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Message from our President

Lise Lewis

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Dear colleagues

Welcome to the final newsletter of 2012 and may I take this opportunity to send you all very best seasonal wishes and may you all be happy, healthy and successful in 2013.

The latest news on activities taking place in your EMCC includes contributions from us all as volunteers on the Executive Board with updates on everyone's portfolio responsibilities. We'd like to hear from you too about how you think we're doing on your behalf and what you would also like to see happen. If you'd like to contact me personally send me a tweet on @EMCCPresident or email me

[EMCC\(dot\)President\(at\)emccouncil\(dot\)org](mailto:EMCC(dot)President(at)emccouncil(dot)org)

So, I'll open the newsletter with details of events attended in promoting and developing your EMCC:

ICF Conference 3-5 October 2012 – London:

Reciprocal arrangements provides 3 invites to members of the Executive Board to attend the ICF Global Conference. I attended with Alexander Vreede and Gilles Gambade. As well as meeting up with ICF colleagues, being at this event provided the opportunity to see other colleagues from COMENSA in South Africa and also APAC in Singapore as well as continuing cooperative discussions with ICF and AC.

HCA/EMCC Greece Inaugural Meeting 11 October - Athens:

The well-publicised official launch of our Affiliate Country in Greece attracted existing members and also many others who were interested in learning more about the coaching scene in Athens.

I was delighted to be invited to join other guests representing the HCA/EMCC Greece and HR professionals in Greece, to promote EMCC and to offer a view on the current and future presence of mentoring and coaching worldwide.

EMCC Ireland Board Meeting 25 October – Dublin:

As with all the Affiliated Country board meetings, we find these opportunities invaluable for gaining a greater understanding of what's happening in the Affiliate Country and how as Executive Board we're able to offer support. Also, we appreciated the feedback we gained from EMCC Ireland about how we can enrich the promotion of EMCC and have a stronger external presence – thank you!

EMCC Council meeting 14 November – Bilbao:

With the EMCC Annual Conference in Bilbao from 15-17 November, we took the opportunity of holding the Council meeting the day before. Po Lindvall, our VP Research engaged Council in a group activity reviewing the draft Strategic Objective for Research, Alexander Vreede our Treasurer presented an improved approach to the EMCC budget process and we finished with an exchange of ideas about each Affiliated Country's approach to growing membership. The outcomes when collated will be shared with all member countries.

EMCC 19th Annual Conference 15-17 November – Bilbao:

As always the conference offered a broad range of quality speakers on diverse topics. The buzz felt and heard throughout the conference confirmed the level of appreciation and sharing of stimulating conversation evoked by the sessions.

Lucy Ryan provided an excellent MasterClass on the morning of 15 November on evidence-based research in Positive Psychology and applied to practice. The event was well attended and feedback confirmed everyone's appreciation of Lucy's delivery, the many activities experienced and the availability of supporting professionally produced strengths and motivation card resources.

A highlight of the conference was of course our 20th Anniversary celebrations. We honoured our roots, gave thanks to volunteers who contributed to the work of the EMCC (countries also have local volunteer support) and made special awards to people nominated from our membership. Thanks go to Eric Parsloe, Honorary VP of EMCC UK and Sunny Stout Rostron of COMENSA for sharing the panel responsibility with me for the selection of the awards.

A major step forward in the professionalisation of mentoring and coaching was achieved when we met with colleagues from AC and ICF during the Conference. Hopefully you will have seen the press release announcing the formation of the Global Coaching and Mentoring Alliance (GCMA) for the purposes of formally cooperating and working together on areas of reciprocal interest to our members and all those connected with the emerging profession. (You can read more about this later in this newsletter). We have our first planning meeting in February 2013.

Moroccan Women's Mentoring Forum 24/25 November – Rabat

I felt privileged to accept the invitation to represent EMCC at the above event held to promote the work of women throughout Morocco and accelerate their entry into the paid workforce through the sale of their village products. On the day after the Forum I met with representatives of 3 different mentoring/ coaching organisations willing to come together to form a new EMCC affiliate.

See my [President's blog](#) on the website for more information and photos of the event.

Update on 2012 achievements from my President's portfolio identified for the period 2011-2014:

- **Evidence of cooperating between Professional Bodies** – achieved and on-going with the support of the Executive Board through the Global Coaching and Mentoring Alliance (GCMA)
- **Regenerating our roots in Research** - achieved with the appointment of Po Lindvall as VP Research and the formulation of a Strategic Objective for Research – well done Po on progress so far
- **EMCC is recognised as raising the profile of mentoring** – putting the M back in EMCC! – achieved with the first e-mentoring conference being held in January 2013 – thanks to David Clutterbuck and Irena Sobolewska for organising and the forming of the EMCC Mentoring work group whose first project focuses on social responsibility through transferring knowledge from skilled workers to those entering the job market
- **Actively engaging members to join our volunteer support** – volunteer policy produced and implemented – EMCC volunteers celebrated and awarded a small pin with a big message of thanks at the Annual Conference in Bilbao
- **Strategic Objective: GROWTH** – Expanding geographical coverage – new Affiliated Country Romania with Morocco, Portugal, Cyprus, Croatia in development phase

- **EMCC has a rich source of cultural diversity within member countries. Understanding more about our cultural difference and similarities will strengthen our organisation and the coaching and mentoring offering** – focus for 2013
- **Providing a world view of how coaching and mentoring can improve people's lives and strengthen a sense of community especially during economic recession** – focus for 2013.

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



Reflections on EMCC Annual Conference, Bilbao

David Megginson, EMCC Special Ambassador and Emeritus Professor of HRD

Two things contributed to a particular warmth and engagement about this conference. One was the generous gratitude of our President, Lise Lewis, in thanking contributors to EMCC for their services. The other was the city of Bilbao itself and the stylish and obliging hotel in which we were based. Even the dogs in the parks seemed friendly, and the combination of autumn colours, brilliant bridges and the iconic architecture of Gehry's Guggenheim Museum.

