

# Special Edition March 2013



# news letter

## Contents

## Page

## Our Contributors:

Message from our President.....	2
Regulatory Affairs.....	2
Quality Standards Offerings.....	4
Brand .....	6
Growth .....	8
Research .....	10





## Message from our President

Lise Lewis

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Dear colleagues

Welcome to this special edition of the EMCC Newsletter.

Since the introduction of the 2012-2017 strategic plan the EMCC Executive Board, together with many volunteers, has been working to deliver our strategy. **This special edition of the EMCC Newsletter contains updates on what has been achieved in 2012 and information on our plans for 2013 and beyond.**

There is much still to do and I hope that you will all consider getting involved in some way. It is only with your help that we can deliver this strategy and make EMCC and our whole mentoring and coaching profession a better world to be part of. Please do join us!

Very best wishes from Lise  
EMCC President



## Interview with Gregoire Barrowcliff

EMCC Vice-President Regulatory Affairs

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### Can you give me a summary of your objective?

Officially the Regulatory Affairs objective is; 'To ensure compliance with commitments contained in the Professional Charter to strengthen self-regulation and to keep the legislative environment under review.' However, as time moves on and we put more elements in place in the Executive Body, Regulatory Affairs becomes increasingly linked to every other strategic objective; Research, Quality Standards etc, so our area of action is broader than a single statement.

### How does your objective fit into the EMCC's vision and purpose?

Our vision is increasingly international; beyond the boundaries of Europe, and formulating self-regulation and recognised regulation on a wider scale aids the EMCC's aims in professionalisation of the industry and improving its profile to become the 'go-to' body. The strategic objective fits in with the purpose of the EMCC because regulation is a tool for professionalisation. The more we professionalise mentoring and coaching, and the more we are seen to professionalise it, then the more we set the expectation of best practice.

### What are the overall aims of your objective?

All of the strategic objectives are moving towards professionalisation of the industry in some way, and regulation has its part to play to professionalise mentoring and coaching worldwide.

Our main aim is professionalisation through the route of self-regulation. We know our activity better than government authorities and are mature enough as an industry to set our own policies. Therefore we are not looking to national, international or European authorities to tell us how to structure our profession. It is the EMCC's aim to formulate self-regulation for the industry in collaboration with other like-minded organisations and associations.

### What are the specific actions identified to achieve this? What is the most important?

Our first action relates to the Professional Charter. We want to increase the number of signatories overall and encourage other like-minded organisations to sign up to the professional charter as part of the self-regulating initiative.

The second is the putting in place a procedure for Disciplinary and Complaints in case of a breach of the Professional Charter. This may take place with other organisations, for example, potentially a joint initiative with the ICF.

The third action is to review and update the EMCC's own Code of Ethics and encourage adoption by members in all Affiliated Countries.

It is hard to say whether any one action is more important than another. The EMCC's own Code of Ethics is probably the least urgent because it already exists and simply needs updating. It is a less strategic element, but overall, each action is as important as the next.

## **What was achieved in terms of the strategic objective in 2012?**

The part that Regulatory Affairs has played up to now was first of all to invite ICF to join the

EMCC in developing and writing a Professional Charter for mentoring and coaching. This was originally called the Code of Conduct. In 2011 the Professional Charter was lodged with the European Commission in Brussels as a marker that mentoring and coaching are able to regulate their own activities.

In 2012 two other organisations signed up to the charter in Brussels; the Association for Coaching and the Société Française de Coaching. The name was also changed from the Code of Conduct to the Professional Charter for Mentoring and Coaching in 2012.

## **What is planned to be delivered in 2013 and what is the time-frame?**

The main action related to the Professional Charter is finding new signatories so part of the plan is to hold discussions with other relevant professional bodies. This is with a view to them joining the Professional Charter, but also in order to learn from their experience. We will also be meeting periodically with EU officials in order to keep up to date with the evolution of the European legislative environment.

In terms of creating a procedure for Disciplinary and Complaints, the time-frame will depend on whether we work alone or collaborate with other organisations. There are a number of steps covering monitoring and sanctioning breaches of the Professional Charter, ensuring publication of procedures to members, and building up a database of case law. This will definitely take more than a year so it is something we plan to begin delivering in 2013 but will be working on for the next few years.

It is hoped we will also be able to look at the EMCC's Code of Ethics in 2013 with a view to reviewing and updating content. We would like to ensure members in Affiliated Countries are committed to a suitable Code of Ethics but appreciate we can only encourage subscription to such a code.

