

Winter 2014

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in Istanbul, Turkey November 2015**

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- 22nd Annual Mentoring and Coaching Conference
November 2015, Istanbul, Turkey

www.EMCCconference.org

EMCC
European Mentoring & Coaching Council



Message from our International President

Dr Lise Lewis

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

Dear EMCC colleagues

Welcome to the final newsletter of 2014. First of all let me take this opportunity to send you all very best wishes for this festive season. May you have a joyous, restful and peaceful time with your family and friends whatever your plans and may you all be happy, healthy and successful in 2015.

This is also a reflective time when we look back and realise our achievements over the past year and start to consider our aspirations for the following year.

You will find contributions in this newsletter from your EMCC Executive Board and also from your individual countries. It's a time to celebrate all that we've accomplished together as volunteers. Our efforts sustain and grow our EMCC in raising standards in the mentoring and coaching industry. This benefits us all and is far reaching to improve the whole of our society.

As always a huge thank you to all of you who volunteer and make possible all that we achieve. If you're not already a volunteer let me urge you to at least ask about what this involves as one of your personal development objectives for 2015 – you won't be disappointed with the opportunities that are open to you to be part of our growing international community of practice.

Let me finish this welcome to the newsletter by saying your views and feedback are important on what you want to see from our EMCC. If you'd like to contact me personally send me a tweet on @EMCCPresident or email me on [EMCC\(dot\)President\(at\)emccouncil\(dot\)org](mailto:EMCC(dot)President(at)emccouncil(dot)org) - I'll be waiting to hear from you!

Very best wishes from Lise

Lise Lewis

Calling All Volunteers

Your EMCC needs you!

Read more about how to become an EMCC volunteer on our website

www.emccouncil.org



EMCC Standards

David Sleightholm

EMCC International VP Standards



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

The Standards team wishes everyone a very happy Christmas and a 2015 full of learning and fun. For those who have not yet achieved the EIA, make this the year you get there. It is not as hard as you think! And for those who have, please persuade and help a friend or colleague!

This year has seen lots of development on the standards front (for details see [last newsletter](#)), and we look forward to hearing from you with your ideas as to what we can do to improve them.

In 2015, we plan to review the European Quality Award and to roll out the European Supervision Individual Award.

Best wishes for the New Year!

David Sleightholm

EMCC Marketing



Stephen Murphy

**EMCC International VP
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**Click on the link below to see why our new
EMCC International VP Marketing is sending
his message by video!**

[http://vimeo.com/user33528621/review/
113150125/f7c20a0313](http://vimeo.com/user33528621/review/113150125/f7c20a0313)



EMCC Research

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Happy Holidays and a Happy New Year to all EMCC Members!

During the year 2014 EMCC Research WorkGroups have worked on identifying the gap between research and practice in mentoring and coaching; worked on a research policy; as well as doing a review on research related to EMCC's competence framework. You have also, through EMCC's Research Spotlight, been invited to take part in interesting research. Some of the results have already been presented at the EMCC research conference in June 2014 and at EMCCs 22nd annual conference in Venice in November 2014.

During 2015 we are looking forward to present more of the research that researchers around the world has found though the EMCC International Journal of Mentoring and Coaching, EMCC's conferences, as well as presenting the output of the work of the EMCC Research WorkGroups. We do hope that it will help EMCC and its members toward the goal of professionalisation.

Keep your eyes and your mind open to learn more from research on mentoring and coaching in 2015!



2014 review and looking to the future

Dr Lise Lewis

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

Dear EMCC Colleagues

As mentioned in the welcome to this newsletter this is an opportunity to update you on the past year's activities and plans for 2015.

So what's happened in 2014 and what's planned for 2015 from your Executive Board.

Executive Board new appointments:

This year we had two new appointments to the Executive Board:

- David Sleightholm replaced Gilles Gambade as VP Standards
- Stephen Murphy replaced Pilar Lorenzo as VP Marketing

On behalf of Council and the Executive Board we send our appreciation for the work contributed by Pilar and Gilles.

David and Stephen are already making tremendously valuable contributions to EMCC and promoting our quality awards especially the European Individual Accreditation (EIA) and the launch of the EIA for Coach Supervisors (ESIA) will be their focus for 2015. They will welcome new volunteers to their working groups.

