



Contents	Page
Message from our President.....	2
EMCC in 2015	2
ESIA Update	4
Competence Framework (CFW) Update	4
Research Update.....	5
Interview with Alexander Vreede, EMCC Treasurer.....	6
News from EMCC France	7
News from EMCC Greece	7
News from EMCC Germany	8
Solidarity Coaching.....	9
22 nd Annual International Mentoring & Coaching Conference.....	9

Our Newsletter Contributors:



Lise Lewis



Alexander Vreede



Michel Moral



Myrto Raftopoulou



Marialexia Margariti



Jens Braak



Zoltán Csigás



Guilaine Roullier Arduin



Irena Sobolewska

Congratulations to everyone who received an EMCC accreditation July-September 2015



- Manju Michaud** (Netherlands): Foundation
- Eduard Papen** (Netherlands): Foundation
- Brad Allen** (Ireland): Practitioner
- Isabelle Alpi** (Italy): Practitioner
- Alexandra Borg** (Belgium): Practitioner
- Sylviane Cannio** (Belgium): Practitioner
- Sophie Feltrin** (Belgium): Practitioner



- Lydia Hafeburg** (Luxembourg): Practitioner
- Jorien Oosterwijk** (Netherlands): Practitioner
- Gert van Lente** (Netherlands): Practitioner
- Judith Gebhardt** (USA): Senior Practitioner
- Susan Sherlike** (UK) Senior Practitioner
- Nadine Hemmer** (Luxembourg): Master Practitioner
- Jeannet Kant** (Netherlands): Master Practitioner



Welcome from

Dr Lise Lewis

EMCC International President

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

Dear EMCC colleagues

The flurry of activity we've had with planning new events, conferences and responding to expressions of interest in the work of EMCC hopefully indicates everyone had a restful and recuperative summer and ready for action as we go into Autumn.

To keep you fully conversant with developments this latest newsletter includes updates from your EMCC International Executive Board including:

- A list of everyone who has recently received an EMCC accreditation (congratulations!)
- Updates on: EMCC so far in 2015, our ESIA accreditation and EMCC's Competence Framework, International Research, the International Annual Conference
- An interview with our out-going EMCC International Treasurer
- News from EMCC France, Greece and Germany.

As always I want to take this opportunity to thank all volunteers in EMCC International and Affiliated Countries. So that you know you're appreciated and very much central to our operations let me share with you that one of the projects we're working on with Council is focused on volunteers. We will of course keep you updated on what emerges from our explorations.

Let me finish the welcome to this newsletter by saying your views and feedback about what you want to see from your EMCC is needed to inform the work that we do on your behalf. Do contact me personally by sending me a tweet at @EMCCPresident or and email to [EMCC\(dot\)President\(at\)emccouncil\(dot\)org](mailto:EMCC(dot)President(at)emccouncil(dot)org). I'm looking forward to hearing from you! We want to know about your experiences with EMCC and what you'd like to see happen in the future.

Very best wishes from Lise

Lise Lewis



www.EMCCconference.org

EMCC in 2015

We're finalising arrangements for our 22nd Annual International Conference which is being held from 19-21 November 2015 in Istanbul with the theme of Building Business Engagement.

This event is a great opportunity for your continuing personal development as a practitioner and also for those of you representing your business and who want to see how best to benefit from the contribution of mentoring and coaching. Developing research is identifying that mentoring and coaching make a difference.

There's still time to enrol for participation in the conference so make sure this opportunity is in your diary by going to www.EMCCconference.org

Executive Board activity

Let me offer you some highlights from the EMCC International Executive Board activities over the last quarter; your local Country Board members will hopefully have shared with you a fuller brief – if not please contact them for more details.

Country visits

In June we joined Council delegates at London Heathrow for a full day meeting to progress further elements of our revised Strategic Plan 2015-2018. Some of the topics were:

- **Dual membership:** the position relating to automatically being a member of EMCC International as well as having membership within one's own affiliated country.
- **Logo change:** how well are we presenting our international profile with our current logo?
- **EMCC structure:** a review of our existing operating model as being 'fit for purpose' for the future of EMCC

Your local Country Board members will have more detailed information on the above.