The themes that remain with me from the conference are (1) the learning philosophy of coaching scheme designs in organisations; (2) the relationship between refreshment and goals; (3) an exploration of positive psychology; (4) Danes and deep theory, videos and Foucault; (5) Transformational creation of coaching cultures; (6) The quiet radical: Nancy Kline.

Learning Philosophy of Coaching Schemes

I went to three engaging presentations of organisation coaching schemes - from PwC (the Professional Service Organisation), ERGO, (a German insurance company), and Five Boroughs Trust (a mental health organisation). The PwC programme was brilliantly supported with a multiplicity of roles – just in the coaching component of the programme there were individual coaches, partner coaches, team coaches, peer coaches and project coaches. The ERGO programme, by contrast, emphasised that less might be more: there was no chasing after competencies, the ownership of content and process was handed to participants, and an emphasis on

feedback. The feedback was needed because senior executives were seen to operate, as it were, in a flotation chamber, where they received no external feedback – this leads to a tendency to hallucinate. The learning philosophy in ERGO was a radical approach to handing to participants the responsibility to make their own programme. The third case, Five Boroughs partnership NHS Trust, was presented by the organisation's CEO and the HR Director. Simon Barker, the CEO, talked candidly about his journey from Tyrant to Transformer, and the part that coaching played in this journey. Tracy Hill, the HR Director, showed how coach development and change in leader behaviour was seen to contribute to creating a coaching culture.

Relationship Between Refreshment and Goals

Sam Chittenden's session was about dwelling on possibility, exploring the use of poetry in coaching. Her gracious, coherent, illustrated session, created a balm of refreshment where 'great writhing words as, uttering overmuch stood helplessly before the spirit at bay'. (e. e. cummings). Nancy Kline pointed to the place of silence in allowing magnificent thinking from the people we work with. By contrast, Mika de Waart sought to advocate both using goals and being refreshed: to me this proved a contradictory and implausible impossibility.

An Exploration of Positive Psychology

Roberto Luma made a coherent account of positive psychology, as well as presenting data on the impact of talent management processes. A deep engagement with positive psychology came from a half day workshop from Lucy Ryan before the start of the conference. She explored strengths, emotions and motivation using creative tools and alternative diagnostics. My grumpiness about positive psychology, fuelled by reading Ehrenreich (2009) and Burkeman (2012), evaporated in the face of Lucy's persuasive clarity.

Danes and Deep Theory, Videos and Foucault

I went to two sessions presented by Danish researchers. Morten Bertelsen illustrated the videoed coaching sessions he had recorded (using two cameras), and had us analyse what we saw – the range of responses from the audience highlighted the ambiguity of experience. Niels-Henrick Sørensen presented his work-in-progress analysis of supporting transformation of young people's experience of school by encouraging ownership of their experience. This was done through an 'externalising conversation' and other approaches based on the work of Michael White. He also explored how the contribution of Karl Weick

(1995) could add to his analysis. This was a tough, deep session that was also engaging and energising – as was the contribution of Serbian Jelena Pavlovic, on constructionist coaching. Transcripts from one group coaching session illustrated how changing the stories participants tell or act out leads to the establishment of new selves. I was greatly heartened by the quality and engagement of these researchers, and also troubled by their illustration of the intuitiveness of much that we do in coaching and mentoring. In a sense, it seems that Foucault (1979) lives.

The session that Ines O'Donovan and I ran on "Being Published" again gave a positive indication of the depth and breadth of research and writing in coaching cultures. EMCC's next Research Conference is at Trinity College in Dublin, Ireland, 27-28 June 2013.

Transformational Creation of Coaching Cultures

The corporate cases I mentioned above (ERGO, PwC and 5 Boroughs) were all contributing to developing coaching cultures. However only the smallest of these organisations (5 Boroughs) was formally aspiring to create a coaching culture. This raises for me the question of what is the optimum size of a coaching cultured company. Chief Executive and Board support, breadth and depth of internal coach development, and integration with other initiatives came through in each of these accounts.

The Quiet Radical: Nancy Kline

Some of us have heard Nancy Kline speak: others haven't. Whether we were familiar with her work or not, few could fail to be impressed with the clarity and touching candour of her presentation. For me, hearing her this time in the context of other sessions in this conference, I was struck by how radical her message is. So many people talking about coaching and mentoring emphasise the need for the coach to understand and empathise. Nancy is clear that what is important is not coach understanding, but coachee understanding. Or, as I heard Benjamin Zephania, the Caribbean performance poet, put it, 'what I want is over-standing.' Having heard Nancy's session I wrote this haiku:

- Frail strength, your small voice.
- Resonates in head and heart.
- Leaves fall in Basque dawn.

References:

- Burkeman O. 2012 *The antidote: Happiness for people who can't stand positive thinking*. Cannongate, Edinburgh.
- Ehrenreich B. 2009 *Smile or die: How positive thinking fooled America and the world*. Granta, London.
- Foucault M. 1979 *Discipline and punish: The birth of the prison*. Vintage, New York.
- Weick K.E. 1995 *Sensemaking in organizations*. Sage, Thousand Oaks, CA

I wish all of you a Merry Christmas and a very successful New Year in 2013! Together we will build on some great achievements of this year like EMCC Hungary's 1st Leadership Conference held in April and the recent completion of the first EQA assessment process. Our biggest challenge in 2013 is to deploy the EMCC global strategy in a way that mentors, leaders and researchers also feel EMCC Hungary as a place that it's worth to belong to. Many thanks to our major contributors, we count on them and on new active members next year!

Zoltan Ar dai, President EMCC Hungary

Boldog Karácsonyt és sikereken gazdag Új Évet kívánok minden tagunknak! Olyan idej sikerekre építhetjük 2013-t, mint az áprilisi első Leadership Konferenciánk vagy a mostanában befejeződött első EQA akkreditációs folyamatunk. Jövőre a legnagyobb kihívásunk, hogy úgy valósítsuk meg az EMCC stratégiát, hogy mentorok, vezetők és kutatók is olyan helynek érezzék az EMCC Magyarországot, ahova jó tartozni. Nagyon köszönöm legaktívabb tagjaink munkáját, 2013-ban is számítunk rájuk, ahogy új lelkes tagokra is!