Council Meetings:

Council is made up of delegates from each of our 23 Affiliated Countries. A primary role of Council is to set the strategic direction for EMCC with the support of our Executive Board and which the Executive Boards delivers on behalf of Council.

Council meets twice a year in June and November and these meetings are also an opportunity to share good practice in encouraging membership growth. At our last meeting in November Stephen Murphy presented on EIA and included a statistical analysis of the level of take up by country. This informed discussion in country groupings based on size and geographical location. This new format for Council activities was positively accepted and is planned to continue for at least the next year to encourage further engagement by members for gaining EIA recognition.

Country visits

You may recall that we as Executive Board combined our 2-monthly business meetings with

visits to one of our member countries. This has many purposes in that we hear about what's happening at local level; we're able to update the country board on our activities and also share good practice between countries. Another benefit is that we work together to build relationships across EMCC and to also help affiliates grow their membership. Our visits this year included:

Czech Republic, Finland, France, Germany, Netherlands and the UK.

Conferences

We now have three conferences successfully supported during the year. This year's events included:

- Mentoring eConference (on-line)
- Research conference - Paris
- Annual conference – Venice

Feedback suggests all three were well received and the quality of the keynotes and speakers improves year on year. When you plan your continuing professional development for 2015 be sure to benefit from the learning and networking opportunities that each of these conferences offer. In 2015 we'll be in Warsaw for the Research conference and Istanbul for the Annual conference.

Awards

I again had the pleasure of making the EMCC awards at the international conference. These awards are selected by a panel who review the nominations that are made by membership for people or organisations they believe have made an outstanding contribution to mentoring or coaching. The number of nominations grows each year since the introduction of awards at our Bilbao conference in 2012 to celebrate our 20th anniversary. Of course, everyone deserves a commendation and our panels have a real challenge in deciding on who will finally receive the award.

Our 2014 awards went to:



Solidarity Coaching: Jael Waern received the award on behalf of EMCC Sweden who with no resources other than members' energy, time, belief and shared desire to do good



introduced solidarity coaching for store managers in the Salvation Army who had tough working days managing staff with social, physical or mental disabilities. Managers are low paid with limited resources. Pro bono work in Sweden is very rare and this work has broadened the view about how coaching can contribute to individuals and the NGO sector with a social focus and in the end to society.

Mentoring: Bob Garvey Professor of Business Education at York St John Business School UK received this award. An extract from one of his nominations described him as 'Together with his exceptional knowledge of all things mentoring, he does all this with such energy, enthusiasm, commitment and humour. He publishes unobtrusively a wealth of interesting, diverse, well-informed and researched papers and books. An academic of the highest standing but if every you've met him, he is such a truly wonderful man, funny, easy to relate to, empathic, personable and generally lacking airs and graces. He keeps the importance of both theory and practice of mentoring flying high.'

Coaching: Ram and Pranav Ramanathan accepted this award for their work at Coacharya that is an organisation working across Asia and internationally promoting the concept of



professional coaching in India. They are inspiring institutions to seek professionally trained coaches and are establishing the Association of India Coaches in Bangalore. Ram has published articles on his 'mindless' approach in various publications including the EMCC International Journal. He has also moderated a session on the EMCC e-conference in 2013 and is currently co-authoring 2 books for EMCC. Pranav is focusing their work in the USA.

Our final activity was to recognise the work of EMCC International Volunteers by awarding each with a certificate acknowledging their contribution during 2014. We're all here because of you – thank you!

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

Evidence of cooperating between Professional Bodies: The Global Coaching and Mentoring Alliance (GCMA) members AC, EMCC and ICF continue to meet – usually virtually – about every quarter. Our discussions focus on how

we can co-operate to contribute the professionalisation of mentoring and coaching.

Strategic Objective: GROWTH – Expanding geographical coverage: Our new member country this year is EMCC Italia who was greatly supported in their affiliation journey by Pilar Lorenzo our outgoing VP Marketing. Welcome to our colleagues in Italy whose membership is already 30 and growing! Isabelle Alpi as President and her team of volunteers were a great support at our international conference in Venice.

EMCC has a rich source of cultural diversity within member countries. Understanding more about our cultural difference and similarities will strengthen our organization and the coaching and mentoring offering.