Conferences

Every year we review the success of our international conferences and we decided to consider what options are available to us for possibly changing the format in 2016.

We're currently exploring a 'travelling' event where we visit more than one country to offer wider coverage of our professional development opportunity and to compare this with our existing practise of locating in one country.

Update from my President's portfolio

Evidence of cooperating between Professional Bodies:

The Global Coaching and Mentoring Alliance (GCMA) members AC, EMCC and ICF will be meeting in November to review our purpose and progress – more on this will be available as a joint communication.

Expanding geographical coverage:

We really are being noticed internationally!

Our profile on raising standards in mentoring and coaching is now widely recognised and we can be proud that adding 'supervision' to our offering with the availability of accreditations for both training programmes and individual practitioners is gaining attention.

EMCC really is leading the field in promoting excellence!

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:

The opportunity is still available to you if you'd like to be a working member of a volunteer group on this topic – let me know if you want to be included at [EMCC\(dot\)President\(at\)emccouncil\(dot\)org](mailto:EMCC(dot)President(at)emccouncil(dot)org).

Putting the 'M' back in the EMCC project:

We've had a great response to the mentoring survey and an analysis report of the findings has now been produced. I'll be sharing the main findings at the EMCC International Conference in Istanbul and meeting with a core project group to identify future projects to take forward on behalf of our mentoring members.

Coaches – you're not forgotten!!! We just want to get a balance of our activities for the benefit of all our members.

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/ Mentoring

I'm very excited about connecting external interests with the excellent work that the EMCC is achieving in particularly in Solidarity Coaching. We're looking at the feasibility of combining an existing research study with our own efforts to develop an international social responsibility project. We're hopeful that such a project will also attract external sponsorship.

We know that there are many more of you contributing to Solidarity Coaching and Mentoring – and we want to hear from you!

Help us reach our target of 11 countries participating by 2016!

Raising the profile of EMCC

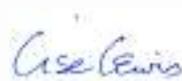
We're strengthening our relationship with the Association of Coaching Supervisors (AOCS) by offering a Masterclass on our accreditations as part of their planned programme of events.

Remember if you offer services as a practice supervisor you can gain a discounted membership with AOCS – more details [here](#).

I've been invited and sponsored by the University of New Mexico to present at their Mentoring Institute Conference in October. They're keen to know about the work of EMCC in our role as a European body setting standards for professional practice.

Good to connect with you all and as always if you'd like to know more about any of the above let me know!

Best from Lise



Calling All Volunteers
Your EMCC needs you!



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

www.emccouncil.org



ESI A Update



Michel Moral
ESI A WorkGroup Leader

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

The ESIA pilot was launched in June 2014. Following the pilot, we revisited the offering during the winter taking into account all the feedback from the pilot participants. The final version, launched in May 2015, is much simpler and less elitist. The most simplified and quickest route is available for those who have an EIA and have attended an ESQA course.

All ESIA applicants must have an EIA (practitioner and above) and we are now working on a version that allows applicants to apply for both EIA and ESIA at the same time saving about 25% in time and cost. The current number of ESIA awards is as follows:

- ESIA awards = 3
- ESIA awaiting October panel = 2
- ESIA's in progress = 2

Our short term plan is to stimulate the demand for this accreditation. The mid-term plan is to work on the supervision competencies together with the ESQA and the CFW WorkGroups. The long term plan is to converge with EQF (European Qualification Framework). If you would like to get involved in this work please contact Michel Moral who is the ESIA WorkGroup leader [EMCC\(dot\)ESI A\(at\)emccouncil\(dot\)org](mailto:EMCC(dot)ESI A(at)emccouncil(dot)org).