## **How will this be done?**

We have two WorkGroups set up in Regulatory Affairs and also a person in each Affiliated Country to act as a relay. For action on Disciplinary and Complaints we will be working with both external organisations and the 20 Affiliated Countries in order to gain outside perspectives and to ensure our members agree with the procedures.

We are constantly on the lookout for organisations that have the same viewpoint and may be interested in signing the Professional Charter. However, we do not go out of our way to market the charter or to persuade individuals or organisations to sign up. The Charter is for those who recognise their own values in it. We simply keep our ears open for those that share our principles and the aims of professionalisation and self-regulation for the industry.

## **How and when will you measure whether actions have been achieved?**

I would say it is not really about numbers or quantitative ways of measuring. Yes how many signatories we gain for the Professional Charter is important but there is more to it than that. A qualitative judgement is more important than the quantitative. Whether we feel the movement towards professionalism has still got its momentum and is still going forward is what is important for me to judge.

## **What are the major challenges in trying to achieve the objective in 2013?**

The major challenge every objective faces is getting enough volunteers to join the WorkGroups and Regulatory Affairs is no exception. We have only a handful of volunteers at the moment, having a dozen would be good.

Another challenge is how to align with people and organisations that would prefer national or international authorities to regulate mentoring and coaching. That is, of course, not our chosen route; we prefer self-regulation for the industry. So we need to have a strategy of how to work and align with these individuals and organisations in spite of our fundamental differences.

## **Are you confident the 2013 business plan will be met?**

Oh yes. Things are moving forward very well but I don't want to get everyone's hopes up too much as it is a very long process, but personally, yes.



## Interview with Gilles Gambade

EMCC Vice-President Standards

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### Can you give me a summary of your objective?

As it says in the 2013 Business Plan, the Standards objective is; 'To be the market leader in Europe in providing a broad range of services perceived as the most reputable Quality Standards Offerings for our members and others in the world of mentoring and coaching.'

To break this down; we want to set the standards for professionalisation. This includes standards for training, accreditation, and coaches and supervisors. It is hoped that these will be considered the most reputable quality standards across the whole of the mentoring and coaching industry.

### How does your objective fit into the EMCC's vision and purpose?

By being the reference point in the market through the setting of standards, the EMCC will become the envisioned 'go-to' body. In setting standards, the EMCC will be creating modes of best practice which is the organisation's direct purpose.

### What are the overall aims of your objective?

Setting standards is part of the higher aim to make coaching and mentoring true professions. They are not as yet established as real professions. Our aim is to make coaching and mentoring recognised professions through the creation and setting of standards for the industry.

Our other aim is to make sure our profession is exercised across Europe professionally, and at its best, for the benefit of our members and for all.

### What are the specific actions identified to achieve this? What is the most important?

Broadly speaking, our actions in 2013 will be focussed on standards in training, accreditation and supervision. In terms of the European Individual Accreditation (EIA) we plan to develop bridging between EIA and other external accreditation and finalise the simplification of EIA.

For both EIA and EQA we will be continuing their update and development and ensuring their promotion,

implementation and management is put in place in all Affiliated Countries. We will also create and implement a re-accreditation process for EIA and EQA.

In relation to the European Quality Award (EQA) we will also position EQA versus other accreditations and aim to redefine the Affiliated Countries' perspectives on the promotion, management and responsibilities for EQA. In addition, we plan to identify what kinds of technical support Affiliated Countries require and implement an adequate structure for this.

All of the chosen actions are very important; they are all pieces in a puzzle. Each element is integral to coaching and mentoring so we need to work on all of the actions together. Something would be missing if didn't have one of the actions; the Business Plan is a rounded package to cover all aspects of standards. There is a schedule for the actions but all are important.

### What was achieved in terms of the strategic objective in 2012?

Initially in 2012 we worked on organising the area of standards. This was quite a task and important to complete before we moved forward. We have 53 volunteers, from ten different countries, who needed to understand and organise the system.

Once the organisation was complete, we began working on standards in training and once this was put in place we decided what the structure for individual accreditation should be. Individual accreditation was finally launched to all countries, a very important step and a major achievement. We then moved onto supervision standards.

