

Spring 2012

Contents	Page
Message from our President	2
Spotlight on an EMCC Country President	3
Solidarity Coaching	5
Standards Update	5
Marketing Update	6
Interview with Pilar Lorenzo	7
Finance Update	8
Conference Update	8

Our Contributors:



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**The EMCC exists to develop, promote and set the
expectation of best practice in mentoring and
coaching across Europe and beyond, for the benefit of
society**

**Our vision is to be the "go to" body in
mentoring and coaching**

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Message from our President

Lise Lewis

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Dear colleagues

Welcome to your newsletter. The EMCC Executive Board has just returned from a good meeting in Bucharest at the end of April and I'm delighted to be able to bring you the latest developments from our work at that meeting and since I last wrote to you about three months ago.

But first let me say how lovely it was to meet with Stefan Andrei and Roxana Mocanu from Romania the evening before our Executive Board meeting. Stefan and Roxana and other founding members are working on setting up EMCC Romania and we hope that although the legal documentation will be completed by our EMCC Council meeting in June so that we can formally welcome Romania to EMCC!

I also want to thank Sladja Milosevic, EMCC Serbia President, who also attended this meeting and updated us all on the latest work in EMCC Serbia.

Executive Board structure and responsibilities

I really believe the Executive Board is developing a robust team profile with portfolios designed to strengthen EMCC's market profile as a leading professional body. Since the last newsletter, I've circulated to all members of Council, a presentation showing a high level view of the responsibilities for each Executive Board member. This has been followed up with further presentations detailing the roles of Vice President Standards and Vice President Marketing. Similar presentations for the rest of the Executive Board roles will be communicated in the next few weeks. You can access these presentations via your Council members and/or through your country communication network and take the opportunity to view the presentations. I hope you find them informative in showing:

- Key areas of responsibility for the named Executive Board role
- Structure for the delivery of the responsibilities for that role both at EMCC and country level
- Processes for each area of responsibility
- Decision making arrangements for each of the processes relevant to the Executive Board role

Members of the Executive Board have given considerable thought to producing these presentations as communication tools and to provide a leadership focus for their EMCC role. This level of detail is shared with you so that you are more informed about the work needed to sustain and develop EMCC. Through

communicating in this way, we also hope you are encouraged **to volunteer** to support the Executive Board leadership roles in the delivery of the EMCC Strategic Plan.

You may remember from the last newsletter the mention of advertising from within our membership for the role of Vice President Research. I'm delighted that this new role attracted a good level of interest and we had several applications. The selection process from the Executive Board perspective was completed at our meeting in April and we have made our recommendation to Council for appointment. We will have the results of the Council vote in the very near future and will update you on the outcome.

Guidelines for attracting and sustaining Volunteer support

Draft **volunteer guidelines** will be circulated to the EMCC Council for consultation in the near future. Do contact your Council member if you have views about what will be helpful to include in this document. **You can view a list of Council members and their contact emails on our website by clicking on [this link](#)**. It's important that we encourage our members to volunteer and also offers ways of acknowledging and appreciating people's efforts. The guidelines are being developed with this purpose.

Operational Excellence

The Executive Board is also in the process of working with the EMCC Council on Operational Excellence with the purpose of reviewing the nature of the relationship between EMCC and affiliated countries. We believe this will reflect what's appropriate for the growth that EMCC has experienced over the last few years as well as for our future development. Consultation is in progress on developing Operational Excellence arrangements and will be a key feature for discussion when Council meets in June.

Update you on the activities for the President focus

- I recently contributed to an article for publication in Coaching at Work. The focus was on evidence of cooperation between professional bodies. As you know I'm keen to continue with the EMCC philosophy of 'inclusivity' and to champion our guiding principle of raising standards and the sharing of good practice in mentoring and coaching. There is increasing willingness from professional bodies to engage in cooperative dialogue and this is encouraging for demonstrating the professionalisation of our work and for self-regulation
- An invitation to participate in a professional bodies panel (ACTO, EMCC, GSAEC, ICF and CCE) at The Conference Board event in New York in March, provided an opportunity to promote the

work of the EMCC and to be recognised as a major contributor to the development of mentoring and coaching. I felt privileged to work alongside colleagues in other leading international professional bodies

- An Affiliated Country Plan is being developed to define areas such as the:
 - EMCC strategy for growth
 - Support available from Executive Board for new and existing EMCC countries.
- I'm in the early stages of:
 - Developing our contribution and approach to social responsibility
 - How we can put the 'M' for mentoring back into the EMCC
 - Understanding more about our cultural richness within EMCC to strengthen our organisation and the mentoring and coaching offering generally.