For more information on ESIA and how to apply go to our webpage

<http://www.emccouncil.org/eu/en/accreditation/esia>



Competence Framework (CFW) Update

Marialexia Margariti
CFW WorkGroup Leader

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

The Competence Framework (CFW) WorkGroup have been working on reviewing the EMCC CFW documentation and creating a glossary of terms. The CFW is not just an accreditation tool. It is the main instrument with which professional mentors and coaches can work to improve their mentoring/coaching practice and their personal development. Hence, it should be viewed as a dynamic and 'breathing' document. The intention with this review was not to revise the CFW extensively or to challenge the basic assumptions behind it but rather to fine tune elements on the basis of continuous improvement. Overall the CFW continues to have a total of 112 Capability Indicators (CIs) only with a somewhat different combination:

- Foundation Level:
Reduced by 3 (from 33 CIs to 30 CIs)
- Practitioner Level:
Overall increase by 3 (from 39 CIs to 42 CIs)
- Senior Practitioner Level:
Overall increase by 3 (from 23 CIs to 26 CIs)
- Master Practitioner Level:
Overall reduction by 3 (from 17 CIs to 14 CIs)

What are the main changes?

The changes can be summarised into four categories:

1. EIA Level Descriptors: changes that aim to fine-tune and further enhance differentiation amongst the accreditation levels
2. Re-write of existing CIs: enhancements in wording with the aim to improve clarity of a CI
3. Change of Accreditation Level for existing CIs: CIs that seem better positioned at a different accreditation level from the one they have been so far.
4. Suggestion of new CIs: a couple of occasions where new CIs have been introduced either in replacement of existing one(s) moved to a different accreditation level or as additional to the current CFW.

Introduction of a Glossary

Some CIs were evaluated as not specific enough to be reliably assessed. We therefore created a glossary that helps the interpretation and understanding of these CIs.

Why change/ update and why now?

The CFW was established following a thorough process and research. There is no doubt that it properly reflects in detail, and with clarity, the different competencies and indicators a mentor/coach should master at different stages of their professional development. That said, it is now used by many different countries and in different languages so some linguistic difficulties have been spotted. Also, it is only natural that as the entire accreditation process is constantly under continuous improvement review (EIA is already in version 2) the framework that is the backbone of our accreditation products should also be reviewed for possible improvements.

Documentation

The latest version of the CFW (v2) and the new glossary can be downloaded here (and are also available for download from the accreditation pages of the EMCC website):

1. [EMCC CFW v2](#)
2. [EMCC CFW v2 with changes from v1 highlighted](#)
3. [EMCC CFW glossary v1](#)

V2 of the CFW will come into effect for all new EQA and EIA applications received 1 October 2015.



Research Update

Zoltán Csigás
EMCC International Vice
President Research

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

Quite a lot has been happening around EMCC International Research over the last weeks. The most important piece of news is that we have set the main approach and direction for future Research activities.

We would like to build more strongly on the international nature of EMCC and on the wide network of mentors, coaches and professionals who are associated with us. Thus our approach will be more focused on building and strengthening our network and co-operation, both with the

academic world and other stakeholders in the Research arena. Through this we aim to position EMCC International as a platform through which our stakeholders can contribute to the professionalisation of mentoring/coaching, whilst receiving proper support.

To enable this, EMCC International Research has launched a project, with the involvement of country volunteers, to map our potential stakeholders and the value propositions through which EMCC International could forge a fruitful relationship with each of them.

In line with this vision a new WorkGroup has been set up, with the aim of creating a network of researchers, business professionals and institutions to work with one another. We expect this network to help EMCC International and the participants in maximising the synergies of their Research activities. As this formal network is being built, we are open to your suggestions on whom to involve, and we would be grateful if you spread the word of this initiative in your own networks. For more information and details please contact me by email

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

We're also already working with some new external partners to further the Research on mentoring and coaching. For example, a mentoring case study is being prepared together with Brighton University in the UK, and we are exploring the opportunities of a joint research project with WBECS.

Of course, besides focusing on co-operation, EMCC International will have its own research agenda too. The keywords will be mentoring and "the how of coaching" from different perspectives.