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EMCC 20th Anniversary Awards



Photos Left to Right: 1. Tuula Lillia, Finland. 2. Guilaine Arduin Roullier and Eveline Forlot collecting the award on behalf of the EMCC France Solidarity Coaching Team with EMCC President Lise Lewis (centre). 3. Peter van Eyk (EMCC Germany President) with EMCC President Lise Lewis collecting the Deutsche Telecom award on behalf of Susanne Klein and her team. 4. Ian Paterson (EMCC UK Managing Director) with EMCC President Lewis collecting the award on behalf of Burnley Borough Council. 5. Guilaine Arduin Roullier, Eveline Forlot (Solidarity Coaching, EMCC France), EMCC President Lise Lewis, Tuula Lillia (Individual Practitioner – Mentoring, Finland) and Irena Sobolewska, EMCC General Secretary (Outstanding Contribution to EMCC)

Brussels, Belgium, 22 November 2012 – Founded in 1992, the European Mentoring & Coaching Council (EMCC) began its 20th anniversary celebrations at the EMCC 19th Annual Mentoring and Coaching Conference in Bilbao, Spain 15-17 November 2012.

As part of the celebrations EMCC had asked its membership to nominate candidates for a special

anniversary award.

The panel presiding over the awards consisted of EMCC President Lise Lewis, EMCC UK Honorary Vice-president Eric Parsloe and COMENSA Founding President Sunny Stout Rostron. The panel used the following criteria for the awards: representative of membership across EMCC, aligned to EMCC focus and strategy, inspiration to others/significant

contribution and focus on both mentoring and coaching. The panel decided on five awards and the categories and recipients are:

- Individual Practitioner – Mentoring – Tuula Lillia, Finland
- Social Responsibility – Solidarity Coaching – EMCC France
- Coaching Programme – Deutsche Telekom, Germany
- Coaching Organisation – Burnley Borough Council, UK
- Outstanding Contribution to EMCC – Irena Sobolewska – EMCC General Secretary

“These awards are a great way to celebrate everyone who has worked hard over the last 20 years to make mentoring and coaching what it is today” said EMCC President Lise Lewis as she introduced the award winners.

“This is such a big surprise but especially a great honour and a privilege for me personally as well as for Finnish mentoring. There are many wonderful women, good colleagues, who have been working for Finnish mentoring for 20 years. And there are many, many younger women, who continue with such energy in the field. With all of them I wish to share this Award” said Tuula Lillia as she accepted the award for Individual Practitioner – Mentoring from the EMCC President Lise Lewis. “I strongly believe that mentoring is a unique means of developing people during these challenging times when creativity and resourcefulness are required. Mentoring suits everybody, everyway - and any time.”

“The Solidarity Coaching Programme is our membership’s way of giving something back through pro bono coaching of people who cannot afford coaching. Currently 1/3 of EMCC France’s members take part in the Solidarity Coaching Programme” said Eveline Forlot as she received the award from the EMCC President Lise Lewis on behalf of the whole of the Solidarity Coaching team in EMCC France. “I am especially proud that we have already started to rollout the programme to other EMCC countries, namely Luxembourg, Greece and Sweden. This award will raise awareness and our aim is to have all 20 EMCC affiliated countries participating in the programme.”

“The Deutsche Telekom coaching programme has been instrumental in changing not just the leadership style but the very lives of many engineers and technical managers in our company” said Suzanne Klein via a video when receiving the EMCC award. “I am proud to have been part of this programme.”

“Burnley Borough Council decided to implement a coaching programme in 2009 despite the start of

economic difficulties in the UK and around the world” said Gina Cole via a video when receiving the EMCC award. “It has been instrumental in changing the mindset of our managers, our employee satisfaction has risen and it has helped us cope with the tough times”.

“I’m speechless, thank you” said Irena Sobolewska, EMCC General Secretary, when collecting her award for outstanding contribution to EMCC from EMCC President Lise Lewis. “It was very difficult keeping this award secret from Irena” said EMCC President Lise Lewis “Irena’s the one who organised the awards and we wanted to make sure she didn’t find out about this one. I’m delighted to say we managed it!”

Go to www.EMCCconference.org for more details and to book on-line for our 2013 conferences:

- 1st ever Mentoring eConference 16-18 January 2013
- 3rd Annual Mentoring and Coaching Research Conference – Trinity College, Dublin, 27-28 June 2013
- 20th Annual Coaching and Mentoring Conference – Athens, Greece – 21-23 November 2013



Partnership Leads to Creation of the Global Coaching & Mentoring Alliance

Three Coaching Organisations Team up to Advance Coaching

The Association for Coaching (AC), the European Mentoring & Coaching Council (EMCC), and the International Coach Federation (ICF), have teamed up to create the Global Coaching & Mentoring Alliance designed to advance the professional coaching and mentoring industry. After years of working together, the three organisations have created a formal agreement that declares, “As a collective of global professional coaching and mentoring bodies we seek to build alliances, a cooperative spirit, purpose and initiatives where we can partner to make a difference to the emerging profession and society as a whole.”

The Global Coaching & Mentoring Alliance met recently at the EMCC conference in Spain to finalise the agreement and begin moving plans forward. At the conference, they agreed to create a framework for the future, produce a unified industry agenda, determine how to reach critical stakeholders, and establish criteria for additional bodies joining the Alliance in the future. The Alliance is currently reviewing other professional coaching and mentoring organisations to extend joining invitations.