If you are motivated to contribute to any of these areas, let me know.

On behalf of the Executive Board, may I encourage you to let us have your views, let us know how we can support you and keep the communication flowing between us.

As always a big thank you to all of you who volunteer to the work of the EMCC.

Very best wishes from Lise

EMCC President

Click [here](#) to see who the Council Members are from your Country

Spotlight on an Country President with Irena Sobolewska

We bring you another new feature in our quarterly newsletter which will now include, in turn, an interview with each of our Affiliated Country Presidents.

Thierry Gaches – President, EMCC France

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Irena: Tell us a bit about yourself? What's your background? Who are you when you're not working with EMCC?

I am 57 years old, divorced, with 3 grown up children, one of them living in Cambridge in the UK, another one in Paris

and the younger one in Montreal.

I have had two professional lives. The first was as a manager in Singapore, then in Europe and finally in the US before returning to Europe again. The functional areas were sales and marketing, finance, IT and general management in two large corporations (Mars in my early years and Accor later on). I was very interested with management development and team management, I earned a nickname at Accor : the Coach!

Well, I suppose I had to show they were right. So seven years ago, I decided to become a Coach. I trained with Vincent Lenhardt and have been coaching executives and teams ever since.

To your last question, who am I when I am not working with EMCC? Well, it does not happen very often as, since I became President of EMCC France, there is not a day without at least a moment devoted to EMCC. Phone calls, meetings, working sessions – the position of Country President is very demanding, yet so interesting.

But of course in reality, I have a life outside EMCC. I love cycling and sailing with friends. Last year, we sailed two weeks from South Brittany in France to the Scilly Islands in the UK and back, a lovely adventure.

Irena: And tell us a bit about EMCC France?

EMCC France (formerly AEC) was founded in 2004 and has been affiliated with EMCC since 2007. Our membership has grown regularly and reached 460 at the end of last year.

Our local French Council is made of 12 people, some of them – Michel Moral and Grégoire Barrowcliff – are quite well known to the wider EMCC community. We also have Guilaine Rouillier who runs the EMCC international project on solidarity coaching. But we have also a lot of other people who contribute a great deal who may be less well known (currently) by the EMCC community. They all run important projects such as Solidarity coaching in France, the EIA deployment project in France, the Communication (Brand) group and all the events such as our yearly symposium at the end of each January or the various workshops, not forgetting all the regional delegations in the major French cities and regions.

Our local Board has two Vice-presidents, Michel Moral and Isabelle Demeure (who has been running the Solidarity coaching program for 5 years before handing it over to Eveline Forlot), our Treasurer Remi Gaspard and our General Secretary Françoise Bachelet.

People are very committed and although I cannot name every contributor, I want to take this opportunity to thank everyone for their engagement.

Irena: What's the mentoring and coaching market like in France?

Data on the French market is not readily available. However, there have been recent studies (by SF Coach in 2010) showing that the market was moving towards professionalisation. As an example, 96% of coaches said that they have had specific coaching training, 96% said they are being supervised and 93% have organisational experience. The numbers vary between 3,000 and 5,000 (depending which source you consult), out of which about 1,500 belong to a professional coaching society. ICF France has about 700 members, EMCC France about 500 and SF Coach about 250.

Revenue wise, the coaching hour costs between €200 and €400 and a session lasts 2 hours. With calculations and rough "guesstimates", the market value of coaching only should be around €100 million yearly.

Irena: What are EMCC France's plans for 2012 and what do you think your biggest challenges will be?

