Rethinking the role of people management as the catalyst. Our session was a panel event including Gamze Acar Bayraktaroglu (EMCC Turkey Board and Motiva International), Riza Kadilar (EMCC Turkey President), Tim Bright (EMCC Turkey Board and OneWorld Consulting) and myself and also Rengin Onay representing Coca Cola.

About 100 people attended our session and some of the questions asked of the panel included:

- ♦ As a purchaser of coaching / mentoring how can I determine the competence of the individuals offering their services?
- ♦ What coaching culture exists in Coca Cola?
- ♦ How does coaching serve leadership development?
- ♦ What should we do to ensure good quality work in coaching and mentoring?



This was a great opportunity to promote EMCC in Turkey and hopefully to attract more members. The photo shows Riza, Gamze and me standing by the Conference logo at the end of our session.

2. Meeting with ICF Turkey President – Gurken Sarioglu.

In the spirit of the on-going cooperation between ICF and EMCC, this meeting was an opportunity for Riza, Gurken and myself to talk about the Joint Code of Conduct and how this can be implemented by both organisations in Turkey.

Great to have this time together and see the positive move towards raising standards in coaching and mentoring across Europe and beyond.

3. Supervision workshop

Wanting to offer an event for the EMCC Turkey membership, Tim Bright organised a Saturday morning workshop, coming from the base that supervision is a requirement for EMCC members. The aim of the session was to provide theoretical input and practical demonstrations of coaching and supervision.

We opened the session with an update on the Joint EMCC/ICF Code of Conduct aimed at promoting public confidence in coaching and mentoring as a process for professional and individual development. The main requirements were covered relating to members having:

- ♦ Appropriate theoretical and practical competence where their competence is measured against an equivalent competency framework

- ◆ Continuing professional development and consulting a more experienced coach/mentor for practice quality management
- ◆ Applying a code of ethics with minimum standards of ethics and professional behaviour
- ◆ Professional bodies make this a requirement of membership and have in place a procedure with monitor and deals with alleged breaches of the code.

Following this, I introduced delegates to Proctor's model of supervision (Normative, Formative and Restorative) before a coaching session with Tim and a volunteer delegate. Tim was able to integrate elements of Solutions Focus and Positive Psychology into the session. The delegate was impressed with the result achieved and was able to identify an action to be taken the same day!

Following an overview of the Shohet and Hawkins – 7 modes of supervision, we followed up with a supervision session between Tim and I on his coaching session with the delegate. This was a little different from my usual supervision discussions having been an observer of the coaching. However, feedback suggests the aim of introducing delegates to the model of supervision and how it benefits practice was achieved.

Delegates found the workshop engaging and informative and we enjoyed the experience of working through an emergent experience. An event we'd recommend you consider emulating for your own country members – and we even managed to attract a couple of new members to EMCC Turkey!

A main highlight of my trip to Istanbul was meeting members of the EMCC Turkey Board – Riza, Tim, Gamze, Mehtap and Bayram – all doing excellent work to re-energise EMCC Turkey. A warm thank you to you all for all your hard work, making me so welcome and sharing your aspirations for raising the standards of coaching and mentoring and membership development in Turkey.



Marketing VP Update
Irena Sobolewska, General Secretary

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Following a great response from our members to the recruitment of a new VP marketing to join the Executive Board we were able to short-list and interview three equally experienced and amazing candidates. After a Skype video call with each candidate one person struck us as someone that would not only admirably fulfil the role but would also

be a good fit with the rest of the Executive Board team.

The candidate joined the Executive Board at our next meeting on 21 October to further discuss their vision for the EMCC brand and to test how well we can all work together. We're delighted to say that all went well and we offered the candidate the role. We'd love to be able to tell you more, but protocol (and governance) dictates that the EMCC Council ratifies the appointment at our next Council meeting in November. We'll feature a full update and interview with our new VP marketing in the next issue of the newsletter.

Code of Conduct Update

Gregoire Barrowcliff, VP Regulatory Affairs

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A Code of Conduct for Coaching and Mentoring jointly prepared and submitted by the International Coach Federation (ICF) and European Mentoring and Coaching Council (EMCC), has been published in the Self- and Co-regulation database maintained by the Single Market Observatory (SMO) of the European Economic and Social Committee (EESC).

The Code establishes a set of guidelines as a benchmark for ethics and good practice in coaching and mentoring. It forms the basis for the development of self-regulation for the coaching and mentoring profession. It was drafted with regard to European law and is now listed on the dedicated [European Union Self- and Co-Regulation Database](#).

This publicly accessible database is co-managed by the European Commission and the EESC and also includes codes of conduct for other professions such as the Council of Bar and Law Societies of Europe and the European Association for Psychotherapy.

The Code serves three primary goals: to guide the conduct of coaches and mentors; to inform clients; and to promote public confidence in coaching and mentoring as a process for professional and personal development.

The ICF and EMCC have worked together over the years on various projects - all in the spirit of encouraging and supporting the growth and integrity of professional coaching worldwide. Joint efforts and discussions are centered on research, standards for coach-specific training programs, and individual credentials and regulatory items.



Conference update

Irena Sobolewska, General Secretary

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With only a month to go to our 18th Annual Conference in Paris (17-19 November) we're into the final countdown of preparations. Last week Sarah Rhoads (who heads up our administration team) and I made our final visit to the Novotel Est Paris hotel where the conference is being held. We checked over the location, made last minute adjustments to our requirements and made sure all our Audio Visual needs were going to be met.

