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Calling All Volunteers

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an EMCC volunteer
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Message from our President

Lise Lewis

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Dear colleagues

I'd like to start this newsletter by updating you on the leadership activities that the EMCC Executive Board delivers on your behalf and that enable EMCC to grow and have a stronger international profile.

Review of 2013

An exciting part of the annual team day for the Executive Board held in January each year is to review achievements for the preceding year that contribute to meeting the objectives of the EMCC Strategic Plan. The following is a short summary of the attached '2013 achievements' visual as well as additional activities:

- **Promoting EMCC** Mentoring e-conference, Research (Dublin) and International (Athens) Conferences + EMCC presentations in Denmark and UK
- **International** Global Coaching and Mentoring Alliance (GCMA) meeting Dublin between AC, EMCC and ICF + WBECS webinar on the topic of Professional Practice of Coaching
- **Growth** We have 2 new affiliated countries Morocco and Croatia with Italy and Cyprus about to join. Our target is 5 by 2017 and you can see this is clearly achievable
- **Research** 'Spotlight' is launched to promote EMCC involvement in research - we have 4 projects in progress
- **Regulatory** The Code of Conduct is now renamed the Professional Charter to clarify its purpose
- **Marketing** Our brand and value propositions are now available - update your knowledge about EMCC and make use of the presentation if needed for events
- **Standards** EQA-R (renewal) and ESQA (for supervision skills training) and French speaking accreditation transfers to EIA
- **Website** New pages for GCMA + Solidarity Coaching + Mentoring
- **Country visits** France - Netherlands - Spain - Turkey – UK

- **Council agreement to update** Statutes + Voting System + Affiliation Fees + 'On Joining EMCC' outlining processes for growing membership
- **President portfolio** Project launches for 'Putting the 'M' back in the EMCC and Solidarity Coaching

Planning for 2014:

At the same team day we identify and prioritise where to place our efforts for the coming year. These of course contribute to the Strategic Plan. The EMCC International 2014 Action Plan document outlines where we intend to focus our efforts this year. It includes all our priorities and is aligned with the actions and measures of success included from the EMCC Strategic Plan.

Inevitably further activities will emerge during the year and we will report on these through regular communications through country boards and in this newsletter - **be sure to ask any questions and offer your views.**

As the Executive Board we always welcome feedback to evaluate that we are using our valuable volunteer resources to best effect for you and EMCC.

You can read more details about the 2013 review and the 2014 plans in the rest of this newsletter.

Very best wishes from

Lise Lewis

www.EMCCbooks.org



Solidarity Coaching EMCC's Social Responsibility

Guilaine Roullier-Arduin

**Co-ordinator Solidarity Coaching
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The EMCC conference in Athens was the opportunity for **Lise Lewis** to **launch Solidarity Coaching in Europe**. For the first time the core group*** met on November 23rd 2013 and discussed development for each of the EMCC Affiliated Countries where Solidarity Coaching already exists.

***Alexandra Eleftheriou (GR), Eveline Forlot, (FR) Rita Knott (LU), Lise Lewis (EMCC), Marie Lindvall Wahlberg (SE) and Guilaine Roullier Arduin (FR).

The objective is to have **11 countries involved in the Solidarity Coaching project within three years' time**, including the existing ones of France, Luxemburg, Greece and Sweden.

Since the launch in November, several countries have either put a pilot in place (**Switzerland**) or are discussing the setting up of this project with their Boards (**Germany, Czech Republic, Netherlands**).

There is now a central administration in EMCC for this project and thanks to the help of Irena Sobolewska (EMCC General Secretary) and Pilar Lorenzo (EMCC VP Marketing), a number of actions are already in place:

- The brand **Solidarity Coaching®** is now registered in Europe. The French brand "**Coaching Solidaire®**" was already a trade mark in France
- A shared **Solidarity Coaching folder on box.net** is available to country members who want to set up Solidarity Coaching in their countries. The idea is to have a common process by sharing and adapting all the existing documents used in France and other countries
- A **logo** for Solidarity Coaching is now available
- A **button** (badge) with the Solidarity Coaching logo was distributed to all the French Solidarity coaches during the annual French Conference in Paris, on February 1st (it is available for other countries too).



Coming soon: A page on the EMCC website dedicated to Solidarity Coaching, with general information about what we are doing.

We are very pleased to see that **eight countries** are now involved in this great project and if you want to join us, we will be happy to give you some guidance.



French Solidarity Coaching Coaches at the annual French Conference January 2014



EMCC Priorities for 2014

Irena Sobolewska
General Secretary

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As Lise Lewis already mentioned in her introduction to this newsletter, the EMCC Executive Board spent some time during their annual January team day to work out the priorities for EMCC for 2014. These priorities will now guide the Executive Board in their work for the rest of the year. Of course, the priorities were not set in isolation but based on the [EMCC 2012-2017 Strategic Plan](#).