A number of smaller projects are currently being prepared, so look out for the upcoming newsletters and Research Spotlights. The increased activity also comes with new opportunities for EMCC members to participate in, and to contribute to International Research. Do get in touch with me directly if you are interested.



Interview with Alexander Vreede, EMCC Treasurer (2009 – 2015)

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

When the EMCC International Treasurer Alexander Vreede told Council members in London on June 12th that he would step down as Treasurer in November there was silence in the room. Many had felt that Alexander would stay in his role forever. Rumours said that International Executive Board members had even tried to make him sign a document promising he would never leave the Executive Board. But it was not to be.

This Newsletter provided a good opportunity to ask him some questions for a final interview.

You have been EMCC Treasurer since 2009. Many have named this an ‘onerous’ job. Why did you offer to take on this job?

Alexander: At the time I was President of the board of NOBCO in the Netherlands and we had just signed the affiliation agreement to become EMCC Netherlands, the largest EMCC country with 1,500 members. It was an enormous step forward for both of us – EMCC suddenly doubled in size and the ‘European connection’ made NOBCO even more attractive than it already was.

Preparing for our affiliation Alex Engel (NOBCO Founder and General Secretary) and I spoke with John Whitmore who gave us some clear advice: ‘If you affiliate make sure you get elected to the Executive Board because that is where it all happens’. We took his advice and both offered ourselves for a position on the Executive Board. At the time the role of Treasurer was vacant and nobody seemed willing to do the job. But to me this looked like the only role that would suit me and that I would be able to do. So that is why I offered to do this ‘onerous’ job and I’ve never regretted it. On the contrary – I’ve enjoyed it tremendously!

Can you name some of the highlights and achievements in your role as Treasurer?

Alexander: Looking back I feel that what I have done in fact is to make finances part of the ‘routine’ of the International Executive Board and Council meetings. The problem with finance is that mostly people are not very excited by them and don’t want to ‘lose’ much time talking about them.

On the other hand finances are the most important issue we have and therefore deserve everybody’s interest and time. What I have done is try to fill that gap – making and keeping people interested and aware while at the same time doing all the work that makes finances easy to understand and saving valuable meeting time.

The EMCC International Treasurer takes care of only three things, you know: setting up the annual budget, putting together the annual financial results and comparing the two. When I took office there wasn’t a budget for the coming year, annual results were reported on a cash basis instead of an annual one and no results analysis was done.

Now there is a strong routine where I assemble a proposal for next year’s budget out of all the information I can get from the International Executive Board members and others with all our processes integrated in one financial calculation model. With a clear written introduction on the budget proposal we have managed to reduce the Council process to approve that proposal to the barest minimum whilst at the same time making all involved aware of the importance and basis of that budget.

The same goes for Council’s approval of the financial results of the preceding year – I now put together a document introducing and analysing these results that Council members can study and discuss long before the actual Council meeting. This saves meeting time whilst also strengthening transparency and trust. I think that this is the main achievement I’ve seen in my role as treasurer.

What other things have you been doing for EMCC in these years?

Alexander: I’ve been involved with a lot of other things e.g. setting up EMCC anew as an international not-for-profit organisation (IVZW) registered in Belgium, revising (twice) the way we calculate the affiliation fees that countries pay, setting up an International Financial Policy, creating calculation models for our accreditations EIA, ESIA, EQA and ESQA.

Plus a number of other things just because I like to stick my nose into a lot of things thinking I can contribute out of my experience as NOBCO President and from other things I have done in my life.

But on the whole I think that making finances a ‘routine taken seriously’ sums it up nicely.

Have there also been disappointments?

Alexander: Oh yes, quite a few! Things haven't been easy over the years and – especially for a volunteer job – it has been very hard work, a lot more than I expected.