Left to Right: Janet M. Harvey, President of the International Coach Federation; Katherine Tulpa, Global CEO of the Association for Coaching; Lise Lewis, President of the European Mentoring and Coaching Council. “This alliance is a turning point,” says EMCC President Lise Lewis. “Creating it has been driven

by EMCCs response to our member and client sponsors who look to us to create clarity in the world of mentoring and coaching. All three bodies are already jointly committed to self-regulation and together we will be instrumental in further co-operation on professionalization whilst acknowledging our differences.” Lewis concluded, “This alliance will contribute to EMCC’s mission that mentoring and coaching will play a vital role in benefiting society.” For more information visit emccouncil.org.

The Alliance is a key component of ICF’s strategic plan. ICF President Janet M. Harvey said, “The Board of Directors has emphasized forming global alliances. The creation of this Alliance is a step forward in achieving ICF’s goals of advancing the coaching profession and being in service of humanity flourishing.” ICF’s CEO Magdalena Mook added, “It is so important that the coaching and mentoring bodies speak with a unified voice. The profession, the coaches and the purchasers of coaching all will benefit from that.”

AC’s Global CEO Katherine Tulpa states, “We are thrilled by the potential this alliance can bring, in our collective journey for coaching and mentoring to become a sustainable profession, and most importantly, make a real impact to those we serve.” Tulpa continued, “This [alliance] marks a key milestone in coaching history, in that it shows that we can achieve more together, than apart, and speaks to some of the founding principles that coaching is built upon – those based on collaboration, growth, and being future oriented.”



News from the EMCC Treasurer Alexander Vreede

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These days being part of EMCC truly feels European: in the course of just a few weeks I have been moving along the continent and its different climate zones. First travelling from the windy Netherlands fall to our Annual Conference in a quite sunny and fine Bilbao. Then through to our Executive Board meeting in Budapest where the first snow just started to fall and make the roads slippery. And finally back to my own country that is now completely white due to early heavy snowfall.

All these last weeks EMCC's 2013 budget has been on my mind. How to match the finances required realising our strategic plans for the coming years with the income we calculate? How to analyse our budget in a more professional way and see what our 'cost centres' and 'profit centres' are? How to find other sources of income? How to set up a workable process within our Executive Board to make our budget proposal to Council? And how to present that proposal to Council in such a way that all relevant information is given without evoking too many too detailed questions?

Finally we managed to do all that (maybe except for the 'evoking too many detailed questions part'.....) and had a good though lengthy discussion in the Bilbao Council meeting. In the end our budget proposal for 2013 was accepted, as it appeared to be sound, well-argued and realistic.

The 2013 budget now allows for an expenditure of €412,315, while depending on a projected income of €414,257. Main sources of income are our conferences (42.6%), our affiliation membership fees (36%) and our products & activities (22.3%). Expenditure is mainly devoted to our conferences (37.5%), the EMCC organisation & communication (35.3%) and our products & activities (27.2%).

As you can see for yourself there is only a very narrow margin between income and expenditure. This is hazardous for any organisation: what if income does not come in but expenses still are made? Over the last years EMCC has always had budgets like this where in reality income turned out to more than match the expenses. Nevertheless some of the Council members were worried about the potential risk EMCC might be running with this budget.

Council therefore decided to ask the Executive Board to put expenses to an amount of €15,000 on hold in a

'contingency budget' for the first 6 months. This amount cannot be spent unless there is enough clarity that sufficient income is or will be received. During our Budapest meeting the Executive Board designated expenses totalling €14,400 to be part of this contingency budget until further notice.

Together with the acceptance of the 2013 budget Council also agreed on some action plans for the near future and the longer term:

1. To set up a small workgroup of representatives from large and small countries with the task of analysing the present (dating from and unchanged since 2009) system for affiliation fees paid by countries and – if necessary – making recommendations for improving the present system
2. To make a complete overview of all existing membership categories in Affiliated Countries including their fees and requirements, to be discussed at the June '13 Council meeting in Dublin. The result may be a proposal to harmonise membership categories and their requirements in all Affiliated Countries
3. To set up a small workgroup of members to research possible ways of realising external funding through sponsorships, subsidies and grants. Should the required knowledge and experience for this not be available within EMCC itself we may have to engage the services of a professional adviser and/or an experienced and trustworthy professional fundraiser.



An Interview with Irena

Irena Sobolewska
General Secretary

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Presenting EMCC Hungary President – Zoltan Ardai

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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?

Zoltan: I believe I'm a team player. I always count on people's contribution and I also like to contribute. Perhaps thanks to my personality, different communities sooner or later have empowered me to lead the team, from the school or the football teams I played for through to my professional career. I graduated as an electrical engineer but actually I haven't ever really worked in my original profession. Although I spent 15 years in a global electrical company I was managing, later leading smaller and bigger teams therefore leadership has gradually become my primary profession. Six years ago I looked for new challenges fitting my competencies, interests and personality and found coaching as an exciting opportunity. By now it's clear to me that it was an excellent choice. I've been running a small executive coaching firm being part of an international professional & business network. I try to balance it with my other passions: family, football, angling and commitments in different associations. It was a great honour when three weeks ago I was elected president of EMCC Hungary.

Irena: And tell us a bit about EMCC Hungary?

Zoltan: The predecessor of EMCC Hungary was established in 2006 by our former president, Terezia Koczka, as Association for Leadership Culture. Since the affiliation to EMCC in 2008 we have had around 15 members, supporters. Terezia invested a lot into global EMCC agenda while others translated and published major documents like Code of Ethics, EIA & EQA materials, Code of Conducts, etc. This year in April we held our 1st Conference on Leadership & Coaching Competences that was a great success thanks also to keynote speakers like David Clutterbuck and John Leary-Joyce. The other important moment in our life was the completion of the first EQA (Foundation level) assessment at the end of the year. We hope new members will join us after leaving the

accredited course and willing to go for individual accreditation.

In the brand new board the distribution of roles hasn't yet been completely done. Olga Kiss will surely manage our communication & networking tools as well as events, Terezia runs our standardisation and education activity and we are in progress with Judit Gáspár to precise her role.