The focus on cultural diversity was realised this year with accepting an invitation to represent EMCC at the APAC conference in Seoul, South Korea. This was the first time many of the delegates had heard of EMCC and my presentation on cultural diversity was warmly welcomed with an encouraging curiosity about coaching and mentoring practice in Europe

Putting the ‘M’ back in the EMCC project: This project is what’s best called a ‘slow burn’. There is so much we want to do to raise the profile of mentoring that I think we may have been too ambitious at the start of the project. So it’s a time for re-grouping and identifying what we can manage with the volunteers we have:

of course more volunteers = more achievements!

An important activity already in motion is to ‘describe what mentoring is’. We receive frequent requests to define the difference between coaching and mentoring and thoughts are that a ‘description’ rather than a ‘definition’ is more achievable due to the variety of coaching and mentoring practices currently operating.

Providing a world view of how coaching and mentoring can improve people’s lives and strengthen a sense of community especially during economic recession – this activity is being achieved through Solidarity Coaching which was launched at our international conference in Athens last year and is already achieving the target set for 3 years of 11 countries offering solidarity coaching. Countries offering Solidarity Coaching at the start of the project includes France - who are instrumental in starting and driving this project in memory of Monika Verhulst – Sweden – Luxembourg – Greece – Germany.

I’m also very excited that we now offer Solidarity Mentoring with projects already operating in France and Italy.

Other countries that are interested or in the process of joining this developing project are:

UK – Netherlands – Czech Republic – Denmark – Norway - Finland

Raising the profile of EMCC: During April I promoted EMCC at an AECOP/EMCC Espana conference in Madrid that was attended by an enthusiastic gathering of local coaches. Several enquiries were made about how to gain EIA recognition and I welcomed the opportunity for an interview to be published in a members’ journal.

In July I presented the purpose, vision and work of EMCC in raising standards in mentoring and coaching for a Winmark HRD HR Directors network event in London. **The session was titled Corporate Culture: Creating Collaborative Advantage!** The work of EMCC stimulated an energetic discussion around the merits of coaching and mentoring as a development tool that offers flexibility focused on individual needs.

Presidency from 2014 – 2017: Following the vote by Council in June this year confirming my presidency for a further 3 years I will be identifying a revised portfolio for this period.

This is likely to be informed by the outcome of a January 2015 Executive Board meeting where we will be identifying recommendations for the Future of our EMCC. Discussion will include a review of our Strategic Plan and Executive Board roles, internal and external communications, EMCC services and sponsorship.

I believe I have a responsibility on your behalf to be an ambassador for EMCC in my role as International President. Let me assure you that with the support of your excellent Executive Board I will continue to promote the professionalism that EMCC offers at every opportunity.

Best wishes

Lise Lewis

21st EMCC Annual Conference – Review



By David Megginson
EMCC International Ambassador

My experience of the 21st EMCC conference in Venice, 20-22 November 2014

Venice was captivating as a venue and our hotel on an island was reasonably accessible and very beautiful. The Italian EMCC were very helpful and welcoming, and made the conference exceptionally memorable.

What follows is one person's account of the sessions I chose. If they don't appeal to you, remember that there was much else going on that I missed because of clashes with other events.

Keynotes

It has been unusual to have three keynotes all of which worked well, but we achieved this in Venice. The conference started with a keynote from American speaker **Michael Gelb**. He based his lecture on his book, *How to think like Leonardo*. He offered an agenda for creative thinking that might be helpful for many of our coachees/mentees. He told us that Leonardo had seven qualities. These were:

Curiosita – Concern for truth, beauty and goodness; keeping a journal of thoughts and ideas

Dimonstrazione – Think for yourself, look at things from three angles

Sensazione – Senses are ministers of the soul – be mindful of beauty

Sfumato – Open to the unknown, the mysterious

Arte/ scienza – not either /or but both/and – confusion and endurance

Corporalita – Balance and train body and mind; quicken the spirit of invention

Coneccionne – Systems thinking

Michael also brought his wife (who was a magnificent operatic diva) to sing to us. A special moment – what did we learn from it? For me it embodies beauty, truth and goodness.