But let me name only two disappointments. First: no matter how friendly and positive face-to-face contacts with country board members at Council meetings it has always a tough job to get the information from them when I asked for. With some countries this was never a problem but others have proved to be very difficult and hard to find. Sometimes because board members were replaced without me knowing it, at other times there just was no reply, no matter what I did to chase them. This phenomenon (I'm by far not the only one experiencing this) is a weakness for EMCC International that I'm truly concerned about.

And secondly, there is a permanent discrepancy in the way (most) Affiliated Country board members approach EMCC International. On the one hand expectations and demands are very high – a lot is expected of us and there is disappointment or even criticism is we don't 'deliver' what's expected of us (which we sometimes don't or can't). But – although we all know that a lot of resources are required to fulfil these expectations – there is a constant stream of requests and plans for lowering affiliation fees, diminishing the funds EMCC International desperately needs to 'deliver' what's asked of us.

Both these issues are a serious concern to me. On the other hand – we've managed thus far. And grown at the same time!

What advice would you give to EMCC for the future?

Alexander: Having just voiced these concerns it will come as no surprise that a primary concern should be to get in new funds from different sources. Sponsoring is the first one that comes to mind and at present we are beginning to concentrate on that. We have a number of strong points that can make it very worthwhile for potential sponsors to make a deal with us that can benefit both sides. But it will take time, focus and energy to finalise these kinds of contracts. And we're low on the resources to do this and that's a problem.

My second piece of advice – or 'wish' if you prefer – is to make the EMCC International organisation leaner, stronger, more flexible and more productive. Sometimes I feel that there is quite a distance between where Affiliated Country

organisations are and where the EMCC International Executive Board is. I've had times that this felt as 'two worlds living apart'. For the future of EMCC this is not a good thing. My wish is that the connection is strengthened in both directions: from EMCC International towards countries but – even more important – from countries towards EMCC International. The smaller the gap between the two the stronger EMCC will be.

If you're interested in becoming the next EMCC Treasurer please contact [Lise Lewis EMCC\(dot\)President\(at\)emccouncil.org](mailto:Lise.Lewis@emccouncil.org) for an informal chat.



News from EMCC France

Michel Morel
EMCC France Vice-president

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

Professionalisation Programme

For several years EMCC France has considered the idea of helping novice coaches who are eager to become true professionals. How to do this was the question. A decision was made in September 2014 to set up a working group of six members with the mission to crack the nut! The outcome was a professionalisation process that leads the coach from the certification delivered by the coaching school to the EMCC individual accreditation. The process is divided into five reflexive modules related to: the competence framework, the coaching practice, the code of conduct, the coaching activity and the contribution to the profession. Each module is delivered to a group of 10-15 participant and consists in a roughly 2-3 hours interactive meeting. In addition some other interactive discussions are related to CPD, Supervision, Reflection process in coaching, Marketing and Mentoring.

The programme started recently and is extremely well received by the participants.

We'll let you know more about our successes (and what we've learnt) in future newsletters. In the meantime if you would like to know more about this programme please don't hesitate to email me.



News from EMCC Greece

Myrto Raftopoulou
EMCC Greece Vice-president
Marketing and Communications

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

During this summer, EMCC Greece concluded a series of Knowledge Meetings dedicated to the influences and applications of key Psychology Schools of Thought on coaching. All meetings, which had the format of workshops, were facilitated by a combination of external facilitators (psychologists & psychotherapists) & professional coaches whose practice is based on coaching models influenced by key psychology currents. Subjects covered were: Rational Emotive and Cognitive Behaviour Therapy, Jungian Psychology, Systemic Thinking and Positive Psychology. The initiative was very positively received by both members & non-members with each meeting attracting more than 30 participants.

Knowledge meetings have been an integral part of the actions of EMCC Greece since its launch in 2010 and they are 2- hour- free workshops for its members (a small fee is charged for non-members) on various coaching subjects such as contracting, code of ethics, certification/ accreditation. The main purpose of these meetings is to support skills enhancement of coaches, to assist in establishing high standards for the professional in the local market and to provide information to wider audiences with an interest in coaching.