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

Zoltan: I would call it an emerging market. There is no reliable data available about the size or number of mentors and coaches. Some surveys have been conducted in the past few years, based on them our estimate is 400-600 "coach business cards". I prefer to call it like this because the professional quality is so much varying all along the scale that I wouldn't dare to call all of them a coach. Coaches with any kind of serious accreditation are less than 100. Another interesting feature of our market is how different coaching associations see it as a competitive place instead of a collaborative space. We will try to do something to change this phenomenon. Finally, the purchasing power has been increasing for 5-6 years – but rather modestly due to the financial difficulties of sponsor companies since 2008. We don't know its overall size, however the number of coaches & mentors grows more than their market.

Irena: What are EMCC Hungary's plans for 2013 and what do you think your biggest challenges will be?

Zoltan: First of all we'd like to create our own strategic plan in Q1 2013 that shows us how to deploy EMCC's global strategy locally. We'll do our best to involve mentors, practicing leaders and researchers too already at this stage. Otherwise we certainly go on with the EQA assessment with the same institution but on practitioner level and we'll find out how to promote EIA more effectively. If we are successful in these two activities it will bring new members and awareness. We'll look for cooperation with other associations to join our forces in educating the market. All the other action items come after our strategic discussion.

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

Zoltan: After 3 weeks it's too early to say anything. Currently I enjoy that members trust me and the opportunity that I can move EMCC Hungary forward excites me.



Marketing
Pilar Lorenzo
EMCC VP Marketing

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One of the Marketing work group main objectives is to increase the level of awareness on EMCC. This current year, which is now coming to an end, has been the first one of our challenging journey. We thought that, it was necessary to consolidate and unify the EMCC image, which is the set of attributes that we associate to our brand, so we started working on these with the edition of the EMCC Identity Manual, and continue with the promotion of offerings and events, giving also a little boost to activity in social networks.

Right now, our working group is growing and new members will certainly help us in the exciting work of spreading and promoting the EMCC excellence and standards in the fields of coaching and mentoring, giving new impetus.

During the upcoming year we will focus on all external communication issues, to reinforce the brand and growth objectives, included in 2012-2017 strategic plan.

In 2013 the final design of EMCC Brand Strategy will be ready to be implemented, a "Newsflash" will be delivered monthly promoting EMCC conferences, programs, offerings, etc and a range of marketing materials and deliverables will be created to support Affiliated Countries on Promoting EMCC USP (unique service points).

For achieving our main goal of increasing brand awareness, it's necessary on top of communicating to do it with certain frequency; this is why we also plan to increase our visibility through social media, as this has expanded into a growing field.

I would like to take advantage of this opportunity and encourage you to actively participate in our social media sites and blog.

With best wishes for a Merry Christmas and a Happy New Year.



An Interview with Irena
Irena Sobolewska
General Secretary

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Introducing David Sleightholm

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Irena: You're EMCC's EIA WorkGroup leader, tell us how that came about?

David: Assessment has been a big part of my work for many years. So when EQA was first piloted, EMCC invited its members to apply to be assessors. I was selected. Having worked as part of the EQA assessment team, I became part of the EIA pilot too. I was invited to become part of the UK EMCC Standards Group because of my assessment experience, and, I am told, because the then Chair, Eric Parsloe believed I would be very honest in my comments. The UK group abolished itself in favour of a European Standards Group and volunteers were sought to take responsibility for specific products. I offered to lead on EIA. I would like to tell you that there was strenuous competition, but I won out. but I think I may well have been the only person to apply!

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

David: I have a degree in Mathematics, and am trained as a Social Worker. I worked for 28 years with the Probation Service, initially as a probation officer, but eventually as a Deputy Chief for 10 years. So I have always found working with people fascinating. And I have a strong belief that there is good in everyone, whatever they have done. My wife and I have a business. she works with schools and teaches helping them with the primary curriculum and especially language teaching. My work is coaching and mentoring. I am also a member of the faculty of The OCM, where I tutor and supervise candidates on EQA-awarded programmes. I work a great deal with diversity issues. I have two children, of whom I am very proud. James is 25, training to be a teacher and Katie is 22, and is at medical school.

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

David: The role seems to be constantly changing. When I started, the role seemed to be to undertake a careful review of the EIA version 1 and devise version 2. However, this gained a sense of urgency as members and some EMCC national organisations said that it was too costly in terms of candidate time and assessor time, and it needed urgent revision. So we have worked hard to produce a version - Version 2 - that we think will meet the concerns raised, and be acceptable in each of the different countries and markets of Europe. We have also debated and devised a renewal process, and a process to enable members with ICF credentialing to gain EMCC accreditation by evidencing only those aspects of their work that are not covered by the credentialing. We have updated an on-going coach mentor development record that will enable members to record and reflect on their practice. An added benefit of this is that if you then decided you would like to apply for EIA, then you will find that much of the work has been done already in the development record.

So my role is to lead EMCC work on EIA development. Responsibility for marketing and administering the products lies elsewhere. It was a new role, so I had to work it out as I went along. I was conscious that much of the development of the EIA had taken place in the UK, and been based on work done in the Netherlands, and other EMCC country organisations were saying that it did not work in their market. So I thought it vital to talk with people from all parts of Europe and to try to work out what is the best compromise between different ideas from sometimes different cultures. My management style is not directive, and I always try to find a consensus, and I have looked to have with me a working team of people who also represent the different cultures and markets of Europe. Of course there are downsides to being a consensus builder – but we have a remedy. There are members of the team who tell me when I am not closing the discussion quickly enough!

Irena: What do you think is the biggest challenge in your field for 2013?

David: EIA V2 and the on-going development record are rolled out and an urgent priority is to roll out renewal arrangements. We will begin thinking about the next generation EIA v3, and welcome ideas from members. And, of course, this will be influenced by some joint work to be undertaken with ICF on competences. Having put so much effort into devising products, we are very keen to see as big a take-up as

possible, so I am sure we will work in support of the Marketing that is led by Pilar Lorenzo, VP Marketing.

