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## Our Contributors:



Gregoire Barrowcliff



Alexandra Eleftheriou



Gilles Gambade



Lise Lewis



Po Lindvall



Pilar Lorenzo



David Megginson



Michel Moral



Guilaine Roullier-Arduin



Irena Sobolewska



Alexander Vreede

## Calling All Volunteers

### Your EMCC needs you!

Read more about how to become an EMCC volunteer on our [website](#).





## Message from our President

Lise Lewis

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

Hopefully you will have enjoyed a good summer with a chance to leave work behind for a while and do all those things we promise ourselves will happen when we have time!

It's been another busy time for us on the Executive Board and I'm delighted to offer a summary of our latest activities in this newsletter. Thanks to all of you who contribute news and as always a special thanks to all you volunteers for the time you generously contribute to developing and promoting the work of EMCC leading on mentoring and coaching.

We'd like to include updates from you as volunteers about your work, what readers think about the newsletter contents and what you will welcome hearing about in future editions – we really want to know that you enjoy the newsletter and any ways you would like to see it improve. As always you can contact me personally by sending a tweet on @EMCCPresident or email me

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

Each member of the Executive Board includes in this edition an update on their personal portfolio, so let me open with a summary of events for this year and also an update on my presidential portfolio.

### News about Affiliated Countries

Since the last newsletter, the EMCC Executive Board met with the Boards of **EMCC Netherlands, EMCC Ireland and EMCC Turkey**. We obviously welcome the opportunity to gain the local perspective on membership, activities and future plans. As the Executive Board we provide insight into progress on delivering the Strategic Plan and developments to support countries in promoting EMCC locally and growing a community of practitioners. Significant progress has been made this year in Marketing, Regulatory, Research and Standards. You can [download a copy of the strategic plan](#) from our website or contact our admin team to request a hardcopy [EMCC\(at\)Administrator\(at\)emccouncil\(dot\)org](mailto:EMCC(at)Administrator(at)emccouncil(dot)org).

As well as meeting with the board we were invited to an EMCC Turkey event for members and potential members. The CEO of the local HSBC delivered an excellent presentation on the integration of mentoring and coaching to support the transformational change needed, for example, in leadership and talent management following events in the financial sector worldwide. We welcomed this opportunity to respond to HSBC and to promote EMCC at an international level, talk about the global perspective on mentoring

and coaching and, hopefully, encouraged people attending to join EMCC Turkey membership.

**New Presidents** welcomed to take on the leadership role for their countries are:

- Dubravka Horvat – Croatia
- Ruud Polet – Netherlands
- Nebojsa Jovanovic – Serbia
- Chris Jackson – United Kingdom

I was invited by Carsten Agerlin, President of EMCC Denmark to make an EMCC presentation and to be interviewed by their board. The day's activity in June was videoed and the Danish board plan to create a webinar for their website. A great pleasure and enjoyable time to be with the Danish board and to also share the history, work and aspirations of EMCC.

### EMCC Council, Dublin June 2013

Responding to feedback from Council, we followed a new format based on country delegates voting on their preferences from a selection of topics circulated before the meeting. This approach encouraged stronger debate on progress with the Strategic Plan, Brand Strategy and break-out groups with each member of the Executive Board available to for questioning and discussion on their portfolio responsibilities. Hopefully you will have received an update from your country delegate who attends Council. If not then contact your country president.

### Research Conference Dublin June 2013

You will read about this event later in this newsletter. However, I want to congratulate everyone involved in making this another successful opportunity for a rich source of evidence-based topics presented by academics and research practitioners. If you haven't already purchased the handbook from the event, this is essential reading for your continuing professional development and can be ordered from our new books website [www.EMCCbooks.org](http://www.EMCCbooks.org). This is our 3<sup>rd</sup> EMCC Research Conference and we look forward to its continuing success and growing popularity. Watch out for an announcement in October regarding the dates and locations of the next Research Conference.

[www.EMCCconference.org](http://www.EMCCconference.org)

## Update on 2013 achievements from my President's portfolio identified for the period 2011-2014

### Evidence of co-operating between Professional Bodies

GCMA members AC, EMCC and ICF continue to meet virtually with discussions mainly focused on 'joining criteria' as we establish our approach to cooperation between professional bodies to realise our purpose of 'professionalising the mentoring and coaching industry'. We welcomed the opportunity to speak together on a World Business and Executive Coaching Summit (WBECS) webinar in June on the topic of 'A Shared View of the Practice of Professional Coaching'. Read more about this in the latest [President's blog](#) on the EMCC website.

### EMCC is recognised as raising the profile of mentoring – putting the M back in EMCC!

The first mentoring eConference held in January 2013 was a great success – thanks to David Clutterbuck and Irena Sobolewska for organising. The book covering the event is available at our EMCC book website [www.EMCCbooks.org](http://www.EMCCbooks.org). A great read worthy of adding to your mentoring/coaching bookshelf.