The Day 2 keynote was given by **Brendan Hall**. He was skipper of a yacht in a round the world race. His crew were allocated at random to him, and some hadn't sailed before. He adopted a

radical delegating (indeed, coaching) form of leadership. They sailed into three hurricanes and rescued one of the other yachts where the skipper broke two bones in his leg. Brendan took over the other boat's crew and his own crew managed themselves. For a full account of the journey see his book *Team spirit: Life and leadership on one of the world's toughest yacht races*. He received a standing ovation from the conference participants.

The closing keynote was given by **Fons Trompenaars**, who has a Dutch father and a French mother. It is relevant to say this because he was astonishingly rude about the Dutch and the French. But he was even ruder about the British and the Belgians. He was rude about all nationalities, and was very funny in the process and served our learning at the same time. He was also critical of models that rely on binary polarities (including his own models to an extent). Like Michael Gelb he adopted a systemic perspective and engaged in both/and thinking. Many participants had completed his diagnostic before the conference and we were given a printout on the significance of our scores. It enabled Fons to give EMCC participants a score which was compared with various nationalities, from his data base of several hundred thousand respondents. On the polarity between Telling the Truth and Helping Friends EMCC fell in the 97th percentile towards Truth Telling, for example. Fons advocated servant leadership, which integrated with the lessons learned by Brendan Hall.

Parallel sessions

The first parallel session I went to was given by Sam Chittenden on *A theatrical approach to leadership coaching*. She used some theatre techniques including method acting to show us quick and deep ways of gaining empathy. Some principles to take from rehearsal include: if things are awkward, make it more awkward, agree with feedback and say 'Yes'; you can't do it wrong; make the other person look good.

David Clutterbuck and Bob Griffiths explored *Emerging trends in technology for mentoring and coaching*. They have developed a proprietary system to pose questions and suggestions for training mentors and coaches to reduce the costs compared with face to face training.

The next session was my own (David Megginson *Zombie relationships*) where a thoughtful and candid group discussed their own stuck relationships that could be described as zombie – neither moving forward nor coming to a conclusion.

This international group of predominantly external coaches and mentors identified the following examples of zombie relationships in their own practice.

- Client too busy
- Meeting infrequently and going over old stuff, thus avoiding real work
- Line manager meeting didn't happen
- Client couldn't cope – issues too emotional
- Relapsed and when offered free further coaching, nothing happened
- Client ran out of steam – addressed only trivial issues
- Client reverted to type – others in organisation indulged him
- More to do – but 'Thanks but no thanks'
- Dip in energy in sessions 5 or 6
- Contrast coach's and client's expectations
- They are paying!
- Restart and re-contract
- Stuck on one issue – relationship with boss
- Should end; could end; but looks bad for client
- Stuck because seen as remedial
- Defensive concern about tribunal

Some of the people involved in sharing these issues thought that they could usefully be classified into a 2 by 2 matrix of content (trivial vs major) and engagement (avoids vs embraces) giving four strategies (plays, hides, runs and works) that can lead to zombie relationships.

		Content	
		Trivial	Major
Embraces	PLAYS	7	12
	WORKS	10	13
Engagement	HIDES	1	3
	RUNS	2	4
	6	5	
	9	8	
	14	11	
	16	15	
Avoids			

Another group had an alternative 2 by 2 model, where responsibility lay (coach or coachee) and the environment influencing the relationship (internal or external).

Loretta Brown and Aly McNicoll ran a session on *Getting beyond busy*, where they presented a cycle of

- Truth telling
- Take a courageous pause
- Get some fight back
- Revive purpose
- New ways of working
- Persevere

They emphasised moving beyond self-blame, and emphasised telling our cultural story rather than prioritising the internal conversation.

Giovanna D'Alessio presented on *Fears as windows to wholeness*. She proposed the following sequence:

- Choosing a relevant and difficult issue
- Ask what is the worst thing that could happen
- Ask what'd be the worst consequence
- Ask what'd be the worst consequence of that
- Repeat till you get to the mother of all fears

She then presented a complex model of four fears based on needs for autonomy, variety, belonging and security. Her advice was to find the opposite to the fear rather than to eliminate it.

Liz Barnes and Carol Whittaker spoke on *How neuro-science is influencing the work of coaches*. They sought to make a case for neuro-science doing more than showing which parts of the brain light up under certain conditions. They explained the four neural networks – default, control, reward and affect. There was some good advice on processing daydreams; mono-tasking and building in relaxation. However, for this sceptical listener, the simplest explanation for the phenomena described was psychological rather than neural.