We also started the process of cooperation with other organisations and associations. We began to communicate and think together about the future, the place of coaching and mentoring, and the standards of it. We began working with the large, experienced organisation, ICF. This was a great achievement as we had been in talks for many years but in 2012 these talks came to fruition. Discussions were converted into a concrete action plan and work to compare competence frameworks.

### What is planned to be delivered in 2013 and what is the time-frame?

Our main aim is to become a professional organisation in terms of standards in 2013. Particularly important this year is finalising the integration of our accreditation model in all of our Affiliated Countries. Until 2012, some countries still had local accreditation systems. Moving each of the Affiliated Countries to the

new format takes time and has to be carefully managed.

The Netherlands moved onto the EMCC accreditation model in 2011 and France, Belgium and Luxembourg adopted it in 2012. So far this year, Spain is already working on joining the system. By the end of 2013 all Affiliated Countries will be under the EMCC accreditation process.

Supervision is the other main task for 2013. We want assessment to be consistent and ensure that it is not affected by language variations. It is important that we work on standards in the area of assessment so that when we grow we have consistency in international accreditation. Therefore, we will be working in tandem on standardisation of supervisors and coaches, and accreditation and assessment. This is a challenge but it is possible.

### **How will this be done?**

We reviewed the organisation in 2012 so as to be more efficient in standards. Now, in 2013, we are well organised with five WorkGroups to target the actions of the Business Plan. We have introduced quality assurance in all areas of delivery and can now move forward. We will be working on the Plan both internally and with other organisations.

### **How and when will you measure whether actions have been achieved?**

We will always be working on both a short term and a long term action plan. In addition to creating new offerings it is important to improve and develop those already formed. Therefore WorkGroups meet once a month to review the project and there will be an overall meeting of all the Standards leaders in January each year to review the full year.

Every six weeks there are meetings between all the team leaders to ensure that there is coordination between the WorkGroups. There is also a quarterly review to check progress of work and to present to the council. For some of the actions there will be clear indicators of success, such as seeing a consistent picture across accreditation in all countries, and the adoption of individual accreditation in all the Affiliated Countries.

### **What are the major challenges in trying to achieve the objective in 2013?**

Volunteers, membership of many countries and the plan to grow are all challenges. There is a huge amount of work to be done and it is all done from volunteers from different countries, with different cultures and backgrounds. There is only one paid,

part-time resource; everyone else volunteers their time. There are always challenges and things that are unpredictable when working with volunteers and relying on good will, but we have a dedicated team in place.

EMCC is now a large organisation with many different countries involved, which creates new challenges. The initial training accreditation was for a single country but now needs to be European or even International. We need to set standards across different countries that work for every country which is a difficult task. Following on from this, we know we will need to link professional training with academic education in the future. We need to align both of them together and this is not easy but we are starting work on it. The provision of accreditation alongside a European qualification is a very challenging long term objective for the next two or three years.

We are also beginning to experience the challenge of working with other associations to look at standards together and compare working. Challenges are no longer simply internal. Working with external organisations is something quite new for us but we will start doing so more regularly in 2013. The challenge is to get out of our comfort zone, recognise that others may have different points of view to us, and be able to discuss and debate successfully.

Technology is also a challenge in terms of embracing and utilising technology in learning. We need to integrate technology into our offerings, for example through e-learning and distance learning.

### **Are you confident the 2013 business plan will be met?**

I think of the objectives we have set for 2013 and feel quite comfortable that we will meet them, although some areas will not show immediate results, for example; competence. In general, yes, we are quite confident. None of it is easy but we are starting the work and we have volunteers who give their time and are very committed.





## **Interview with Pilar Lorenzo**

EMCC Vice-President Marketing

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### **Can you give me a summary of your objective?**

The 2013 Business Plan puts it very succinctly; 'To increase EMCC awareness and its recognition as a highest quality professional brand in the world of mentoring and coaching'.

### **How does your objective fit into the EMCC's vision and purpose?**

Our strategic objective is about brand awareness. Becoming more recognised leads us to being the 'go-to' body in the world of mentoring and coaching. The EMCC exists to develop, promote and set the expectation of best practice in mentoring and coaching across Europe and beyond, for the benefit of society, so we are working in developing EMCC's brand strategy and value proposition as a reflection of its declared vision and purpose.

Brand is simply the core marketing element, so by developing a strategy and using it consistently, we will be able to ensure that EMCC is quickly recognised and understood by its key audiences. This will enable the EMCC to do its purpose functions of developing, promoting and setting the expectations of best practice.