The EMCC Mentoring work group is now formed and the projects currently under discussion are:

**Task Group 1:** Research in Mentoring in EMCC project. WorkGroup leader Ewa Mukoid from Poland.

**Task Group 2:** Value for money in mentoring/Making an investment in mentoring - is mentoring value for money? WorkGroup leader Luis Cochofel from Portugal

**Task Group 3:** Pan-European Projects – for example – What is the link between the 3 sectors (public, private, NGOs in each country regarding mentoring programmes and How the governments support mentoring in each country. WorkGroup leader Rosana Macias from Spain

**Task Group 4:** Exploring the Definition of Mentoring. WorkGroup leader Roxana Mocanu from Romania.

### Providing a world view of how coaching and mentoring can improve people's lives and strengthen a sense of community especially during economic recession

- Following the excellent work from EMCC France on Solidarity Coaching for which they received an award in Bilbao last year, I am sponsoring the development of this project across other countries within EMCC. In addition to France, we already have projects running in Greece, Luxemburg, Sweden and Switzerland with the objective of 11 countries engaged with solidarity coaching over the next 3 years. Read more about this social responsibility project of 'offering free coaching to those unable to finance it themselves' in the article in this newsletter from Guilaine Roullier-Arduin of EMCC France.

### Strategic Objective: GROWTH – Expanding geographical coverage

- New Affiliated Countries in the development phase are Cyprus, Morocco and Portugal. We welcome Dubravka Horvat as President for Croatia who affiliated to EMCC in June.
- 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 is our focus for 2013/14.

I hope this update stimulates you to offer feedback and views and invite you to enjoy the rest of the newsletter.

Very best wishes from Lise

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## Focus on our Treasurer

**Alexander Vreede**

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

**Irena: You became EMCC Treasurer in January 2009, tell us how that came about?**

**Alexander:** As president of the Dutch coaching organisation NOBCO since 2004 I was involved in the process of deciding to affiliate with EMCC and the actual affiliation in October 2008. At that time someone gave me the advice to try to become a member of the Executive Board. "That is where it's important to be", this person said and I have always remembered that. Quite soon I saw the opportunity to follow that advice and 'volunteer' to be treasurer. Not that I am some sort of financial expert or wizard, but just because I felt I could be best useful to EMCC in that role. My offer was most eagerly accepted by Julie Hay, who was then EMCC President and Irena Sobolewska who was General Secretary. The two of them had until then been trying to keep our finances going, in the midst of all their other responsibilities. Not very easy for them, I'm sure.

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

**Alexander:** You wouldn't have so many pages in your newsletter! So let me cut it very short. I am now 67, have been happily married for 42 years and have two grown-up daughters. When I was young I studied theology at University (thinking of working in the church but then decided not to) and counselling and psychotherapy afterwards. Then – working as a family counsellor – I got involved in the management of the organisation I worked for, which led to my being appointed as their General Manager/CEO. Then came being CEO/CFO of a general hospital, after 7 years switching to a different hospital and finally changing over to a Blood Services organisation. All the time being responsible for HR, finance, IT and facility services. At the age of 55 I decided it had been enough and that I wanted to do 'something completely different' which turned out to be coaching. I got my training and started my own coaching practice (still quite small) and after two years was asked to join the board of NOBCO (now EMCC in the Netherlands). For only a couple of hours I was just a board member, but I ended that first meeting being President (and more surprised than you'd think).

This changed my life and career considerably and I have never regretted it, although at times it has been

very intense and time consuming. And when I am not working with EMCC? Do I ever not? Just kidding: I play golf, read, coach, and walk my dog. Besides, we will be moving house soon and are now in the process of building our own. So there is plenty to do without EMCC!

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

**Alexander:** Are they? It is very simple really: get enough money in so that you can spend it on what is necessary for EMCC. That said, I oversee the budgeting process and the process of spending. My concern, of course, is that EMCC receives enough money but also that this income is received in a fair way. I am aware that all our Affiliated Countries are in a tight situation financially. They do not mind paying their affiliation fees to EMCC, but they want to see that other countries do the same and that the money is spent wisely. This is where I come in –all the time.

**Irena: As Treasurer, you are also a member of the Executive Board, would does that mean to you? What do you do as an Executive Board Member?**

**Alexander:** Only being 'the financial man' would not mean very much to me. For me the essence of my job is that I am part of the team of the Executive Board. That is why I am so happy that over the last years this board has really managed to become a team, a team of colleagues as well as good friends. With fierce discussion sometimes. This is what gives me the energy to do what I have to do in my role. Secondly, being slightly neurotic, I also have taken on the role of the board's legal conscience, constantly looking at our basic regulations, such as our statutes and other formal documents. This involves carrying a lot of papers to our meetings and taking up a lot of room with them on the meeting table. A habit which is not always appreciated by my colleagues, I mean good friends 😊

**Irena: What do you enjoy most/least about the role of Treasurer?**

**Alexander:** What I definitely enjoy best is delivering good and solid work. I enjoy having put together a budget (or a document) that fits, being able to present it and answer all the questions Council members or colleagues ask me. And what I enjoy least? Shall I just keep that to myself?