Tim Hawkes spoke on *Taking your coaching culture to the next level*. As an author in this area I was expecting not to be surprised and stimulated by this session – but I was wrong. Tim challenged us to come up with a definition, to describe what success looked like, and to describe where we are now. This was my highlight from the parallel sessions, and one that has left me with much to think about and explore.

And there was much more – it would be good for all volunteers working for EMCC to examine the slides from this session in detail.

Conclusion

A great conference in a memorable venue made this event un-missable for me. I hope that you enjoy next year's conference in the equally spectacular city of Istanbul.



Solidarity Coaching & Mentoring (SC&M)

Guilaine Roullier Arduin

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



For the first time at the EMCC conference in Venice there was a stand for 'Solidarity Coaching & Mentoring' (SC&M) with posters and leaflets to inform all members on how to start a SC project in their country. It was a great opportunity to meet members interested by SC&M, members who are already doing pro bono coaching or mentoring on their own and members who wanted to link with others in their own country to start the project.

In our annual face-to-face meeting during the Conference we doubled the number of participants in comparison with last year's meeting at the Annual Conference in Athens. Several countries are on the route towards adopting SC&M and shared with us their concern about offering free coaching, how to convince their boards about the benefits of SC&M and about the very first steps to start SC&M in their home country.

The greatest news was to discover that solidarity mentoring exists already in several countries. It was developed by individual initiatives acting on their own. They can now join our group which is growing faster than we thought.

Solidarity mentoring was to be our next phase of development and now we just have to endorse the fact that Solidarity Mentoring already exists in affiliates. Solidarity Coaching & Mentoring (SC&M) was born in Venice on a lovely sunny day in November 2014.

More very good news was that Sweden received this year's award for Solidarity Coaching. Sweden

is the very first country to have launched the project following our workshops on Solidarity Coaching at the EMCC conference in November 2011 in Paris. The Award is the recognition of all the work developed by Marie Lindvall Wahlberg who has since joined us in the core group and is a true asset for us. Congratulations Marie for your perseverance and inspiration to reach your goal.

We have now nine countries involved in this programme. The next step is for us as the core group to help all the members who want to develop SC&M in their country and to support them until the launching of their project.

Contact us if you're interested in knowing more about SC&M and how you can participate. We can be reached on :

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

Thank you all for your support.

Guilaine Roullier Arduin
EMCC WorkGroup Leader SC&M

Affiliated Country News & Greetings :

From Belgium

Hugues Wynants

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



News from EMCC Croatia

Dubravka Horvat

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



On behalf of EMCC Croatia - we wish you harmonious and prosperous New Year!

Želimo vam Novu godinu ispunjenu harmonijom i uspjehom!

Best wishes

Martina Detelic

Greetings from Czech Republic

Roman Chudoba

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



Greetings from Denmark

Carsten Agerlin

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



News from EMCC Finland

Ritta Helekoski

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



The theme of the year in 2014 for EMCC Finland has been collaboration and networking.

An Ethical committee was established as a joint project with ICF and SCY. The purpose of this committee is to inform about ethical issues and assist the

conflicting parties to achieve resolution.

'Mentoring Dates' was organised in Helsinki, and it brought together variety of associations and organisations to share their learnings about their mentoring projects.

The EMCC Executive Board members visited in Finland in September. Our board members had the opportunity to put forward their views and to receive valuable guidance and advices.

The theme of the coming year is implementation. We will focus on promoting mentoring, increasing the visibility of our organisation, improving the quality of mentoring and coaching and building quality services for our members.

EMCC Finland would like to send the other member Affiliated Countries and the EMCC International Executive Board our warmest thanks for their

collaboration over the past year and wishes everyone

a Merry Christmas and a Happy New Year!

Suomi

Kuluvan vuoden teema on ollut yhteistyö ja verkostoituminen.

Yhteistyössä ICF ja SCY kanssa perustimme eettisen toimikunnan. Toimikunnan tehtävänä on tiedottaa mentoroinnin ja coachingin etiikkaan liittyvistä kysymyksistä ja auttaa tarvittaessa yhdistystemme jäseniä löytämään ratkaisu eettisiin kysymyksiin liittyvissä ristiriitatilanteissa.