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

David: I love working with colleagues from different parts of Europe. I feel very much a European, and find the UK political attitude infuriating. I do think that Europe must work together on so many issues, and I am really pleased to be working with such a talented group of people. EMCC is a voluntary organisation, and it occasionally creaks a little. But there is such a well of goodwill and camaraderie within this organisation. It is a delight to be a member and to play a part in developing accreditation mechanisms that will hopefully work for everyone.



Regulatory Affairs
EMCC VP Regulatory Affairs

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Earlier this year, in a joint initiative aimed at self-regulation, the European Mentoring and Coaching Council (EMCC) and the International Coach Federation (ICF) filed with the European Union a common Code of Conduct as the benchmark standard for the coaching and mentoring industry. The Code of Conduct forms the basis for the development of self-regulation for the coaching and mentoring profession. It is drafted with regard to European law such as to be registered on the dedicated European Union database which lists self-regulation initiatives in Europe. This publicly accessible database is co-managed by the European Commission and the European Economic and Social Committee. See www.eesc.europa.eu/?i=portal.en.self-and-co-regulation.

Recently Association for Coaching (AC) also signed the Code of Conduct. Therefore there are now around 15,000 coaches/mentors all over Europe whose professional organisations have committed to the European Code of Conduct, thereby declaring that the industry is capable of upholding high standards without government intervention. Other organisations are being considered to join by invitation.

Since the signing of the Code of Conduct we have also agreed new criteria with ICF and AC to ensure that all organisations joining the self-regulation initiative are independent, not-for-profit and committed to working for the professionalisation of the industry.

We have a full action plan for 2013 for implantation of the Code of Conduct that includes setting up a WorkGroup to educate affiliate countries and encourage compliance with its content as well as a "Code of Ethics" WorkGroup to work on revision of current code of Ethics, and related Disciplinary and Complaints procedure(s)



Research

Po Lindvall
EMCC VP Research

The first item on the agenda for research has been to propose is a strategic objective and an action plan for EMCC Research. A WorkGroup put a proposal forward that passed through the Research Senior Academic Bouncing Board and the Executive Boards inspection. At the Council in November we ran a workshop to with Council members, resulting in proposals for further adjustments and changes to the strategic objective and action plan.

A developed version of the strategic objective and an action plan is now to be circulated through Council, and we are hoping for an agreement in principle of this proposal by Council in order for EMCC Research to start exploring some topics at the beginning of 2013.



An Interview with Irena

Irena Sobolewska
General Secretary

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EMCC Special Ambassador – David Megginson

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Irena: You're an EMCC Special Ambassador, tell us how this came about?

David: David Clutterbuck and I were conscious of the dangers of 'founder syndrome' and didn't want to outstay our welcome. However, we wanted to continue to make a contribution, and one way that this could be formalised was to link up with country EMCCs and to contribute to founding conferences or annual conferences where required.

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

David: In the 1960s I was in at the founding of the Training Boards and the implementation of the Industrial Training Act. I worked for an employers association, a global company (Unilever) and a Training Board. This led to running courses for trainers with Tom Boydell and Mike Pedler in Sheffield, and finding a voice in the world of one-to-one development. Tom and I published A manager's guide to coaching in 1979, and then I met David Clutterbuck at an Industrial Society conference where we were both speaking and he approached me with the idea of forming what was initially called the European Mentoring Centre, which then evolved into the EMCC, with the crucial involvement of John Whitmore, Julie Hay and others. Subsequently EMCC has been steered by your indefatigable work, Irena, for which we all need to be profoundly grateful. Lise Lewis's current leadership has also been significant and exemplary.

My first degree was in botany and the philosophy of science. and this led me into systemic thinking and to a critical perspective on truth claims of all kinds including those of normal science and of charismatic gurus.

I came from a musical family, and in spite of being singularly devoid of musical talent myself, I have been involved as a chair of the largest chamber music promoting organisation in the UK outside London, called Music in the Round.

My wife, the sculptor Vivien Whitaker, and I look after a 10 acre wood, and use our thinnings to fuel our two wood burning stoves. We don't own the wood but have lifetime use of it from a generous friend.

I have been a member of a men's self development group for the last 25 years, and that group, my colleagues in the Coaching and Mentoring Research Group at Sheffield Hallam University and my lifelong collaboration with David Clutterbuck, have been the three relationships outside my family that have been most generative in my life. Even as I say this, I realise that this excludes other relationships hugely significant to me. Roger Harrison the OD and self-directed learning writer and thinker has been my mentor over several decades, and his unfailing wisdom and sharp Yankee humour (he feels very East coast, in spite of his family settling in California, and his now living near Seattle) have been a constant spur. Mike Pedler and Tom Boydell are a continuing source of challenge and inspiration. I don't know what my life would have been like over the last quarter century without the loving challenge and support of Vivien, but it would have

been much thinner and drabber. And the list goes on.

A big part of who I am comes from my membership of the Quakers. My local meeting in Bakewell in the heart of the UK's Peak District National Park is filled with spiritual adventurers and seekers who are a source of inspiration to me in my own journey - and I am delighted to be a member of a spiritual community that has no doctrine and therefore does not require me to believe three implausible things before breakfast. For the last year I have been the clerk to the Area Meeting for Quakers in Nottinghamshire and Derbyshire. This has been fulfilling and challenging. I could go on - the finest brother that one could ask for, my Saturday morning running group, the Dore business book club, my Lake District walking group, my challenging and talented children, and sparky grandchild. What is there not to be profoundly grateful for?

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

David: I am a member of EMCC Council so have an opportunity to share my thoughts and to ask questions about the direction and future of EMCC. This is an honour and a privilege. It also makes me grateful to be a European. It gives me perspectives on national identity and the fractures in national identity that our little corner of the world with its diverse traditions has fostered, and helps me to learn how these differences can be a force for good in the world. Recently I have spoken at a couple of EMCC country conferences - in Ireland and Finland and that has been engaging and developmental for me and hopefully for the audience. I also spoke at an ICF conference in Lithuania and that seemed useful in linking our two great coaching organisations, who are forming a three way alliance (GCMA) along with the Association for Coaching.