**Irena:** What do you think you're biggest challenges will be in your role for the rest of 2013 and for 2014?

**Alexander:** Can we change the years you mention to 2014 and 2015? Then EMCC definitely needs moving to a different area (and era) where we have much more funds at our disposal. At least twice as much as we have now! But these funds cannot be supplied by our affiliated country organisations, conference participants or accreditation applicants. They have to come from other sources. Sources that see value for themselves in what EMCC does and want to help us expanding what we do in the way we do it. Where we can find these sources and how we can define and make this value tangible will be our biggest challenge for the coming years. Sometimes I dream of an EMCC member calling me in the morning and telling me the secret of this. Oh yes, if that would happen one day...

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

**Alexander:** What I look forward to most are the meetings we have and the places we are allowed to travel to. Never in my career have I had the opportunity of travelling as part of my job. Now I have! Travelling to meet colleagues and good friends to work together. Travelling to meet all these board members and coaches from our affiliated country organisations. This is definitely my biggest reward for having to make all those volunteer hours behind my PC making spreadsheets and other documents, for Skype calls and all the other things we have to do as Executive Board members.

celebrations in Bilbao in 2012. The project to expand Solidarity Coaching across Europe started during Spring 2013 together with Lise Lewis (EMCC President) Eveline Forlot (Solidarity Coaching Co-ordinator in EMCC France) and Guilaine Roullier-Arduin (EMCC France Treasurer). Goals for the project were presented to the members of the EMCC Executive Board on 25th June 2013 in Dublin and these were fully endorsed by the board.

Our objectives for the next 3 years are to:

- Develop a core group at EMCC level to facilitate part of the administration led by Lise with Eveline as model guarantor and myself as co-ordinator
- Design an international group of volunteers to manage the process and help other countries to develop Solidarity Coaching. This will include Rita Knott (EMCC Luxemburg) Alexandra Eleftheriou (President EMCC Greece), Marie Lindvall Wahlberg (EMCC Sweden) and Eveline Forlot (Solidarity Coaching Co-ordinator EMCC France.)
- Involve 11 countries in Solidarity Coaching including France, Luxemburg, Greece and Sweden with :
  - One contact person from each of 11 countries to liaise with the EMCC group
  - A CS Team in Europe to exchange best practices and help each other.
- Develop awareness of Solidarity Coaching in other EMCC Affiliated Countries.

The project will be officially launched at the EMCC conference in Athens in November 2013. In the meantime, if you want to come on board, we will be delighted to welcome you.



## Solidarity Coaching: EMCC's Social Responsibility

**Guilaine Roullier-Arduin**

**Co-ordinator Solidarity Coaching in EMCC**

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

"I want EMCC to be acknowledged for its contribution to social responsibility and reflect our organisational values. This is an opportunity for mentors and coaches to maintain and develop their skills when paid work may not be available through financial constraints within the economy and to also help develop local communities" declared **Lise Lewis** when taking over the Presidency of EMCC in November 2011.

Since then, Solidarity Coaching, first developed by EMCC France, received the **Award for Social Responsibility** at the EMCC 20th Anniversary



## EMCC Opportunities with the European Commission

Irena Sobolewska  
General Secretary

[EMCC.GeneralSecretary\(at\)emccouncil.org](mailto:EMCC.GeneralSecretary(at)emccouncil.org)

EMCC has recently partnered with two consortia to provide mentors and coaches for European Commission backed projects. If you would like to ensure that you are included in opportunities to take part in these projects (and be paid by the EC to deliver work across Europe) then make sure your Find a Coach/Mentor profile is up to date on the EMCC website. Only mentors/coaches with profiles on the website will be put forward for these projects.

The **first project** we are currently involved in will provide knowledge to enable the implementation and efficient and effective coaching and mentoring schemes in order to increase the commercialisation of R&D results. The project will take a structured approach to assessing existing coaching and mentoring programmes of relevance, using this knowledge to design best-in-class support, and piloting the support in different environments across Europe (60 SMEs from Spain, Poland, Turkey and the UK). Everyone involved will receive briefing and training so that they can deliver the mentoring and coaching required. The work will be carried out between November 2013 and April 2014. Each pilot will consist of 9 days (45-50 hours) of dedicated sessions of coaching around the following four specific modules, primarily through face-to-face sessions over a period of 4-5 months:

### 1. The ambition (desire) to achieve growth

Many businesses lack the ambition to grow, and others are too risk-averse to embrace innovation as a route to growth. When businesses attempt to innovate through research without the ambition to succeed, they will achieve little and will become disillusioned with the process. Mentoring and coaching approaches should help leaders to be more confident and handle risk to ensure they embrace and benefit from exploiting their research results

### 2. The capability to visualise growth

SME managers require a broad spectrum of skills, especially critical for fast-growing innovative SMEs, where change is happening rapidly. However, 40 per cent of high-growth SMEs report lack of management skills as being an important barrier to growth. Of particular importance are skills to develop a viable business strategy with a set of goals and objectives against specific markets and timescales, as this strategy will then underpin all future actions

### 3. The opportunity to create growth

An effective use of innovation is one of the parts of the strategy for growth, understanding how the vision will be realised through specific products and services and how innovation and the results of R&D will specifically enable the new features, advantages and benefits that will change customer attraction and accelerate sales and growth. Part of this strategy should deal with the IP developed through innovation, since intellectual property is of no value until it is exploited, but becomes vulnerable to copying as soon as it is in the public domain. Understanding how to identify, protect and exploit IP effectively is essential to a successful innovation strategy.

### 4. The capacity to deliver and sustain growth

Whilst funding through an R&D project provides excellent connectivity for conducting R&D, it does not necessarily provide the right connectivity and funding for post-project. Mentoring and coaching needs to ensure SMEs are able to maintain networks developed during the research, whilst building further connectivity with organizations able to help them exploit the results, including the funding aspect for the product-service roll out towards market. Moreover, whilst much of the previous coaching support directly supports the senior management within an organisation, suitably qualified employees are vital to deliver actual growth through innovation. As such, coaching will need to help businesses carry out a skills audit; create personal development plans linked to leadership & management, including workforce training programmes.

The **second project** we are involved in is not yet as well defined so we have less details. The work will start in January 2014 and will continue for 30 months and involves EC funding for a grant to support eco-innovation in financiers and investors. The coaching work will relate to coaching eco-innovative companies for investor readiness.



## Standards Update

Gilles Gambade

EMCC VP Standards

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

### Quality standards offerings

We have been working on all our quality offerings – EQA, EIA, ESQA, and ESIA.

- The pilot of the ESQA (European Supervision Quality Award) which has been specially designed for training providers of supervision programmes was successfully completed by the Standards team lead by Tom Battye and we have now finalised the documentation and finished our “tweaks” learning from the pilot. Consequently, we launched the ESQA at the beginning of September and 2 webinars are scheduled in October in order to present this offering to the EMCC community. You can read more details on the EMCC website.
- Following the launch of v2 of the EIA, under the leadership of David Sleightholm the WorkGroup is constantly reviewing and improving the individual accreditation product. In July 2013 we launched our renewal process (EIA-R) for those who already have an EIA and we will shortly be announcing webinars to help people understand what the process is and how they can apply for renewal. Again further information is available on the EMCC website.
  - Under the leadership of Michel Moral the ESIA WorkGroup is developing the individual supervision accreditation offering. Based on the Supervision Competence Framework developed during the ESQA pilot phase, we are expecting that this new offering will be launched during the first quarter of 2014
  - The Competence Framework WorkGroup is quite active as well, under the leadership of Marialexia Margariti. For the time being they are working actively on the clarification of the capability indicators of our mentoring/coaching competence model and the development of a structured approach on Continuous Professional Development (CPD). Announcements will be probably made in these 2 areas at the beginning of 2014.
- In July we launched a special process for EMCC members who hold an ICF credential and who wanted to apply for an EIA. Based on the work by a specific Standards WorkGroup led by Alexandra Eleftheriou we are now able to offer a shortened EIA application route for ICF coaches. The announcement was done in July 2013 and we start receiving the first applications.

- Our last EQA panel was held on 16 July and there were nine applications. This brings the total number of programmes with EQAs to 89 across Czech Republic, Denmark, France, Hungary, Ireland, Netherlands, Poland, Sweden, UK and USA. In between, the EQA WorkGroup led by Susanne Klein is working on the future version of EQA that should be announced in 2015 with a number of important topics to be reviewed such as quality management in training, internationalisation of training organisations, use of technology in training, quality of training faculty and others.....

As ever we are always on the lookout for more volunteers to help with these and other Standards WorkGroups. We especially need more support in the EQA WorkGroup and are also looking for an EMCC Assessment Manager to support Cara Crisler as EMCC Accreditation Manager. If you would like to contribute to the future of accreditation in our industry and have a few hours a month to spare then please do contact me. You can read more about the various WorkGroups and their roles here.