### **What are the overall aims of your objective?**

The overall aims for the strategic objective of Brand are to increase awareness of EMCC, to become better recognised and to be recognised by more people, both inside and outside the industry.

### **What are the specific actions identified to achieve this? What is the most important?**

We wanted to 'start the house from the basement', so our main focus from the beginning has been developing a brand strategy. Therefore, the most important action in the 2013 Marketing Business Plan will be finalising this strategy and starting to roll out the Brand Implementation Plan. In parallel with these actions we are developing the EMCC's Unique Sales Points; its value proposition.

We also want to review the EMCC's position as a leader in initiatives, develop and align promotional materials across the organisation, review and update the Identity Manual and create and implement a PR &

communications Strategy. We will also continue putting efforts into promoting EMCC and sharing information through the different Social Media platforms.

### **What was achieved in terms of the strategic objective in 2012?**

Marketing had to start from scratch in 2012 as there was no team in place. I struggled initially to find enough people ready to help and with the time to help even if they were willing to. Once a minimum structure was in place, we started to focus on specific goals and these are our achievements:

Starting from the EMCC vision, purpose and strategy, we analysed the market trends and implications in coaching and mentoring. We also looked at others associations in those fields and came to our current brand position. A first draft of the strategic choices needed to go ahead with the final branding strategy was presented to the Executive board for endorsement in October 2012.

We supported the standards area in the launching of EIA v.2 and began social media campaigns and engagement, developing, in particular, the Linked-In and Facebook platforms.

A new promotional channel, called NEWSFLASH was created as a more visual way of connecting with members, promoting and reinforcing EMCC's main messages, offerings, events and such.

The Identity Manual was created to provide EMCC members, the Affiliated Country boards, and graphics providers, printers, etc. with the guidelines to properly apply the EMCC image for both online and offline media.

We also provided useful resources for Affiliated Countries, such as a pack with logos per country, brand guidelines and other materials, so as to make our identity and communications homogenous. The aim is to transmit to the final user an idea of coherence, cohesion and visual continuity that implies professionalism, credibility, and consistency as a brand.

### **What is planned to be delivered in 2013 and what is the time frame?**

The team will be working on several areas of the Business Plan in 2013.

EMCC's USP, its value proposition, will be finalised in quarter two, in April 2013. Also in the second quarter of the year will be the review and update of the Identity Manual and the launch of a booklet to

promote EMCC's offerings in terms of accreditations and awards.

We will move forward on Brand strategy until we can settle EMCC branding objectives, a complete Brand strategy and metrics and USP which will be worked on in the next few months. As there are some strategic choices to be made, for which we will need the board and council endorsement, we can probably expect to finalise this by September.

In terms of communications, we have a new leader and, after receiving some applications, from volunteers who are willing to help with these issues, I hope we will have a number of members in the communication WorkGroup that will help us in delivering a real necessity: the Communication Plan. Our goal is to have a draft before the summer.

With regards to social media, we are also trying to grow the social media team. Our objectives for 2013 are to increase activity by starting to collect and measure information about traffic, interests and type of audiences. This will enable us to better serve our target audiences by knowing what they're saying to others and to EMCC.

We should also be able to respond to and/or engage critics, to virally impact with our messages, and stay on top of the latest development in mentoring and coaching fields. NEWSFLASH will continue but we shall be increasing its frequency. It will be delivered monthly in 2013.

In regards to the conducting of a Feasibility Study looking at securing sponsorship of EMCC, it was decided to move to this to the Treasurer's remit.

### **How will this be done?**

It is not possible to start a big undertaking like this without having a strong foundation. Therefore we have spent a lot of time on building up the Branding strategy, which is the basis.

In the short term in 2013 we will develop some deliverables and marketing materials, and work defining our value proposition. However, everything will need to be aligned to the brand strategy, once it has been finalised.

To fully answer your question I would like to say that everything will be done thanks to the enthusiasm, time and effort that a WorkGroup of volunteers devoted to working on in these initiatives which will help the EMCC to achieve its strategic plan objectives.

### **How and when will you measure whether actions have been achieved?**

The Brand Implementation Plan involves two strategies; once the brand and communication strategy is finished, one of our next steps is the development of indicators to measure awareness and communication. There will be on-going review for other actions and we will create a presentation or report to track the growth of social media etc., over six month or yearly periods, to show its evolution.