Irena: What do you think you're biggest challenges will be in your role for 2013?

David: Maintaining a balance between reflection and action. Being wise enough to not take on tasks beyond my powers, while not flinching from doing what I might do to contribute. Living adventurously.

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

David: The companionship and the sense of journeying together on an unknowable route. As I said at the EMCC Conference in Bilbao 'Caminante no hai camino/ sino estelas in la mer' - 'Wayfarer, there is no way, only foam traces in the sea'.

Standards

Gilles Gambade



EMCC VP Standards

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The last quarter of 2012 was a very busy period for EMCC Standards as we were able to finalise a number of projects directly linked with our strategic objectives.

Regarding the Individual Accreditation (EIA):

- the launching of EIA v2 was completed by the delivery of a series of webinars both for affiliated countries and assessors and we run a panel in November for our first EIA applications. Full deployment of EIA will be for 2013
- The renewal process for EIA was finalised and this new quality offering will be available in February 2013
- The "bridging" process between ICF accreditation and EIA was finalised and EMCC members will be able to transfer their ICF accreditation to EIA during Q1 2013, under specific conditions
- The process of transfer of local accreditation for members from France, Luxembourg and Belgium was now completed and EMCC members of these 3 countries will gradually join the EIA community in 2013
- Similar process for members from EMCC Spain is presently under finalisation and EMCC Spain will definitely adopt EIA Standards in 2013.

As a whole, 2012 was a critical year for the EMCC individual accreditation (EIA) and we expect that more than 1600 EMCC members will be EIA accredited at the end of 2012.

Regarding the Supervision, the Quality offering for supervision training (ESQA) was finally completed in Autumn 2012 and 9 ESQA providers participated to the pilot "assessment" process. Both quality offerings for individual supervision accreditation (ESA) and supervision training (ESTQA) are under final development and will be available during the months of 2013 and we expect that they will quickly become the quality reference for the market.

Apart from that, Quality offering for coaching/mentoring training (EQA) is presently under review. taking in account all feedback received from EQA providers, EQA holders and EMCC/Country accreditation managers. Two interesting fixtures that require special attention are the Quality assurance process for organisations delivering training in multiple countries and new definition of quality standards with the

introduction of technology in training delivery (eLearning).

One of the key objectives of EMCC standards for 2013 will be to contribute to the professionalisation of coaching/mentoring and a number of initiatives will certainly be discussed and launched with the Global Coaching & Mentoring Alliance (GCMA) recently formed with the ICF and the AfC. The year 2013.

2012 has been a busy year for Standards with many achievements. The EIA v2 was launched in Q3 2012 and the renewal process for EIA holders (EIA-R) has been designed and will be implemented in Q1 2013. We have also completed a bridging project on EIA and ICF accreditation with implementation in Q1 2013. Where there were existing accreditation systems in EMCC Affiliated Countries we have been working on transferring the systems and holders to EIA. This has already been successfully done in EMCC Netherlands and for EMCC's in France, Belgium and Luxembourg will be completed in Q1-Q2 2013. And for EMCC Spain will be completed in Q2 2013.

EQA-R (a renewal process for EQA providers who received their award after 2010) is in progress of being designed and will be completed and implemented in Q2 2013.

A Competency Framework Workgroup has been formed and continues its work. In 2013 we're forming a new WorkGroup whose agenda definition of CPD (Continuing Professional Development) and alignment with European Qualification Framework. A joint project with EMCC/ICF comparing our two competence frameworks continues and results are expected in Q4 2012.

We completed a pilot project for ESQA (European Supervision Quality Award for training providers) and full implementation of the final offering will take place in Q1-Q2 2013.

EMCC 20th Anniversary Competition Results

As part of the celebrations for EMCC's 20th Anniversary EMCC held a competition at our 19th Annual Conference which took place from 15-17 November 2012 in Bilbao, Spain.

The competition was based around the posters that each EMCC Affiliated Country exhibited for the 20th Anniversary. The posters displayed information about each EMCC country in four quadrants – about the Country, about EMCC in the Country (past and present), about Mentoring and Coaching in general in

the country and finally about the EMCC country's plans for the next decade.

We're delighted to announce that 2 people got all the questions correct. The name that was drawn as the winner is Joerg Veith from Germany – CONGRATULATIONS! Joerg wins a free place at EMCC's 2013 Annual Conference in Athens, Greece which is taking place from 21-23 November.



"I am thrilled. Thank you! I travel to Athens each year and I already feel very connected to Athens and the Greeks. Coaching and Mentoring is about guiding

people through change processes; and the transformation of a society starts with changes within individuals. So I hope that our next conference in Athens will inspire people there to develop new perspectives, even though they are facing extremely difficult times."

Would you have answered the questions correctly – have a go. Answers are on the last page!

1. Which EMCC country has the most members?
2. Which country is the most recent to affiliate with EMCC?
3. Which EMCC country has up to 50 small coaching associations?
4. Which EMCC country started the EMCC Solidarity Coaching Programme?
5. Which EMCC country runs a mid-summer apéro in June of each year?
6. Which EMCC country hosted the 2008 Annual Conference?



Leveraging the Power of Collaboration

Thierry GACHES
President EMCC France

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On January 19th, 2012, shortly after being elected as President of EMCC France, I had the privilege to welcome on stage during our symposium the two other Presidents of professional coaching societies in France (ICF France and SFC) for a talk show on professional coaching. The symbol was very well received by the audience of 300 professionals attending the symposium.

In France, the context of our profession is not always easy as media coverage is abundant against sects and gurus and more generally any unregulated profession that pretend to help people with difficulties. Indeed the so called "health lobby" (Doctors and Labs) is very powerful and obtained a few years ago that the psychotherapist profession be regulated by authorities and, as a result, be very restricted. This was done rather abruptly and suddenly. Today the coaching business is developing and, as a result attracting a lot of attention and jealousy.