### Transfer of local accreditations

Several of our Affiliated Countries (Netherlands, France, Spain, Belgium, Luxembourg) who were existing mentoring/coaching associations before they affiliated with EMCC had their own local accreditations. We have been working with these to transfer the local accreditations to EMCC. So far we have successfully created a transfer programme for the Netherlands and all new members and accreditations come under the EIA. We have also done this with France (where we are working on transferring the final 27 applicants), Luxembourg and Belgium where we hope to complete the transfer in September/October of this year. Our next focus is on Spain where work on transfer will begin in September. Transfer of accreditations is not always simple, first a comparison of the two accreditations systems has to take place, then a process has to be created where anything that is in the EIA but not in the current local system is checked for in each current application holder. This work is all comes under the EIA WorkGroup and is led by David Sleightholm.

## Standards at the EMCC conference

The Standards Task WorkGroup is organising four sessions during the Annual Conference taking place in Athens in November later this year.

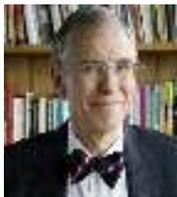
- EQA: how to face internationalisation and technology in the training industry
- EIA: what is next for the individual mentoring/coaching accreditation?
- Supervision: what should be the guidelines for supervision accreditation
- Competences: different approaches on mentoring/coaching competences.

We expect that many of our members will be interested in attending in order to discuss the present and future of EMCC Standards offerings.

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## Reflections on the 3rd Research Conference

Trinity College, Dublin



### Professor David Megginson & Po Lindvall

(taken from the forward to the Research Conference book)

This third conference exhibited momentum – more people attending – and depth with more people clear about the kind of researcher they were. In the initial workshop when participants were asked what discipline they drew on in their research, among the answers were:

- Performance, Gestalt, Goal-led
- Psychodrama, Communications theory
- After action review, Stoic, Zen
- Cognitive (Kegan and Argyris)
- Systemic constellations
- Empowerment, liberation
- Perfectionism
- Organisation behaviour, dog's dinner; discourse, humanistic
- Executive and leadership development
- Coaching style, relationship, power, Carl Rogers, dependency-independency-interdependency, McMurray, Foucault

- Adaptive mentoring
- Gender, adult development
- Alignment, transitional space
- Creating a coaching culture
- Learning, systemic, humanistic, NLP, solutions focus, positive psychology, relationship co-creation
- Dropouts, coaching/learning styles, self-determination (Vygotsky)
- Resilience, narrative, cases, bricolage.

There are signs in this of practitioners conflating their coaching approach with their research approach, but two things need to be said about this:

- Firstly, it is healthy to use the method of practice as the method of research
- Secondly, there is a more sophisticated feel to the list above than there was to the dialogues last year in Sheffield and the year before that in Twente.

The conclusion of the workshop focused round the dimension of linear vs systemic and contrasted critical theory and performance measurement (efficacy, evaluation and efficiency) on the one hand, with emancipatory reflective practice, constructionism, thoughtfulness and retrospection.

### Plenaries

A fine plenary by Dr David McKeivitt on public procurement mentoring for SMEs gave a ringing critique of positivistic mentoring research in the decades since Kathy Kram's iconic (and qualitative!) paper. He was particularly scathing about the obsession of researchers about formal-informal distinctions. He said it was a clear example of the detachment of mentoring researchers from the grounded experience of practice. He outlined an interesting two by two matrix where the dimensions were certainty of outcomes and certainty about process. He also advocated using mentoring theory to explain practice in the case of public procurement from SMEs. We explored the question of whether mentoring and coaching were a profession or a discipline. His argument was that they were at best a discipline. Is there a bible of practice such as that held by the Project Management Institute? He suggested that we had a long way to go.

Another plenary was stage managed by Paula King (president EMCC Ireland) and featured Pedro Angulo and two case studies – from the Irish Health Service (Jim Fleming) and Ireland’s local government (Maggie O’Brien). Pedro’s presentation was packed with data and provided a useful single country perspective on the work of the Ridler report and Frank Bresser’s work. An opportunity to review the data at leisure will repay the time and effort required.

The final plenary presented by Professor Bob Garvey was an illuminating perspective on the question of what the metaphor of the ‘wild west of coaching’ meant. He pointed out that you can constitute a river though discourse, but that you can still drown in it. He explored the discourses of therapy, control, fear, self-development and problematisation. He concluded that the discourse we choose affects our research fundamentally and that attention should be paid to it. He ended by making a plea for addressing the challenges of diversity, for complexity perspectives and for tolerance, acceptance and unconditional positive regard.

## Summary

EMCC’s 3rd Annual Mentoring and Coaching Research Conference in Dublin had an underlying theme of “bridging the gap between research and practice”. During the conference I referred to “the bridging” as a marriage between research and practice. A marriage can be a challenge, and it can also be a developmental journey. I think it is fair to say that during this year’s conference, through the help of all the presenters and delegates, the marriage between research and practice took a step forward – for the better of mentoring and coaching.