Due to such positive feedback from our members and other participants, the EMCC Greece Board is considering launching similar or other special series of workshops within the context of sharing knowledge between EMCC Greece's members. The 2015 plan of Knowledge Meetings will be concluded with the topic of "Reflective Practice: The Journey of Personal Development"



News from EMCC Germany

Dr Jens Braak
EMCC Germany Vice-president
Marketing

[jens\(dot\)braak\(at\)emccouncil\(dot\)de](mailto:jens(dot)braak(at)emccouncil(dot)de)

New members in the board of EMCC Germany

A vote was held in April 2015. Peter van Eyk (President) and Hans Oberpriller (VP Finance) continue on the board. Professor Dr Evelyn Albrecht (VP Research), Dr. Jens Braak (VP Marketing) and Dr Susanne Klein (VP Accreditation) joined the team. And we are pleased to report from our first activities.

Blue Hour in Hamburg

Jens Braak launched a new format to enable suppliers and buyers to discuss quality aspects. Ulf Weise from Airbus reported how they implemented a company-wide coaching and mentoring programme and more than 40 guests listened to the system they organised and their lessons learned.



Ulf Weise (Airbus) – Jens Braak – Peter van Eyk – Heiko Nies (E.R. Capital)

An intensive discussion could only be stopped by starting the get together in the nice facilities of E.R. Capital.

Susanne Klein (left) is going to organise the next event in Frankfurt. Please contact us to share our experiences for your own Blue Hour.



Summer University



This summer EMCC Germany took part in the ICF Summer University 2015 in Munich in co-operation with Munich Business School.

Prof Dr Evelyn Albrecht (Vice-president EMCC Germany, 2nd from left) invited experts from academia and industry to discuss the 24/7 availability of managers and the new challenges for business coaching in leadership.

benefits of solidarity coaching and some others are still hesitating to climb the step.

At the next EMCC conference in Istanbul, a Solidarity Coaching stand will be set up to enable us to meet all those interested in this project. Some new documents will also be available to help you better understand the concept.

We are organising a general meeting during the conference on **Friday 20th November from 12.30 to 13.30** to introduce Solidarity Coaching and answer to all your questions. Some of us will explain their experience in our own countries and how we succeeded in setting up Solidarity coaching. You will see that there are several ways to improve people's lives and strengthen a sense of community especially during economic recession.

In the name of our group, I am inviting you all to meet us at the stand and/or the general meeting to share with you the different ways to develop Solidarity Coaching and therefore contribute to social responsibility. See you in Istanbul!



Solidarity Coaching

Guilaine Roullier Arduin



EMCC WorkGroup Leader Solidarity Coaching

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

www.solidaritycoaching.org

Since the conference in 2012 in Bilbao where the first Solidarity Coaching award was given, our organisation is now running smoothly. We have set up a core central group with members from France, Greece, Luxemburg and Sweden to facilitate the administration of the Affiliated Countries who want to start Solidarity Coaching locally.

Lise Lewis, EMCC President said: *"I want EMCC to be acknowledged for its contribution to social responsibility and reflect our organisational values. This is an opportunity for coaches and mentors 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"*. These words are still resonating deeply in our hearts. And we want to go further. We know that several countries are progressing in that direction so as to demonstrate the societal



22nd Annual International Mentoring and Coaching Conference

19-21 November 2015 – Istanbul, Turkey

Irena Sobolewska General Secretary

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



The theme of the Conference is

Building Business Engagement

The plans for the Annual Conference continue. If you haven't booked yet then there is still time to do so online at

www.EMCCconference.org. We already have delegates attending from Australia, Austria, Bahrain, Belgium, Czech Republic, Denmark, Finland, France, Greece, Hungary, India, Ireland, Israel, Italy, Japan, Luxembourg, Netherlands, Norway, Portugal, Romania, Spain, Sweden, Switzerland, Turkey, United Kingdom and USA. It's a great opportunity not just to find out about the latest development in mentoring and coaching but also to network and learn from each other.