Maaliskuussa järjestimme Helsingissä 'MentorointiTreffit'. Vieraanamme olivat Väestöliitto, Yritys Kummit ja Suomen Mentorit jakamassa kokemuksiaan omista mentorointiprojekteistaan.

Syyskuussa EMCC Executive boardin jäsenet vierailivat Suomessa tutustumassa toimintaamme ja haasteisiimme sekä jakamassa arvokasta tietoa muiden maiden kokemuksista ja käytännöistä.

Tulevan vuoden teema on implementointi. Hallitus on määritellyt toiminnallemme selkeän fokuksen. Työskentelemme järjestömmme tunnettavuuden lisäämiseksi, mentoroinnin ja coachingin laadun parantamiseksi sekä laadukkaiden jäsenpalveluiden kehittämiseksi.

Yhdistyksemme lähettää kaikille jäsenyhdistyksille ja johtoryhmälle lämpimät kiitokset yhteistyöstä kuluneena vuonna ja toivottaa kaikille

Hyvää Joulua ja Onnellista Uutta Vuotta

EMCC Finland ry'n hallitus

Heikki Helekoski

News from EMCC France

Thierry Gaches

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

As we approach another Christmas season, with all the joy, excitement and merriment that is part of the tradition, the EMCC France Board is delighted to extend Season's Greetings to all EMCC members

Your support during the year 2014 helped us on the journey to development and progress in the various areas like Solidarity Coaching, professionalisation, accreditation and best practice sharing.

We thank you for your support and endorsement of our efforts and we pledge to work more closely with all of you as we seek to grow our association even more.

We wish you a very happy holiday season and an incoming year filled with peace, joy, prosperity, coaching and mentoring!



News from EMCC Germany

Peter van Eyk

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



*Peter Van Eyk and
Dr Vera-Kerstin Grundmann*

EMCC Germany celebrated its 10th anniversary on November 15th 2014 in Cologne.

During the occasion, the National Solidarity Coaching Award was granted for the first time in Germany. Dr Vera-Kerstin Grundmann

received this award to honour her substantial pro-bono-engagement e.g. as business mentor for young athletes on their way to the Olympics Games 2016 in Rio de Janeiro.

Best wishes for Christmas and the New Year!

Klaudia

News from EMCC Greece

Marialexia Margariti

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



2014 has been rather busy. In February, we elected a new Board and we designed our strategy for the next two years. A major step was the launch of “**Corporate Membership**”, which means that we are the first and only professional coaching association in Greece, at present, which can now accept applications for corporate membership. We also launched a **Group Supervision** programme for our members and we continued with our successful from last year **Peer Coaching** programme, both of which build on our efforts to establish high professional standards in the market. It was also a great honour for us and a significant recognition for the coaching profession in Greece to receive – in October - the **Bronze Award** in the category “**Leadership & People Excellence**” of the HR Excellence Awards for our **Solidarity Coaching** programme. It is the first year that non-profit organisations were included in the list of contestants and we are proud to have been able to stand out among established corporations with extensive experience and resources in the design and implementation of leadership development programmes.

We hope that 2015 will keep us even busier than 2014, with several new projects, including the extension of our Solidarity pro bono programme to other charities and social groups. **We wish you a Merry Christmas and a Happy and Prosperous New Year!**

Γεια σας από την Ελλάδα!

Το 2014 υπήρξε μια παραγωγική χρονιά για τον Ελληνικό Σύνδεσμο. Εκλέξαμε νέο Διοικητική