For what reasons are the marriage between research and practice of importance for the professionalisation of mentoring and coaching? I can see several reasons, but I think a metaphor can help to bring the message through. A carpenter or an engineer will quite soon discover when they have not taken evidence from physics, chemistry or other fields into account in their practice. A chair built with too weak material, or the wrong glue, will fold under the weight of a user. As will a bridge or a house, were mechanics or materials have not been calculated correctly. The evidence base is natural and has long since been part of these professions’ professional knowledge and practice. As natural are the engineers’ or architects’ skills or craft, as it comes to play as they design the chair or the house, in a way that it attracts or repels potential buyers. In some coaching orientations the evidence base is not as “natural”. In others, such as Executive Coaching, were practitioners often have experience of leadership and a higher education (university diplomas), some sort of evidence base is more

common (as they are often trained in economics, technology, behaviour science or psychology).

Research does only give us information or evidence of what works and not. It does not give us answers on how to use that information. In architecture the evidence is always part of the work, as the content of the building needs to be calculated right not to break. Still the design that makes the content to be attractive to us is up to the creativity, intuition and experience of the architect. I don’t think any mentor or coach wants their clients to “break” – that is reason enough to know of, and base our coaching on, evidence. There is still room for us to form or design our style of practice, using our creativity, intuition and experience, when we use the evidence and adapt it to the context of the situation and the culture.

There was lots of evidence presented at the conference that I know I will have great use of in my practice. Evidence that will help me become more professional, helping me chose the content of an intervention carefully, so I won’t “break” a client. At the same time the evidence started off my creativity: how could I use this knowledge to develop my style of coaching? I am working on that now, and will be testing how it works with my clients. I will also through my reflective practice document think about some of the things that will be happening in my practice and thus produce practice based evidence, to further develop my understanding of how the content and style used, works with different clients in different contexts.

Thank you to all presenters and delegates for making the 3rd EMCC Mentoring and Coaching Research Conference into a contribution to the marriage between research and practice in mentoring and coaching.

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## Regulatory Affairs

Gregoire Barrowcliff

VP Standards

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

The strategic objective for Regulatory Affairs is to ensure compliance with commitments contained in the Professional Charter; to strengthen self-regulation; and to keep the legislative environment under review.

### Regulatory Affairs

The strategic objective for Regulatory Affairs is to ensure compliance with commitments contained in the Professional Charter for Coaching and Mentoring; to strengthen self-regulation; and to keep the legislative environment under review.

### Compliance with Professional Charter.

We have recently formed a WorkGroup whose remit is to educate Affiliated Countries in the Professional Charter and to help them implement the guidelines of the Charter and the Disciplinary and Complaints Procedure(s).

### Strengthen self-regulation.

You can access the Professional Charter here (once the website opens choose the option for Private Act). Two new organisations have signed up to the charter, thereby signifying their support of self-regulation for the profession – Association for Coaching and Société Française de Coaching.

### Keeping the Legislative Environment under review.

We have had several meetings with the European Commission to discuss their approach to self-regulation in general and specifically for mentoring and coaching. We have also met with another similar organisation to EMCC who have been self-regulated by a European Charter since 2004 and have exchanged views and learnt a lot about good practice in this area.

[www.EMCCbooks.org](http://www.EMCCbooks.org)



## An Interview with the EMCC Greece President

Alexandra Eleftheriou

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

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

**Alexandra:** EMCC features heavily in my life! Besides leading the Hellenic Coaching Association/EMCC Greece, I contribute to the development of global Standards and Accreditation processes for Coaching and Coaching Supervision, through my involvement with the EMCC EIA and ESIA teams.

My background is in Organisational Psychology and Human Resources. As Director of HR Services in Greece & Cyprus at Aon Hewitt, I coach senior leaders, consult companies on improving their HR strategy and practices, and lead a talented team of HR consultants. I also supervise fellow coaches in private practice.

I lived abroad for 13 years, in Glasgow, Vermont, Boston, Manchester and finally London, and I like to think of myself as a "citizen of the world". When not working, I love to cook and to eat, to google, to watch movies and to travel. Pre-baby I also enjoyed sailing and hiking- we have trekked in several mountains with Gilles, most impressively Kilimanjaro and Everest Base Camp. I am now learning French again so that I can converse unaided with my mother-in-law, and reading "How to not mess up your children completely" type of books.

**Irena: And tell us a bit about EMCC Greece?**

**Alexandra:** The Hellenic Coaching Association was founded in February 2010, by 34 coaches, with the aim of promoting and creating a community for coaching. We affiliated with the EMCC soon after that, in June 2010. EMCC Greece is inclusive of all forms of coaching, dedicated to high professional standards, aligned with International best practices, socially responsible & active in making coaching a vehicle for contributing to our community & society. We now have about 100 members and five of them are actively engaged in EMCC workgroups.