We have worked out strategic priorities that are in line with EMCC strategic plan, namely :

- To roll out EIA as a replacement to our current "titularisation" process and implement in France all aspects of the auto regulation commitments
- To develop a communication strategy in order to progressively position EMCC France as the "goto" professional body in coaching (in line with the new EMCC vision)

- To further develop "solidarity coaching" in order to benefit society through times of turbulences
- To develop our regional presence and our membership.

There are many other projects going on such as the preparation of our next year's symposium and monthly workshops, the offers and welcome kit for our new members, the setting up of a research group and so on.

Our biggest challenge this year will be to build a strong and dedicated team that is fully aligned to our objectives, where everybody gets a sense and pride of belonging. Hence, our motto this year which is "Together, let us go further"

Irena: What do you enjoy most about being President of EMCC France?

Leading a team with an exciting project is very enjoyable. I am fortunate to be surrounded with bright and lovely individuals that want to make a difference. My greatest satisfaction is to feel their motivation at the end of one of our French Council meetings. Further, the feeling of being able to contribute to a better understanding of our profession by the public also motivates me.

Calling All Volunteers

Your EMCC needs you!

We will shortly be mailing all of you with more details of the types of volunteer opportunities available.

We are aiming to give as much detail as possible as to what exactly we are asking people to do, how much of your time we are asking for and what you will get out of it in return.

So keep an eye out for the mailing and think about how you can help EMCC as well as make a contribution to the profession.



Solidarity Coaching

Guilaine Roullier-Arduin
Co-ordinator Solidarity Coaching
across EMCC
EMCC France Board Member

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During the last EMCC conference in Paris, we organised a workshop on Solidarity coaching together with Rita Knott from Luxemburg and Eveline Forlot, the French co-ordinator. Our objective was to present Solidarity Coaching to EMCC members, from our different experiences, and to make our audience want to do something similar in their respective countries.

Solidarity coaching can be seen as the window of social & environmental responsibility of the coaches, particularly true during economic crisis situations. We also wanted to demonstrate that through Solidarity Coaching we can play an active role in society and to encourage everyone to develop this kind of coaching in other parts of Europe.

The workshop started with a presentation on the concept of Solidarity Coaching, then Eveline presented the French experiences since 2005 and Rita presented the Luxemburg experience, followed by time for questions and answers.

The workshop was introduced by Alexandra Eleftheriou (President EMCC Greece) and took place on Saturday morning when our brains were still a bit foggy following the conference dinner the night before and with pictures of the French Cancan in our heads (from the night's entertainment). Our workshop participants was a small but very attentive and reactive group. Many questions arose such as: the difference between Solidarity Coaching and Standard coaching, frame rules, deontological rules, supervision, the border line with psychotherapy, the coaches recruitment, the financial conditions of coachees, solidarity partnership etc. The questions were answered from the point of view of France, Luxemburg and Greece, with the active participation of Alexandra.

The outcome of this workshop is that we have now another country which is getting prepared to launch Solidarity Coaching, thanks to the persistence of Marie Lindwall Wahlberg from Sweden. We are expecting a decision from the Swedish board very soon. Then, we will be five EMCC affiliated countries enrolled in this process of Solidarity Coaching : Belgium, France, Greece, Luxemburg, and hopefully Sweden.

If you would like to develop this concept in your country and just need the little extra motivation to do so, please contact me and I would be very pleased to help you in starting the process.



Operational Excellence in Standards

Gilles Gambade

EMCC VP Standards

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The EMCC launches in June 2012 its revised European Individual Accreditation (EIA) award – EIA v2. This quality award for mentors and coaches enables them, their clients and the sponsors of their mentoring and coaching to be assured that an excellent quality of mentoring/coaching is provided.

Practically speaking, all applications received after June 2012 will follow the reviewed EIA format.