Having some data will help us in making smart decisions, suggesting changes when necessary, and finding opportunities for different marketing channels and such. Therefore we will develop a set of indicators and measuring methods because they will be vital for us in terms of tracking our progress, setting up the goals for the next period and monitoring the basics in terms of traffic and leads.

We have started by collecting the first few sets of metrics in terms of social media. Later on in the year we will be able to look further into the data, when we create the proper indicators and metrics. These will include channel effectiveness, content effectiveness, average leads per quarter, leads generated per offer, and many more. Following this we will be able to analyse some factors and see what improvements can be made to better our marketing and EMCC awareness.

### **What are the major challenges in trying to achieve the objective in 2013?**

In my view we face two major challenges. The first is to provide a marketing strategy, tools, and deliverables for a number of countries while at the same time dealing with the diversity of this WorkGroup in terms of culture, needs, language and maturity of mentoring and coaching. The challenge is how to fulfil all these differing needs.

The second challenge is how to cope with the great list of things to be done and the shortage of resources. We had to start from scratch, which was a challenge in itself. Now we have a small but strong WorkGroup of leaders and, as we received several applicants from the last volunteer campaign, I am happy that we will be able to meet our stakeholders' needs in a shorter period of time and in a more efficient way.

## **Are you confident the 2013 business plan will be met?**

I think this year will be very different to 2012 because the team is now in place and I hope it will grow very soon. The start-up was a long process; it took four months to simply find volunteers and organise the team and structure. There is still a lot of work to be done but we are definitely moving forward this year.

I want to mention how proud I am of having the support of a wonderful team, who are all very enthusiastic, on top of being great professionals who work very well together. Therefore I would say I am quite confident that 2013 business plan will be met in terms of Marketing.



## **Interview with Lise Lewis** EMCC President

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### **Can you give me a summary of your objective?**

The focus for Growth is; 'To grow EMCC membership through affiliate country development and expansion of geographical coverage'. It is also important to recognise the purpose underpinning this strategic objective which is primarily growth to sustain EMCC as an independent thriving professional body.

### **How does your objective fit into the EMCC's vision and purpose?**

We wish to utilise growth in a number of ways to professionalise mentoring and coaching. Becoming a larger organisation will strengthen our profile and aid us in realising our vision to be the 'go-to' body through being recognised for our contribution to developments in mentoring and coaching.

Similarly, through growth we can become a stronger voice in the direction of our industry. This in turn will enable us to better execute the aims of our other strategic objectives, for example, setting standards and leading research, and so fulfil our purpose of developing, promoting and set the expectation of good practice.

### **What are the overall aims of your objective?**

We have a number of aims we hope to achieve through growth. The EMCC is already seen as a professional body, with the quality of the organisation

and its activities and offerings perceived by members, users and external bodies. However, mentoring and coaching require further work to become recognised professions. We need to develop, for example, a body of knowledge and dispel any confusion about what

constitutes quality and standards in mentoring and coaching.

The more people there are in the EMCC and the more associated organisations involved with us, the more diverse we can be. This diversity helps us to better understand what the industry needs and contribute to that discussion. We want to connect our members to a wider community of mentoring and coaching and bring richness from this wider experience.

We also believe that becoming a larger organisation with a higher profile will help us to take the lead in research in coaching and mentoring and also support our aims of self-regulation.

### **What are the specific actions identified to achieve this? What is the most important?**

We have identified three areas for Growth on which we want to focus our attention; Membership Categories, Affiliated Country Development and Expanding Geographical Coverage.

For Membership Categories we are looking at the categories and benefits of membership in Affiliated Countries with the aim of offering suggestions for extending these offerings. In relation to Affiliated Countries it is our aim to improve and develop the support offered to them through the implementation of growth and retention strategy and formal mentoring resources, as well as sharing good practice in member relations with all affiliates.

In terms of Expanding Geographical coverage, there are further countries in Europe where we want to grow membership and to become affiliated to EMCC. In addition, the overall purpose of EMCC is to share good practice globally, not just for members. Therefore we are developing a strategy for association with other organisations, both national and international, to develop the EMCC beyond Europe.

All of these strands will be worked on in tandem because they all interlink. There is no most important action and while Affiliated Country development is our priority for 2013, there will be action in all areas.

### **What was achieved in terms of the strategic objective in 2012?**

In 2012 we concentrated more on the strategic objectives of Brand, Regulatory and Standards, and on



incorporating Research as a strategic objective in its own right. We needed to consolidate the organisation and make sure we had the best foundation before we looked towards growth, and, therefore other objectives took priority.