All members of our current Board are founding members and have been involved in the growth of HCA from the start. Our two Vice Presidents are Marialexia Margariti, our VP Standards, who is an integrative psychotherapist and coach and also leading the Competency WorkGroup; and Gilles Gambade, our VP Marketing & Communications, who is a business

mentor and coach and also the EMCC VP Standards. Myrto Raftopoulou, our Treasurer, is an accomplished journalist and NLP master trainer and Marianna Spannoyannis, our General Secretary, is an HR manager who brings the much needed the view of sponsors to the Board.

We are an active association! To date we have conducted the first survey on coaching in Greece, covering coaches, individual clients and organisations. We launched Solidarity Coaching, currently in its second cycle, in 2012. Through Solidarity Coaching we provide executive coaching to management team members of non-profit/charity organisations and we have already worked among others with WWF, Greenpeace and Medecins sans Frontieres. Every year we also organise five to six Knowledge Meetings, which cover topics like Applying the Code of Ethics, Decoding the EMCC Competence Model, Boundaries in Coaching, Internal Coaching, etc. We also organise another five to six networking events each year for our members and those interested in coaching. Recently, we launched a Peer Coaching Program, which is already quite popular, with about a quarter of our members participating.

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

**Alexandra:** Coaching is rapidly growing! Although relatively young in Greece, since 2009 we have noticed a rapid growth in both the supply and the demand of coaching services, especially considering the current economic environment. This has led to the creation of several schools for coaching in Greece, as well as to increasing sophistication of buyers of coaching services and more emphasis on accreditation. We estimate that the number of professional coaches in Greece does not exceed 60-70 people and most (about 60%) are engaged in Executive or Business Coaching, while around 40% focus on personal/life coaching. Mentoring is less developed than coaching, even though several companies have internal Mentoring Programs.

**Irena: What are EMCC Greece's plans for the rest of 2013 and for 2014 and what do you think your biggest challenges will be?**

**Alexandra:** We expect to grow and have several projects underway! First of all, we are very excited to be the host country for the 2013 Annual EMCC Conference and the rest of 2013 is dominated by promoting the Conference locally.

This summer we completed our new website [www.hca.com.gr](http://www.hca.com.gr) and our next priority is to launch a social media campaign so that we continue to increase the visibility of HCA and coaching in the Greek market.

Right now, the Solidarity Coaching team is very busy closing the 2013 cycle and preparing for the 2014 one. In early November we are planning to host an event for Solidarity Coaching, to celebrate the success of this initiative and spread the word further. The Peer Coaching team is also busy setting up the program. The Knowledge Meetings team is planning the final two Knowledge Meetings for 2013. Other activities include workshops with our members who are ICF credentialed to inform them of the Bridging Process.

For 2014, our plans are to run the Solidarity Coaching 2014 project and to continue with the Knowledge Meetings. We would like to organise a "Coaching Day" and, as we have already trained six EIA/EQA assessors, in 2014 we plan to promote the EIA and the EQA. Another key priority is Corporate Membership, which we hope will promote coaching in organisations further.

In terms of challenges, as in any voluntary organization, we are always striving to balance our ambitious plans and our members' commitment and hard work, with the increasing demands on their time that working in a climate of economic uncertainty brings.

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

**Alexandra:** This is my second term as President, having led the Hellenic Coaching Association/EMCC Greece since its inception. Throughout these four and a half years, I have been driven by my passion to professionalise coaching in Greece. Through HCA and EMCC, I have the privilege to be shaping coaching in Greece and Europe and to be part of a community of equally committed peers. I stay motivated by the extraordinary contribution of our members who participate on our taskforces and projects and by the feedback we get from people who attend our events. They often comment that there is a palpable feeling of excitement, camaraderie and achievement of something worthwhile, and I am proud to be part of this community.



## Research

Po Lindvall

EMCC Vice President Research

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

The Research WorkGroups are currently working on different topics:

- Identifying the possible gap that exists between research and practice
- What we can do to bridge that possible gap
- A research review related to EMCCs Competence Framework to explore if updates or additions are needed to update the CFW
- Development of a EMCC Research policy and ethics.

A task force has also been put together, its task is to look at research projects into mentoring/coaching that EMCC can support or take part in. Currently we have made a decision to support some of these projects at three different levels:

- Joint research, were EMCC partners up with the research team
- EMCC officially supports and informs about a research project
- EMCC inform our membership about a research project.

In all three cases EMCC will be asking for the right to present the research on our website and that the researchers write a paper for our International Journal of Mentoring and Coaching.

The first project that we are supporting is a worldwide research project conducted by Professor Peter Hawkins and Eve Turner. The research project is on stakeholder contracting in business/executive coaching i.e. how to involve organisations effectively in setting objectives and we hope guidelines will be one of the outcomes. It is aimed at 1) coaches 2) individual coaching clients 3) organisational clients (i.e. the people who pay). Three quantitative questionnaires have been created and these will be sent out in the next couple of weeks.