The award has four levels, allowing each applicant to be assessed at the level considered most appropriate to his/her skills and experience. It is based on the EMCC Competence Framework, a research-based compilation of the most effective coaching/mentoring attributes. Assessment is undertaken by well-trained and supervised assessors. Evidence is required demonstrating a sophisticated level of reflection. Continuous professional development is not simply measured in hours, but application to practice is assessed. EMCC believes that there may be many routes to mentoring/coaching competence; a key principle in the accreditation process is inclusivity and maximum flexibility while maintaining EMCC standards of quality.

The EIA award was first launched in 2010. A thorough review was performed in 2011 following a survey conducted with key EMCC stakeholders in order to make final adjustments to the process. David Sleightholm, the EMCC EIA workgroup leader who co-ordinated this review said, "Feedback from mentors, coaches and applicants is that the process is rigorous and the award is valuable. But we must reduce the time required of the applicant and to make the whole process simpler."

Based on this review, key changes in the EIA v2 include:

1. A revised (lower) fee
2. A structured interview
3. A reduced number of learning logs
4. Required cross-referencing to the EMCC Competence Framework's eight major competences, but not to the related capability indicators. These remain as guidelines for both applicants and assessors

5. A further simplified application for individuals who hold a certificate issued by an EQA Provider; i.e. no evidence required that was already assessed in the EQA application process.

The launch of EIA v2 will be a joint effort of EMCC Marketing and EMCC Standards, and a communication/marketing plan including the target groups defined as well as communication actions agreed at EMCC level has been provided to each EMCC affiliated country.

The information available for all countries includes (in English):

- EIA Guide for Applying v2 for EQA holders
- EIA Guide for Applying v2 for non-EQA holders
- EIA presentation for countries (marketing oriented).

All EMCC stakeholders will be invited to attend 1 of 3 interactive webinar presentations where they will have the occasion to understand the main aspects of the reviewed accreditation process and to receive clear answers and clarifications.

Both EMCC Marketing and EMCC Standards are at the disposal of the affiliated countries that would like advice and/or support for the development and launching of local communication/ marketing plans.

The information available for the EMCC assessors includes (in English):

- EIA Assessors Guide v2
- EIA presentation for assessors (technical oriented).

All EMCC assessors will be invited to attend 1 of 3 interactive webinar presentations where they will have the occasion to understand the main aspects of EIA v2 assessment process and to receive clear guidelines for performing assessments. They will be able as well to ask questions on-line in order to receive all necessary clarifications.

Both the EMCC EIA workgroup leader and the EMCC Accreditation Manager are available to provide further information and/or explanations to the assessors.

The EMCC Executive Board and the EMCC Standards management group are particularly proud that more than 1,700 people already hold an EIA award. We believe that the launching of EIA v2 will strongly encourage existing and future EMCC members to consider the accreditation as a necessary step in their personal and professional development and in the enforcement of high mentoring and coaching quality standards for the profession.

Feel free to contact me directly with questions.



Marketing Update

Pilar Lorenzo
VP Marketing

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Over the last four months, several changes have occurred in EMCC Marketing:

We have just finalised the EMCC Marketing structure. In January the marketing workgroup and business model, approved by the EMCC Executive Board, was sent to all EMCC Council members. There are still some countries without a special marketing representative, but we'll keep them informed of any initiative and progress through their Affiliated Country Presidents.

Finally we've got a Social Media and On-line Marketing workgroup leader, whose name is Luis Cochofel.

Since January we're working with the EMCC Standards work group on the new EIA Launch. We have sent them a first proposal with several initiatives and we're working on that. Main activities will start in May.

The EMCC Corporate Identity Manual was ready late April and has already been sent to all EMCC Council Members. As well as the manual each EMCC Affiliated Country will have a pack which includes EMCC logos and different logos for each one of the Affiliated Countries. This manual will be a dynamic document constantly updated.

At the same time, and following the Objectives set up by EMCC for the current year, we're working on

- Building up an EMCC brand strategy
- Developing an EMCC communications plan and strategy
- Building up an EMCC social media plan.





Interview with Irena

Irena Sobolewska
General Secretary

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In this interview I would like to introduce to you **Pilar Lorenzo**, **EMCC's newly appointed Vice-president of Marketing**



Irena: You joined the EMCC Executive Board in October 2011, tell us what made you want to apply for the role?