Our three keynote speakers have been finalised and their requirements have been noted.

The conference opens on Thursday 17th November with Peter Hawkins' keynote session exploring why the world needs high performing leadership teams and how team coaches can respond to this challenge.



Peter Hawkins, is Professor of Leadership at Henley Business School in the UK and founder and emeritus Chairman of Bath Consultancy Group. He is a leading consultant, writer and researcher in leadership and leadership development and a thought leader in executive coaching, team coaching and coaching supervision.

Day 2 (Friday 18th November) opens with Marielle Bezy and John Leary-Joyce who will use Tango as a vehicle for exploring the nature of the coaching relationship and the controversial area of coach as follower and leader.



John Leary-Joyce is an experienced executive coach, trainer, supervisor and presenter and currently EMCC UK President. He is founder and CEO of AoEC (Academy of Executive Coaching) an international provider of accredited individual & team coach training up to Masters level.



Marielle Bezy is an economist who studied at the Sorbonne, Paris. She worked for a long time for an organisation that promotes international mobility, completed a coach training and now coaches as part of her role.

Finally, our conference closes on Saturday 19th November with a structured dialogue with an amazing group of sponsors from global companies (which includes BarCap, BBC, Diageo, Fujitsu and KPMG) who will share their experience of working together to understand the broad shifts in the agenda of corporate coaching and mentoring, and will engage with audience members in addressing their issues in an open dialogue.

All the session speakers have confirmed their details and biographies. All this information is available on our conference website www.EMCCconference.org and will be published in the delegate book allowing everyone to make an informed decision on which of the five parallel sessions to go to.

Finally, if the keynotes, other speakers and amazing Paris location hasn't already tempted you to sign up for the conference then knowing that you'll get a 10% discount at the famous Galeries Lafayette might help you to decide to attend. It's never too late to book, go to www.EMCCconference.org in order to make your booking on-line.



Visiting the ICF Conference in Las Vegas (USA)

Gilles Gambade, VP Standards and Alexander Vreede, EMCC Treasurer



Over the last years European EMCC and the International Coach Federation (ICF) have gotten much more serious about co-operating together where possible. Also being competitors – at least in Europe

where we both have around 5.000 members – doesn't have to stand in the way of working together whenever possible. A good example is our submission of a jointly prepared Code of Conduct for Coaching and Mentoring at the European Union.

Part of our cooperation is that at each year's Annual Conference members of the board of the other organisation are invited to be present as honoured guests. These conferences are also used for discussions at board level on "matters of mutual interest.

This year's ICF Conference took place in renowned Las Vegas: USA' paradise for gambling, shows and fun in the middle of the Nevada desert. EMCC's Executive Board decided to send the two of us – Vice President Standards Gilles Gambade and Treasurer Alexander Vreede – to the US as EMCC's representatives.

In Vegas we joined a well-oiled conference machine at the Convention Centre of one the many gambling palaces annex multi-room hotels. Hardly surprising by the way as gambling palaces with hotels, conference facilities and theatres are all there is to Las Vegas. Here ICF put on an absolutely impressive, extremely hospitable and perfectly organised conference for almost 1.000 ICF members. The setup was similar to what we are used to at EMCC conferences: plenary sessions with keynote speakers plus a number of breakout sessions with workshops or lectures accompanied by a really large information market.

The first keynote speaker was Michael J. Gelb on "How to think like Leonardo da Vinci": an inspiring presentation on the 7 core elements of the thinking of absolute genius Leonardo. *Curiosità, Dimostrazione, Sensazione, Sfumato, Arte-Scienza, Corporalità and Conessione.* Michael

Gelb gave us a swinging show with a new and unexpected insight around each corner, preceded by an unusual degustation of wine and chocolate to liberate our poetic soul at the occasion of a poetry contest. At this occasion, Alexander revealed his hidden talent by winning the second prize! For those who want to know more:

<http://michaelgelb.com/programs/seminars-and-workshops/how-to-think-like-leonardo-da-vinci/>

Even more impressive was Sir Ken Robinsons second keynote: "The element: how finding your passion changes everything". A presentation with an endearing simplicity full of British tongue-in-cheek humour but with a real content: the element is where natural talent meets personal passion. When people arrive at the element, they feel most themselves, most inspired, and can achieve at their highest level. But why (and how) do we so often stifle when trying to reach the element? Want to know more? (and you should!):

<http://sirkenrobinson.com/skr/the-element.>

Joining workshops (6 rounds of 5 or 6 simultaneous programs) turned out to be difficult for who at the same time wanted to do some real networking. But that was what we had come to do in the first place. And what we did extensively.

Five days after we had left we were home again, unpacking our luggage. What did we bring home with us? First and foremost the memory of a great conference we had been privileged to join. It would be totally useless to compare this conference with our EMCC conference, obviously they do not serve the same purpose and the cultures of the 2 organizations are quite different as well. However we were able to collect a long list of tips and good ideas we might be able to use in the EMCC organisation, marketing and PR. And also many useful contacts (and business cards of course) with nice colleagues we both had come across and had talked with.

But most important of all the notes of a very fruitful private luncheon meeting we had with ICF president Ed Modell, President Elect Janet Harvey and Executive Director Magda Mook on how to move the EMCC-ICF cooperation to a new stage. Our talks will of course be continued during the EMCC Annual Conference in Paris where ICF's President, President Elect and Executive Director will be our guests.