Another piece of research that EMCC will be supporting is Anna Blackman's research on "Coaching for Effectiveness". This research will include anyone that has ever undertaken a coaching experience or is currently experiencing coaching. The data that will be gathered will be used in the future to help organisations determine why coaching has become so important and what factors need to be included in the coaching experience to make it successful.

In order to help our membership to understand and get involved in EMCC's research agenda we have decided to create a Research Spot Light which will include information on current research projects, how to get your research supported by EMCC, and how you can be involved by providing data for our researchers (you will be given the opportunity to opt out of these messages).



## Introducing Michel Moral

ESIA WorkGroup Leader

[FR\(dot\)VP\(at\)emccouncil\(dot\)org](mailto:FR(dot)VP(at)emccouncil(dot)org)

**Irena: You became EMCC ESIA (European Supervision Individual Award) WorkGroup leader in 2012, tell us how that came about?**

**Michel:** I have a passion for supervision of coaches. I started to supervise therapists during my doctorate and extended this activity to coaches some years ago. My interest for supervision increased a lot when I became a member of the ESQA (European Supervision Quality Award) WorkGroup and I discovered that a lot of the structure resulted from the work done by the "Roundtable" in the UK. It was quite exciting to participate in this group and I started to intensively read about supervision, write about supervision, think about supervision, do research about supervision and train supervisors. I was happy to accept Gilles's proposal to lead the new ESIA WorkGroup. I feel good being an actor in the collective construction of a new profession.

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

**Michel:** Initially I studied science and engineering and started my professional life in the French Atomic Energy Commission. At that time I did fundamental research on nuclear fusion. After that I worked on designing aircraft wings in Dassault Aircrafts. Shortly after that I entered IBM and stayed there until 2003. I had 22 different positions within IBM and experienced more or less all possible professions except human resources manager. I was expatriated three times, a total of twelve years, and managed or made deals with people in several dozens of countries.

I started to study clinical psychology at the end of my forties and presented my thesis in 2007.

I enjoy very much research and the creation of new concepts, new tools, new etc. Basically, I am an explorer. When I am not with EMCC I try to be a nice person, to be physically active and to be a citizen of the world. One hour per day, very early in the morning, I do cardio-training with an economic channel TV in front of me. I play golf during week-end and entertain my family and social networks which are not very large but enough to satisfy my needs.

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

**Michel:** In fact a WorkGroup in a professional body like EMCC is not like a team or a project team in an enterprise. The team members are engaged because they have also a passion for the subject, or because they want to contribute to the profession, or be part of the EMCC efforts as a professional body. Their engagement is a gift from Providence. I see my role as a facilitator.

**Irena:** You have been ESIA WorkGroup leader for less than a year, what have you enjoyed most/least about the role?

**Michel:** There are some moments of real happiness. For instance we had a young baby with us during one of our telephone calls. It was so wonderful! What I do not like are the technical difficulties, especially telecom difficulties, because sometimes members cannot join the discussion and I am very sorry about this. Hopefully we now have a new system.

**Irena:** What do you think you're biggest challenges will be in your role for the rest of 2013 and for 2014?

**Michel:** We are currently in the process of designing the ESIA offering and getting country support for the scheme (when you read these lines I hope this will be done). Then we'll need to document, launch a pilot, review the outcome of this experiment and finally give the offering to the world, market it and provide resources to respond to market demand. The whole process is a challenge ..... A chain breaks at its weakest link.

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

**Michel:** Personally? Well, staying in the game and possibly becoming a key player. Also sharing my passion with the WorkGroup members.



## Marketing Update

**Pilar Lorenzo**  
**VP Marketing**

<mailto:EMCC.VP.Marketing@emccouncil.org>

Since the last newsletter the Marketing WorkGroups have been busy working on many different projects and helping to deliver the marketing strategic objective "To be a recognised professional brand in the world of mentoring and coaching".

### USP/Value proposition

We have created a presentation that defines the EMCC value proposition. This has had input from Affiliated Countries during the June Council meeting and from Executive Board members at various stages. We are currently finalising the presentation and hope to have it with countries for their use shortly.

### Branding strategy

We have almost completed our work on the branding strategy which has been through many iterations. We still need input from Affiliated Countries their members specific needs and this is what we hope to collect from countries over the next few months.

### New EMCC Presentation

We are working on updating the current "standard" EMCC presentation which all of our Executive Board, Country board, Special Ambassadors, WorkGroup leaders use and adapt when they are presenting about EMCC to new audiences. We hope this work will be finalised by end September.

We are also working on a guide on how to monitor on-line conversations

### Identity Manual

The EMCC identity manual which was launched early May 2012 needs updating and work continues on this. The manual is used by countries to ensure that we present a common identity across the whole of EMCC.

### Social Media

We are finalising our work on the evolution and analysis of traffic in social media. We have recently sent out a **Newsflash** on the subject of participation, interaction and sharing through our social media platforms.