Prior to this session we reviewed our achievements in 2013 and this really set us up for focusing on the coming year. The question we set ourselves was "what achievements do we want to see listed when repeat the "what are our achievements session for 2014" and what priorities do we need to set in order to achieve these.

The sessions was facilitated by Alexander Vreede who used an interesting technique that had us first list each list three priorities – two from our work area and one from a colleagues work area. We then placed these in three sections on a flipchart – must have, like to have,

and nice to have. Once all the priorities were on the flipchart and we'd read them and asked for clarification, we grouped similar ones together. We were then each allowed to move priorities from one category (must, like, nice) however, if we moved a priority down a category we also had to move one up a category. There ensued an interesting session of "post it" moving until we stabilised and finally agreed. The last step was to ensure that not everything was in the "must" category so we negotiated some more movements until there was a reasonable equal amount of priorities in each of the three categories.

The results of this activity are below. **Do let us know if there is anything there that surprised you or something that is missing?**

Need to have

- Finalise the branding and external communication strategy
- Define better marketing structure and working processes
- Make conferences more profitable
- Increase attendance at conferences including more HR/business people
- All accreditation processes operating smoothly
- Clear strategy for everyone's participation in growth
- Implement help for countries to grow their membership
- CPD for accreditation assessors and panel members
- Innovate to increase sale of accreditation offerings
- Increase EIA applications internationally
- Promotion of accreditation offering (priority for marketing).

Like to have

- Update Code of Ethics and look at improvements to the existing Disciplinary and Complaints procedure
- Re-organise and re-vitalise the website and update country data
- EIA v3 aligned with EQA v2
- Launch "Find research/researcher"
- Be clear and aligned on EMCCs part in pushing the professionalisation agenda
- Focus on activities to attract interest of external stakeholders
- Set up Project Team to look at how to grow EMCC income
- Agree corporate membership policy and fee
- Define marketing needs for Affiliated Countries and increase frequency of link
- Start four projects for putting 'M' back in EMCC
- Update CFW (include hours and levels).

Nice to have

- Keep an open mind towards regulation or co-regulation (as opposed to self-regulation), and engage with Brussels and Affiliated Countries, and signatories to the Professional Charter, where necessary
- Define how inclusiveness and cultural diversity informs promotion of M&C worldwide
- Update "who's who" data with photos for all on website.



Reflections on the 20th Annual Conference

21-24 November 2013
Athens, Greece

Professor David Megginson
EMCC Special Ambassador

It was good to be at a conference at the beating heart of European civilisation, and close to the home of the protagonist of mentoring's foundation story. The EMCC Greece team welcomed and guided us socially and also led some interesting sessions. We also had the glorious relics of Athenian architecture at the edge of our vision under golden floodlights or bathed in unseasonably warm sunshine.

What follows is my story of the route I took through the maze of opportunities on offer, and it culminates not with an encounter with the Minotaur, but instead with a session that earned a standing ovation from the entire audience.

A sequence of sessions

The opening plenary saw **Richard Barrett** building on his MasterClass on *Values driven evolutionary coaching*. I had encountered Richard before and had read and enjoyed his first book, *Liberating the corporate soul*. He has deepened and elaborated his model over the intervening years, but his message remains consistently the same – that we are on a journey of psychological development that enables us to use an increasing range of levels of consciousness. He touched on a number of concepts that had salience for me. He talked about our three core deficiencies:

- I don't have enough
- I'm not loved enough
- I'm not enough

He introduced the idea of cultural entropy, which can apply to countries or organisations. Bhutan was the country among the 26 that he has surveyed that has the lowest entropy (which of course is a good thing to have). I thought about the organisations I know with high cultural entropy and the futile, unproductive activity that happens within them. I noticed what seemed to be a difference between my perspective and Richard's on development opportunities. Richard emphasised how positive (low entropy) cultures encouraged development. I saw a role for hostility to development as providing a proving ground, where we can test ourselves in unpropitious circumstances. It is hardly developmental to develop in a developmental culture – one could be seen as merely adhering to local norms. However, Richard did give figures which seemed to show that values-driven organisations were more successful and profitable than other organisations.

The first workshop session I attended was the exploration of *Beyond goals* by **David Clutterbuck and I**. This focus of our latest book seemed to receive a warm reception and generated some lively interaction.

After this, I attended the workshop of **Alexandra Eleftheriou and Marialexia Margariti** on *Whether coaching is the hammer that we use to address all nails*. They asked whether coaching was always enough, or whether other help was needed, or indeed where coaching should not be part of the mix at all. There was a deep and thoughtful exploration of these boundary conditions, and I was confirmed in my view that a great deal of good can be done by being bold in what we take on, while being humble and prudent about not exceeding our relational, coachee-centred brief.