Now that we have formulated stronger foundations for each of the strategic objectives, and the organisation as a whole, we are progressing our policy plans and actions for growth. We were delighted to welcome Romania as an Affiliated Country in 2012.

### **What is planned to be delivered in 2013 and what is the time-frame?**

We are moving forward with actions listed in the strategic plan for 2013. We will improve the support for existing Affiliated Countries and grow the number of Affiliated Countries overall. We want to utilise resources the best we can and give new countries advice and information. In order to do so we are exploring a number of options including putting together a resource team to help new countries or offering formal mentoring support from more mature member countries.

It is important that the EMCC is externally facing, not inward looking, and to gain other perspectives we need to connect to other mentoring and coaching organisations to further this aim. Therefore we are working on a system of association for organisations, corporations or institutions who are interested in following our standards but remaining independent. Rather than full affiliated membership, they will meet minimum criteria and undertake a formal agreement of mutual cooperation.

The initial focus is Europe, but there is the scope to go wider than that. The EMCC is not a centrally controlled organisation; each country works towards its own local needs, therefore our model can work globally. Our systems are also relevant outside of Europe and so we hope we can expand the programme of association internationally in order to share good practice, improve, learn, check the level of standards and align with professional practice.

### **How will this be done?**

We are continuing to build the plan for Growth, together as an executive board. We are also in talks with companies, organisations and institutions who are interested in association. We will also welcome input from our Council colleagues relating to alliances they have and who may wish to benefit from associating with a leading and developing professional body.

### **How and when will you measure whether actions have been achieved?**

All of the actions for Growth are on-going, and we have an annual review of all the objectives, Growth included. We are actually already seeing some actions being fulfilled and there are tangible results. One clear example is in affiliate country development and the expansion of geographical coverage. Already both Morocco and Cyprus are close to finalising their Affiliated Country membership and we are still only in the first quarter of the year.

### **What are the major challenges in trying to achieve the objective in 2013?**

Overall I would say we face the same challenges as other industries. Like others, we need to promote ourselves and take opportunities. In particular we need to respond to the confusion about mentoring and coaching and what exactly it is. We need to explain what we do, how it is important and the fact that we are operating professionally.

In fact, gaining recognition as a profession is, I think, the greatest challenge. Mentoring and coaching is still to be acknowledged as a profession and accepted for its contribution to people, business and society as a whole. We want to show that this industry makes a difference and in order to do so we need to promote, strengthen and grow our brand.

The economic climate is also a challenge, especially for individual coaches looking to focus on their practice. This is also an opportunity for EMCC to show the benefits of EMCC membership and the power of support from a wider community.

### **Are you confident the 2013 business plan will be met?**

I feel confident that the business plan will be met because we are already moving forward and seeing results. We have seen results in affiliation with one new country signed up last year and two soon to follow this year. We are also a member of the Global Coaching and Mentoring Alliance (GCMA) with AC and ICF and are seeking ways we can cooperate to accelerate an understanding of what we do and contribute. We are now making a significant contribution as an international professional body. 2013 is off to a very good start already.



## Interview with Po Lindvall

EMCC Vice-president Research

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### Can you give me a summary of your objective?

The official summary we have devised for the 2013 Business Plan is; 'To lead professionalisation by being a link to, 'translator of' and catalyst for mentoring and coaching related research'. To break this down we mean that we want to be a link between both research and practice, and between researchers and practitioners. We also want to translate research into practice and translate, or convert, the needs of practitioners into research. By doing these things we can create a common body of knowledge for mentoring and coaching.

### How does your objective fit into the EMCC's vision and purpose?

Research is important to the industry forward. For us to fulfil the EMCC's vision of being the 'go-to' body we need to be a leader, to raise the flag and be at the forefront of research in mentoring and coaching. Creating a body of knowledge will demonstrate professionalism and ensure professionals see EMCC as the go-to body. This is one of the main links to professionalise coaching and mentoring.

Research plays a major role in developing and setting the expectation of best practice in our industry which is the overall purpose of the EMCC.

### What are the overall aims of your objective?

The overall aim is for the action plan to work as a whole and each piece builds together to achieve the strategic objective.