Beyond the visible symbol of collaboration of that event, the impact for us was to realize that, even though we may have specificities in values and culture, our three societies did share a rather common view on the fundamentals of professional coaching. We then decided to meet regularly and explore ways of cooperation that would benefit the profession as a whole. All together, these three societies (EMCC F, ICF F and SFC) represent about 90% of all accredited coaches in France.

Discussions centred rapidly on the debate of co versus self-regulation and the self-regulated platform posted by EMCC and ICF with the European Commission. It was felt that a common communication platform, describing what is a professional coach, would be a good way to help structure the profession in France as well as provide a strong message to our clients, the media and the coaches themselves.

It is thus my great pleasure to provide you here below with the text of our common communication platform that was just be published early December on our common new website www.coach-pro.org and released to the media in France.

The professional Coach

Aware of the confusion that exists on the market of coaching, the three main French professional coaching societies that are:

EMCC France (European Association of Coaching)
ICF France (International Coach Federation) SF Coach (French Society of Coaching)

have decided to share a single communication on the professionalization of coaching to contribute to the structuring of this business.

With, together, a strong representation (about 90% of accredited and certified coaches in France), they pursue, through this joint initiative, a primarily educational purpose. It provides specific benchmarks to any person, organization or institution that would like to have clarification on prerequisites to the exercise of coaching professionally.

Thus, whatever their activity, servicing organizations or individuals, the professional coach is recognizable thanks to his/her training, practice, gait, ethics and posture.

More precisely:

- He/she has been specifically trained in coaching
- He/she subscribes to a code of ethics, explaining among other things:
 - The obligation of professional secrecy.
 - Prohibition from exercising undue influence.
 - Need to respect the limits of their professional competence.
 - Establishment of clear contracts with his/her clients and, where applicable, with the sponsoring organization. Such contracts should address:
 - The context and objectives of coaching
 - The role of the coach
 - The Code of Ethics
 - Details of the program duration, number of sessions, location, etc
 - The fees and terms of payment, when applicable
 - The client's right to terminate the contract.
- He/she is able to testify:
 - Continued practice of coaching associated with regular supervision of the latter, a commitment to continuing professional development and continuing education
 - A concern for personal development and work on oneself, including a therapeutic approach.
- He/she has:
 - The ability to explain his/her practice with theoretical references established within the framework of a reflexive approach
 - A caring approach, centered on the individual, the team or the human system being coached
 - The willingness and ability to help them achieve their goals, in full autonomy and respect for their free will.

Membership in a professional coaching society involves compliance with its ethics code and acceptance of its appeal procedure.

Accreditation/certification* by this professional society, which induces peer review (trained assessors) of all the points mentioned above, provides a guarantee of professionalism to clients and beneficiaries of coaching.

* "Accreditation" for EMCC France and SF Coach "certification" for ICF France, the two terms have the same meaning here.

News from EMCC Finland



The year 2012 marks several important events in the Association's 4th year of activity.



The EMCC's 20-year jubilee seminar was organised in Helsinki in August, under the auspices of many sponsor organisations. Our keynote speakers, the EMCC's

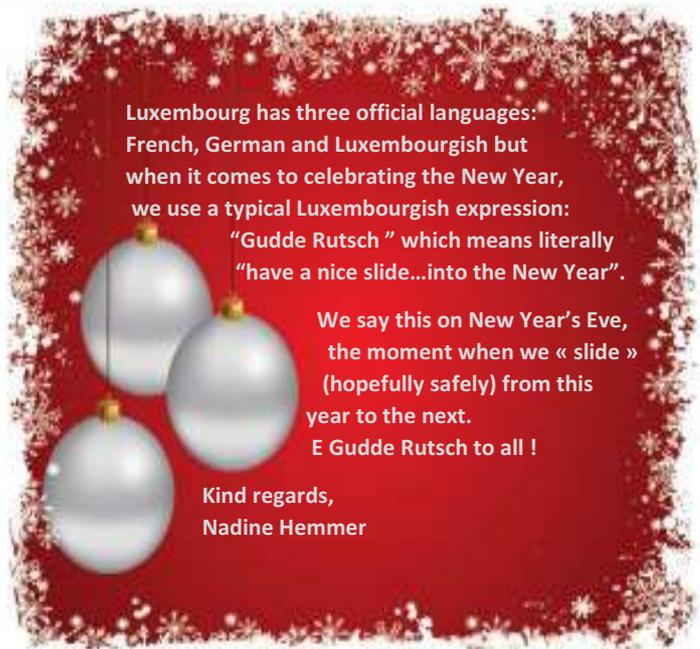
ambassadors David Clutterbuck and David Megginson, made the seminar a success.

In November, when the EMCC presented the anniversary awards to those who had been working to the benefit of mentoring and coaching, our president Tuula Lillia received the Individual Practitioner Award –

Mentoring, for her 20 years work in promoting mentoring in Finland.

At the beginning of December, the Board finalised the strategy process, conducted by our vice-president Tero Kauppinen, whereby all members had the opportunity to put forward their views. EMCC Finland Strategy 2013-2015 is an ambitious one and has, as its aim, that of further developing the role of our organisation as an influential actor in promoting mentoring and coaching in Finland.

Our association would like to send all the other member associations and Executive board warmest thanks for their collaboration over the past year.



Beannachtaí na Nollag and athbhliain faoi shéan agus faoi shona duit.
A very happy Christmas and a prosperous New Year to all our EMCC
Friends from EMCC Ireland.

We are looking forward to building on the great work which has been carried out this year by the EMCC IE Board and we particularly look forward to working closely with our colleagues in Europe to continue building on the great work being progressed with regards to standards and ethics in the coaching and mentoring profession. "



Paula King
President EMCC IE

EMCC 20th Anniversary Competition Answers

1. EMCC Netherlands
2. EMCC Romania
3. EMCC Germany
4. EMCC France
5. EMCC Switzerland
6. EMCC Czech Republic