Pilar: In fact, several reasons made me apply. Firstly there was my interest in continuing to work at an international level, maintaining relationships with people from different countries (something that I experienced while working for international firms over the last 20 years). Secondly, my interest in co-operating with the profession in terms of credibility, development and growth. Finally (and not last), I have always enjoyed applying creativity to my job, so I thought the Marketing role for EMCC was an excellent opportunity to cover and experience all these.

Irena: Tell us a bit about yourself? What's your background? Who are you when you're not working with EMCC?

Pilar: I studied law, but my professional background is in Human Resources. I worked for 20 years for different international leading firms in sectors such as the automotive industry, banking, construction, mass consumer goods etc. I had senior positions managing human resources not only in Spain, but in different countries worldwide. My main interest has always been Development and Talent Management issues, and this was the reason for me to discover and to study the Coaching discipline in 2005. Three years ago I started focusing myself in the practice of coaching and I founded a firm focused on Talent Management, and organisational and executive coaching.

In my daily life I enjoy being with my friends and family; I am a cheerful person, honest, eager to learn and to help others, a hardworker and easily adaptable.

Irena: You've only been with us a seven months, what have been your first impressions?

Pilar: My first impressions are that there's a lot to be done and it takes time, especially considering that this is an heterogeneous group of people, with diverse interests, priorities, etc.. All this is not easy to manage but actually makes the role a challenging one, despite this.

Irena: I am sure our membership would be interested to know what the role of VP Marketing actually entails, can you give us some highlights?

Pilar: I would say the highlights of this role are : brand management, some communication issues, the promotion of EMCC activities and offerings, social media and on-line marketing, market research and PR.

Irena: What do you think you're biggest challenges will be in your role for 2012?

Pilar: I think they were clear from the moment the new EMCC strategy for 2012-17 was set and approved by EMCC Council at the end of 2011. The biggest challenge is to increase EMCC brand awareness and also to promote its activities and offerings. EMCC has an extraordinary value ass too for its research based knowledge, and has to be better recognised for that.

Moreover I believe we need to focus on progress and growth in a more modern and open minded way. Initiative and creativity are needed but we have now a great team in the Marketing workgroup that I'm sure will contribute to it.

Irena: And what are you looking forward to most in the role?

Pilar: Well, professionally, I would summarise it as having the chance to help and contribute to the profession's improvement, promoting the EMCC brand worldwide, its excellent accreditations, the work done in research, the efforts in regulating mentoring and coaching etc. Personally, I look forward to enjoying what I do and getting to know interesting people.



Finance Update

Alexander Vreede
Treasurer

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What has the EMCC treasurer been up to these last months? First of all – and that took a lot of time – I have been working on a new pricing model for our Quality Standards Offerings EIA and EQA (plus discounts for all kinds of application varieties that occur in real life).

Together with the EMCC VP Standards, Gilles Gambade, and Cara Crisler our new Accreditation Manager we have been able to rearrange our 2010 pricing model to accommodate a lot of Affiliated Countries and applicants who had difficulty with the high fees we were charging for EIA and EQA. We do hope that this will encourage more coaches and training institutes to apply for EIA or EQA and enable Affiliated Countries to promote them in their countries. Or even apply for the license to operate EIA and/or EQA themselves.

Apart from this I have – based on the excellent work of Irena Sobolewska on our payments, invoices and bookkeeping – been preparing our 2011 financial results for the next Council meeting in Athens on June 15th. In the past we used to present the accounts of the previous year in the November Council and General Assembly meetings. This made the financial part of these meetings (accounts as well as next year's budget) somewhat overloaded. But Belgian law – as well as our statutes – now requires that we present these accounts in the first six months of the year. This we will now do and it will be a much better arrangement.

What will be in these accounts? At the moment I am writing this they are not fully completed, but I can already give you the general picture (a sneak preview even – ahead of EMCC Council!). We have had a very slight loss. Unfortunately this is in contrast to the small budgeted profit and even to the prognosis of a very small deficit presented to the EMCC Council meeting in Paris in November 2011. But that is how it appears to be at this stage.