Συμβούλιο και σχεδιάσαμε τις στρατηγικές δράσεις για την επόμενη διετία. Ένα σημαντικό βήμα για εμάς ήταν το λανσάρισμα της κατηγορίας των Εταιρικών Μελών (**Corporate Membership**), που σημαίνει ότι το ΗCA/ EMCC Greece είναι ο μοναδικός επαγγελματικός Σύνδεσμος Coaching στην Ελλάδα που πλέον προσφέρει τη δυνατότητα εγγραφής και εταιρικών μελών. Ξεκινήσαμε μια καινούρια δραστηριότητα για τα μέλη μας το **Group Supervision (Ομαδική Εποπτεία)** και συνεχίσαμε το επιτυχημένο πρόγραμμα **Peer Coaching**. Οι 2 αυτές δραστηριότητες εντάσσονται στα πλαίσια των συνεχών προσπαθειών μας για εδραίωση υψηλών επαγγελματικών προτύπων για το coaching στην Ελλάδα. Ήταν επίσης μεγάλη τιμή για εμάς αλλά και ένα μεγάλο βήμα για το coaching στην Ελλάδα, γενικότερα, το γεγονός ότι κερδίσαμε το **χάλκινο βραβείο** στην κατηγορία «**Ηγεσία & Αριστεία στο Ανθρώπινο Δυναμικό**» στα HR Excellence Awards (που διοργανώνονται από την ΕΕΔΕ & το ΕΙΜΑΔ), για την εθελοντική δράση “**Solidarity Coaching**”. Είναι η πρώτη χρονιά που συμπεριλήφθηκαν ΜΚΟ στη λίστα των διαγωνιζόμενων και είμαστε πολύ περήφανοι που καταφέραμε να ξεχωρίσουμε ανάμεσα σε επιχειρήσεις με εκτεταμένη εμπειρία και πόρους στο σχεδιασμό και την υλοποίηση προγραμμάτων ανάπτυξης ηγεσίας. Ελπίζουμε το 2015 να είναι ακόμα πιο δημιουργικό με την υλοποίηση νέων δράσεων, όπως η επέκταση της δράσης μας Solidarity Coaching και σε άλλες κοινωνικές ομάδες και φορείς που μπορούν να ωφεληθούν. **Σας ευχόμαστε Καλά Χριστούγεννα και ένα Καλό και Δημιουργικό Νέο Έτος!**

Greetings from Hungary

Zoltán Ardai

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Greetings from Ireland

Paula King

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



Greetings from Morocco

Ihham Zhiri

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



Greetings from Italy

Isabelle Alpi



Greetings from the Netherlands

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



Greetings from Luxembourg

Marie-Brigitte BISSEN

[LR\(dot\)Administrator\(at\)emccouncil\(dot\)org](mailto:LR(dot)Administrator(at)emccouncil(dot)org)



News from EMCC Poland

Przemysław Duchniewicz

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Let's bake some honey-cake (piernik) with our EMCC Poland team. We wish us all engagement and involvement of all our community so that we can bake these wonderful cakes together.

Our focus for 2015 is as easy as ABC, where A stands for Accreditation and getting ready for EIA; B is about more business focus, by some changes in our status we now can open ourselves to areas already explored by other EMCC chapters; and C is for coverage, inviting more people from all around Poland to co-create additional value for them once they belong to this association.

We wish to meet with you all during our next Research conference in Warsaw.

Merry Christmas and Happy New year!

Wesołych Świąt oraz Szczęśliwego Nowego Roku!

Kindest Regards

Przemek

Greetings from EMCC Romania

Stefan Andrei

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

*Crăciun Fericit și cele mai bune urări
pentru Anul Nou din România!*

*Happy Christmas and best wishes for the
New Year from Romania!*



Greetings from EMCC Serbia

Nebojša Jovanović

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Greetings from EMCC Spain

Roberto Luna

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Greetings from EMCC Sweden

Jael Waern

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God jul och gott nytt år

Greetings from EMCC Switzerland

Christoph Epprecht

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News from EMCC Turkey

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Happy New Year!!

What happened in 2014?

EMCC Turkey has witnessed a strong membership growth during the last two years, our membership number has reached over 100 from low 30s. This growth has been a result of a few critical strategic priorities and actions: our sound foundation, the market standing and excellent reputation of our board members and other active members have played a crucial role in this process. The quality of our members events focussed on benchmarking and know-how sharing about the best practice on coaching and mentoring from leading corporates in the country has proven to be a winning strategy as not only practitioners but also sponsors (including well respected HR and business people) of coaching have actively joined our meetings. The joint event we have organised with AmCham Turkey on employee engagement and the "CEO talks" series we initiated with HSBC Turkey CEO then followed by the CEOs of Delphi Electrics and Eureka Insurance have also indicated to our target domain that EMCC is a good platform to bring both practitioners and sponsors together in a very fruitful debate. Our participation in the Ridler's Report thanks to 12 Turkish companies' kind contribution, and our follow up meetings on the report, and roundtable discussion on buyers' perspective on coaching where we had very prominent members of HR and executive coaching community in Turkey have also shown to our member base that EMCC supports evidence based research. The workshops we have organised on supervision in coaching, psychology of coaching and TA have also raised the standards of continuous development for coaching profession. As we have also joined ICF and a local organisation (KPD) to progress on self regulation of the coaching profession in the country, and especially our involvement in the "Commercialize" project sponsored by European Commission where we have joined our efforts with Pera Consulting and TTGV, have all proven the fact that EMCC Turkey stands for to become the "go to body" for coaching and mentoring. And lately one of our priorities