The keynote that started the second day was **David Carter's** take on his *Mentoring approach*. It was challenging to extract lessons for me from his powerful story; however he induced me to think more deeply about business development than I have for a long time. If the most successful executive mentors and coaches are spending half their time on business development, what does this suggest for the rest of us, and what advice could we give to inexperienced coaches and mentors on our courses? I'm also stimulated by hearing of others who have a very different model of a relationship from the one that I adopt. David Carter typically works for 40 months with his clients, taking a full day per month for mentoring. I wondered how I would avoid creating dependency if I adopted such a model. He also raised my curiosity about his model of calling upon a network of specialist trusted confidantes. He

emphasised the importance of studying our clients' world, and of encouraging them to be significant rather than successful.

The next parallel session I went to was **Reinhard Stelter and Morten Bertelsen** on *Sustainable dialogues*. Morten outlined his very thorough research methodology for exploring participants' experiences of the process used in their coaching. Reinhard advocated empathic dialogue and what he called third generation coaching. The first generation is goals based; the second is solutions focused; and the third is wondering together, focusing on values, meaning and identity. Dialogue helps us to dissolve problems rather than merely solving them.

Tatiana Bachkirova's session on *Coaching the soul* promised further exploration of soul and values – themes that emerged in my route through the programme. She seemed to be creating what for me was an over-sharp dichotomy between believers and non-believers around the question of soul, so I went to a different session, but not before I heard a delightful imagined dialogue between two *in utero* twins about whether there was any life after birth.

Paul Stokes and Stephanie Sturgess presented a case study of their work in seeking to *Create a coaching/mentoring culture in a UK city region*. This Sheffield-based case demonstrated the benefits of inter-organisation coaching by trained internal coaches, which addresses what has become an issue of increasing concern for me around confidentiality in internal coaching.

Another *Coaching culture* case study was **Vince Traynor's** account of his work *with Surrey County Council in the UK*. It was an example of an organisation where the leadership recognised that it had declined in performance, and that they needed to do something impactful to remedy the situation. The desired culture was specified through dialogue and an important distinction was made between a coached culture and a coaching culture. As a public body, Surrey County Council recognised the importance of engaging with elected members, and the Cabinet team were trained in coaching. Extensive post-programme, opinion based measures were taken to assess the impact – which seemed considerable. The primary purpose of the intervention at the start was 'unfreezing', and as it went on 'performance improvement' became more important. The involvement of the Chief Executive was seen as crucial in sustaining the initiative. Evidence of improved performance and innovation was presented.

Tim Bright made the case for *Authentic leadership and authentic coaching*. He made a distinction between the essentialist approaches (clear purpose, strong values, sense of 'True North', and often of explicit religious values), and the existentialist, socially constructed approaches (managing perceptions, 'being yourself – more – with skill'). In the existential approach, leaders need to convey to others something of themselves as a person: these messages need to be true and consistent, including humanising weaknesses, so long as they support business priorities. The aim of the existentialist coach is to encourage reflection on values rather than to change them.

On the last day of the conference I was hoping to learn about micro-expressions of emotions, but the speaker was late in arriving and I micro-expressed my micro-exasperation by going to another session. This was **Eleni Aroni's** workshop on *Coaching and bodywork*. This was a revelation and a delight. She demonstrated, and encouraged us to experience, addressing our boundaries, our grounding and our centring. The new connection for me was in using our reports from these experiences (e.g. clarity, focus, strength, control, comfort) as a diagnostic for what qualities may be useful to examine in addressing issues later in the coaching relationship. We explored flexible, rigid and collapsed boundaries and tried out the difference between reacting and responding (a breath apart). I came out of the session strengthened, lighter and filled with joy.

The last parallel session I went to was **Louie Gardiner's** workshop on a systemic approach to *Fitness for practice, context and the future*. The complex, adaptive system perspective was demonstrated experientially, and we were challenged to find our own relevance in the powerful words and images we were given.

That session set me up for the closing keynote, which was given by **Patsy Rodenburg** on *The fascinating stories that teach us*. We heard stories from Euripides (The Bacchae) from Plato, from Shakespeare, and from her life as a voice coach with the famous and with the humble. She addressed the themes of balancing left and right brain, unconditional love, justice, witnessing vs. complicity. She told a remarkable story of learning about watching for readiness with a community theatre group in Soweto, South Africa; and another about working with murderers in a UK prison, where one of the inmates spoke the lines of Claudius, Hamlet's step-father:

'O, my offence is rank it smells to heaven;'

She beautifully demonstrated three positions – mumbling; being a powerful presence; and being

too loud, occupying too much of the available space.

Patsy heartened us by acknowledging the importance of our work - that in our world our clients had no safe space: we are mopping up fear. We reciprocated by giving her a standing ovation, perhaps the first in any EMCC conference we have held.

Overview

Themes in the conference for me were:

- Soul and how to talk about it (difficult)
- Values and how to live and work them (contentious)
- Boundaries and how to transcend them (political)
- Creating a coaching/mentoring culture (urgent).

Don't be put off attending future conferences if these issues are not yours – there were thousands of routes through this rich and varied conference, and my guess is that even if you and I had been to all the same sessions, we would still take away very different experiences and learning.

www.EMCCconference.org

2013 Achievements



Raising the Bar !!!

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VENICE

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