The reasons for this disappointing result mainly lie in two factors: our 2011 conferences (especially the Paris annual conference) have not brought us the profit we anticipated and the income from membership fees is less than budgeted. The latter factor is surprising as membership fees are budgeted on the basis of the numbers of members given to us by our affiliated countries. So this is definitely something we need to have a closer look at – which we naturally will do before the next Council meeting.

I look forward to giving you more details when the EMCC Council approves the 2011 accounts at their June Council meeting.



2012 Conferences

Irena Sobolewska,
General Secretary

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Once again EMCC is holding two conferences this year:

- 19th Annual Mentoring and Coaching Conference from 15-17 November in Bilbao, Spain
- 2nd Annual Mentoring and Coaching Research Conference from 3-4 July at Sheffield Hallam University in the UK.

Additionally EMCC's in your country will be running a variety of events and local conferences. For more details of these go to "what's on" under your country's pages on our website www.emccouncil.org

You can find more details on both conferences and on-line booking at our dedicated conference website www.EMCCconference.org.

19th Annual EMCC Mentoring and Coaching Conference

We have three excellent keynote speakers at our 19th Annual Mentoring and Coaching Conference being held in Bilbao, Spain from 15-17 November 2012.

On Thursday 15 November we start the conference with **Mikah de Waart** a renowned international consultant, speaker, personal and professional coach. A tireless scholar of the latest techniques in Motivation, Sales, Leadership and Personal Growth and Professional. A prestigious international Coach, specializing in seminars to executives, Mikah has personally trained over 15,000 people in Spain, Czech Republic, Belgium, Holland, Portugal, Thailand and Mexico, among others. Many people have regained their enthusiasm, passion, inner strength, leadership and motivation after participating in one of his seminars and have managed to achieve their personal and professional challenges.



On Friday 16 November we start the second day of our conference with **Nancy Kline**. Nancy is President of Time To Think, an international coaching and leadership development Company. Time To Think has offices in the UK, South Africa, the USA and Australia. Nancy teaches coaches and leaders to become experts in

creating Thinking Environments with their clients and their teams. Nancy's keynote speech will focus on the Thinking Environment and its approach to mentoring and coaching.

On Saturday 17 November we close the conference with **Dr Roberto Luna-Arocas**. Recently elected President of EMCC Spain, Roberto is Professor in the Department of Business Management, Faculty of Economy at the University of Valencia, Spain. His research interest and professional experience is focused on talent management and executive coaching.



You can see more details about these keynotes speakers and all our session speakers at our conference website www.EMCCconference.org

2nd Annual EMCC Research Conference

We have two excellent keynote speakers at our Research Conference being held at Sheffield Hallam University in the UK from 3-4 July 2012.

On Tuesday 3 July we start the conference with **Dr Jonathan Passmore**. Jonathan's session will review current claims in coaching practice by both practitioners and beliefs held by clients. Secondly it will critically review the growing research literature on coaching, what recent studies are telling us and the strength of these claims. Finally the session will consider the future decade. What do practitioners and clients need to know about the nature of coaching. How can researchers make a contribution in filling this knowledge gap.



On Wednesday 4 July we close the conference with **Dr Reinhard Stelter**. The main focus of Reinhard's lecture will be on the interplay between research and practice and possible ways of improvement: What can



researchers do to transmit their results and knowledge sensibly to the community of practitioners? How can researchers and practitioners cooperate? And how can practitioners develop their practice by including results and knowledge from research? The final perspective of the lecture will be on giving an answer to the question: How can practitioners develop their own practice by becoming reflective practitioners - and even further: practitioner researcher? The lecture will be a contribution to a higher integration between research, theory and practice especially for the benefit of the practice of coaching and mentoring.

You can see more details about these keynotes speakers and all our session speakers at our conference website www.EMCCconference.org

How to attend the conferences for free!

Don't keep information about these conferences to yourself. Let others know. If they're not an EMCC member then you can earn yourself a refund of 15% for every person you introduce who books the conference. Persuade 6 people to attend and you can go to the conference for free!