was bringing the "M" back to EMCC as we initiated our mentoring working group to offer support the mentoring program of other leading NGOs in the country. During the year we have cooperated with Bilgi University and 15 of their students provided mentoring to younger students after having completed a series of coaching skills based training offered by our members. And we have already started our work with Junior Achievement Turkey, and now also initiating our cooperation with some other organisations like TurkishWIN etc... We are also grateful for our international guests, Julie Hay and David Clutterbuck for their excellent workshops and presentations. Their presence has again raised the quality standards of our offerings. 2014 was also the year when we have completed our first publication, a Turkish version of a buyers' guide for coaching in a format of a compact reference book including the EMCC code of conduct, competency framework and ethical code...

What's on the agenda for 2015?

The most important event for us in 2015 will be the EMCC Conference in Istanbul. It will be a great occasion where our members will be meeting prominent members of EMCC community worldwide at a spectacular and very fruitful event in November 2015 in Istanbul. On the other hand the new year will start with our general assembly, and we intend to organize a half day conference on change management within the first quarter of the year. In the meantime, as we reach a certain critical size, we are about to initiate our working groups on various subjects like supervision, mentoring, research, publications, relations with coaching schools, regulatory affairs, SME/Business coaching, solidarity coaching, marketing / PR, membership and of course EMCC Conference Istanbul 2015... We are also planning to publish a book on mentoring, continue with our well selected workshops and benchmarking events, and to initiate research by motivating our

members from academia and activating our network to collect data and case studies. Our mentoring work group will be actively supporting other leading NGOs in their mentoring programs, and we are also planning to implement a local certification for mentors by using the ISMPE. And we have some initial plans to organize a mentoring conference a few weeks before the G20 summit in Istanbul with the aim of bringing this subject in the world leaders agenda... Therefore in 2015 EMCC Turkey aims to become the “go to body” in the country not only for coaching but also mentoring as well.

Greetings from EMCC Ukraine

ДОПОМОГА КОРИСТУВАЧАМ

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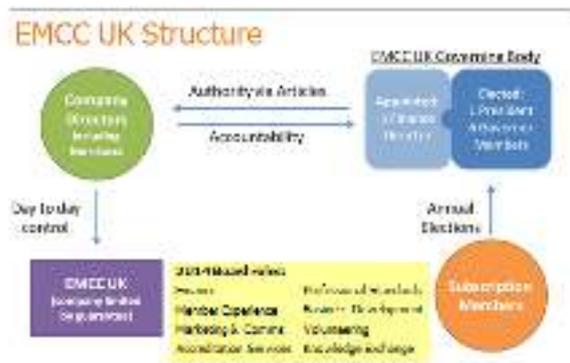
News from EMCC UK

Chris Jackson

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In 2014 EMCC UK made great progress in clarifying its governance and the process of appointing board members.

This structure is enabling the UK Board move activities forward to meet membership demands and the desired outputs of the strategy.



EMCC UK 2014-17 Strategy and goals

A three year plan for 2014-17 sets out the overall ambitions for EMCC UK and what we need to have in place to achieve them.

Chris Jackson, our President and the architect of the plan, called it ‘Back to the Future’ because it builds on and clearly connects with EMCC’s history and achievements to date.

The plan runs alongside the introduction of a new structure for EMCC in the UK which puts the whole membership at the heart of how EMCC UK is managed.

The structure and plan were the primary first-year objectives of the Board who came together in April 2013.

There are four key ambitions to be achieved by 2017:

- Supporting organisations to embed high quality coaching and mentoring in their management practice
- Raising the quality of mentoring (as well as coaching) for the benefit of society
- Developing a learning and innovative community of coaches and mentors across the UK
- Making EIA a natural career step for professional coaches and mentors

Many activities are in place to achieve the goals for 2017 step by step.