Currently, neither mentoring nor coaching are exact professions. They are informed and used by many other professions and fields but do not have their own exact identity and professional standing. We want to professionalise mentoring and coaching and research is one of the ways in which to do this. Creating a common body of knowledge will both inspire and act as a catalyst to create more evidenced-based coaching and mentoring. Research will help put the industry on a much more professional standing.

### What are the specific actions identified to achieve this? What is the most important?

There is not a single most important action for Research because all the chosen actions are important. Each will bring elements to achieve the objective. I will outline the actions briefly;

Bridging the Gap – between researchers and practitioners that will then enable the gathering of evidence to add to the body of knowledge.

Body of knowledge – create a body of knowledge focussed on usability in practice.

Strategic alliances – form alliances with universities, institutes, research centres and researchers in order to further the body of knowledge.

Research Paths – explore paths to act as a catalyst to and fund useful research.

Conference and Journals – evaluate and develop these important elements which are both vehicles to communicate findings and a body of knowledge. They can also be used as tools to bridge the gap, make links and present research.

Policy – agree on policy with clear basic principles which strive for rigour in research. This includes Code of Good Research Practice, Research Policy and Research WorkGroup Policy.

Research – overlooking the scene in terms of research, review current research and explore what is needed to be researched. This could hopefully help catalyse researchers to do the most needed research in the end.

All of these actions are part of the process and all link together. Bridging the gap is perhaps the most important and most challenging but really all of the actions tie into each other. The action plan works as a whole and builds to achieve the strategic objective.

### Why was Research not one of the objectives chosen in 2011?

There was not a VP of Research at the time when the other strategic objectives were chosen. We were relying on the founders of the EMCC and the journal to bring in research. The decision was then made to appoint a VP Research to look out for research for EMCC more intensely, and to make it a more official part of the organisation.

## **Was there any activity on Research in 2012 or is work starting this year?**

Research was only added as a strategic objective in January 2013 so 2012 was a year of planning for it to be integrated as a strategic objective.

## **What is planned to be delivered in 2013 and what is the time-frame?**

It is hoped that most of the actions in the business plan will be started in 2013. The majority of them will be on-going, for example, I could probably work on bridging the gap until I die! The reviewing of research will technically have a finish line. However, eventually all research will need to be reviewed again as time passes in order to see whether it is still relevant and in date. Therefore, this action will continue to be an on-going process even after the initial review process is over. In general all the actions will be on-going in 2013 and therefore it is not useful to split the actions into artificial quarters of the year or suchlike.

## **How will this be done?**

We asked for volunteers to join WorkGroups and happily several volunteers offered to take part in WorkGroups on each of the actions. We rely on volunteers to contribute to the work but we have had a good response, especially in work related to bridging the gap.

## **How and when will you measure whether actions have been achieved?**

In some ways I will try to measure how much has been achieved on each action, but I am not fond of quantitative measures because value is more important; quality over quantity. That said, there will be on-going review and a main review each year, at the end of the year. We will undertake a reflective review on quality and the usability or utility of research into practise. This will be a review of achievements, rather than specific measures of review. We will be looking to see if actions have been done, but also whether they have been of value.

## **What are the major challenges in trying to achieve the objective in 2013?**

The first challenge is to get enough volunteers into WorkGroups to bring particular actions forwards. In addition to that, each of the actions present their own challenges, in particular bridging the gap. For example, are the conference and journal enough to bridge the gap? My answer is no, because not all of our 5,000 members attend the conferences, or read

the journal, so we need to think about other ways to achieve that action.

The ability to fund important research is also a big challenge. I am not certain that volunteer WorkGroups will be enough to fund this so we may have to form professional alliances with other bodies to facilitate that.

Another challenge is the cross-fertilisation of mentoring and coaching into many different fields. The body of knowledge is difficult to gather because so many varied disciplines are involved. Related research is important as coaches may need to be knowledgeable about a wide range of other areas, including, but not limited to; HR, psychology, sociology, management, consultancy, business, etc.

## **Are you confident the 2013 business plan will be met?**

I would think so. I hope we will have achieved some concrete things in 2013, but even if we have achieved a lot, it will only be a part of all that needs to be done. To truly achieve the strategic objective will take a long time. For example, overlooking the scene by reviewing research will take years and may need a specific research WorkGroup and funding to be done properly. Nonetheless it is something I am confident we can at least begin to tackle in 2013.

## **Anything else?**

I am sure there is but what? There are so many things to talk about in relation to the strategic objective of Research that I could write a book on it! But people would need the time to read it. It is very complex objective and there is much to understand.