

**Summer 2015**

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## Message from our President

**Dr Lise Lewis**

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

Dear EMCC colleagues

Hopefully you're enjoying a good summer and taking time out from your busy lives to relax and enjoy the leisure activities that you most enjoy.

To keep you fully conversant with developments this latest newsletter includes updates from your EMCC International Executive Board, from our Affiliated Country EMCC Greece and also a feature on Solidarity Coaching/Mentoring.

As always I want to take this opportunity to thank all volunteers in EMCC International and Affiliated Countries. Through your efforts we're raising standards in the mentoring and coaching industry including supervision that raise the profile of EMCC as a professional body firmly positioned in good practice. Our work also shows we're serious about

leading on self-regulation and want to be seen as practising professionally and in the interests of

everyone associated with mentoring and coaching. If you're not already a volunteer come and join the community of mentors and coaches that's available to you – it's a great opportunity for development, to meet new colleagues and to make a difference!

Let me finish the welcome to this newsletter by saying your views and feedback about what you want to see from our EMCC is needed to inform the work that we do on your behalf. If you'd like to contact me personally send a tweet @EMCCPresident or email me at

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

I'm looking forward to hearing from you!

Wishing you happy summer holidays.

Very best wishes from Lise

*Lise Lewis*



**Welcome to all the mentor/coach training providers who gained their EQA during April – June 2015**

**Athens Coaching Institute (Greece): Foundation**

**Talentino (UK): Foundation**

**Hamel College (Netherlands): Practitioner**

**Hanzehogeschool Groningen (Netherlands): Practitioner**

**Lambent (UK): Practitioner**

**LinkUp Coaching Centre Européen de Formation au Coaching Professionnel (France): Practitioner**

**Move a Mountain (Netherlands): Practitioner**



**Congratulations to all the mentors/coaches who gained their EIA during April-June 2015**

**Myriam Ladeuze (Belgium): Practitioner**

**Alain Merzer (Belgium): Practitioner**

**Luc Rossion (Belgium): Practitioner**

**Tereza Damborska (Czech Republic): Practitioner**

**Laure Belin (Luxembourg): Practitioner**

**Catherine Burns (UK): Practitioner**

**Jo Lopes da Silva (UK): Practitioner**

**Louise Schubert (Spain): Senior Practitioner**

**Zoltan Csigas (Hungary): Senior Practitioner**

**Julie Allan (UK): Senior Practitioner**

**Patrick Hobbs (UK): Senior Practitioner**

**Jenny Plaister (UK): Senior Practitioner**

**Richard Brunner (Switzerland): Master Practitioner**



**Following the successful ESIA pilot in 2014 and the launch of ESIA in June 2015, we're delighted to inform you that the following are our first ESIA accredited supervisors**

**David Sleightholm (UK)**

**Eve Turner (UK)**



## EMCC in 2015

**Dr Lise Lewis**  
**EMCC International President**

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

We've just completed our 5th International Research Conference that was warmly welcomed by our colleagues in EMCC Poland. The conference was admirably led by our outgoing Vice-president Research Po Lindvall and feedback suggests we've had yet another successful event contributing to Bridging the Gap between Research and Practice. This was also an opportunity for Zoltan Csigas to introduce himself as the incoming Vice-president of Research. Zoli has many ideas for research – you may like to be in touch with him to share your own thoughts for this area of our work:

[emcc\(dot\)vp\(dot\)research\(at\)emccouncil.org](mailto:emcc(dot)vp(dot)research(at)emccouncil.org)

The quality of the speakers at the Research Conference escalates year on year supporting the purpose of EMCC to be 'the go to body for mentoring and coaching'.

### Executive Board activity:

The usual practice of your EMCC International Executive Board is to continuously deliver actions that raise the profile of EMCC as a leading voice in the mentoring and coaching industry and to encourage membership from those wishing to work with professional standards. This includes individual practitioners, sponsors, buyers of mentoring and coaching, academic and practitioner researchers and schools of training.

We realise that we can do more to make you aware about the specific actions we take on behalf of EMCC Affiliated Countries and their membership. To remedy this we now provide a monthly update to EMCC Affiliated Country boards for sharing with you through your country communication processes. If you haven't heard of this new initiative then please do contact your country President and ask them for the update.

### Country visits:

Your Executive Board travelled to Oslo in April to meet colleagues on the board of our latest Affiliated Country EMCC Norway. These visits provide a relationship building opportunity as well as a platform for exchange of activities between countries and affiliated countries.

### Conferences:

Momentum is gathering for the Annual International Conference in Istanbul in November later this year and as always our event is attracting exceptional international professional speakers. This really is a 'must be there' event to put in your knowledge plan. This opportunity offers development to broaden and deepen in practice, talk with similar organisation engaged in mentoring and coaching and provides a platform for networking with an international community of practice.

### Update from my President's portfolio:

#### Evidence of cooperating between Professional Bodies:

The Global Coaching and Mentoring Alliance (GCMA) members AC, EMCC and ICF continue to arrange virtual meetings. Although progress is slow, joint working is progressing on competences and code of ethics. You can read more about this at [www.emccouncil.org/eu/en/gcma](http://www.emccouncil.org/eu/en/gcma)

#### Expanding geographical coverage:

EMCC Norway is our most recent affiliation under the presidency of Paul O Olson who attended our Council meeting in June to officially sign the affiliation agreement – a warm welcome to all our colleagues in Norway our 24th EMCC Affiliated Country!



**EMCC Norway  
signs its  
affiliation with  
EMCC**

As well as attracting new Affiliated Countries we also continue to receive regular expressions of interest internationally and are gaining new membership from those wishing to be aligned with European standards and principles. What is especially exciting is the increase in enquiries from mentoring as well as coaching organisations.

**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:**

I'm seeking your help to participate in a team for EMCC International to create a database that improves our understanding of the rich cultural diversity that exists within our organisation. The intention is to share this information with all those wishing to benefit from extending their knowledge and experience of cultural diversity.

Let me know if this interests and motivates you to volunteer in developing this topic at [EMCC\(dot\)President\(at\)emccouncil.org](mailto:EMCC(dot)President(at)emccouncil.org)

**Putting the 'M' back in the EMCC project:**

This project has been elevated by a recent survey to all our membership. There are early signs of a good response. What is especially exciting is the number of direct contacts I'm receiving from mentoring associations who wish to align with EMCC. I think the time for the resurgence of mentoring has truly arrived. This is noticeable as a result of the survey and also the perception that mentoring is regaining its position as a valued developmental activity in organisations.

**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:**

The Solidarity Coaching project demonstrating EMCC International's contribution to social responsibility continues to inspire coaches to offer pro bono services to those unable to finance coaching. This newsletter features an update on activity from EMCC Luxembourg.

A 'Frequently Asked Questions' (FAQ) document is now available on the Solidarity Coaching/Mentoring web page on the EMCC International site. This provides answers to everything you will want to know about setting up a Solidarity Coaching/Mentoring project. Go to: <http://www.emccouncil.org/eu/en/news>

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

**Raising the profile of EMCC:**

EMCC International presence at the AOCs 1st Summit event in Oxford gave an opportunity to take enquiries about the activities of professional **bodies. The presence of the Global Coaching and Mentoring Alliance** was welcomed as a signal that professional bodies were cooperating to

eradicate the confusion in the market; albeit progress is slow.

A similar comment was made at the OBCAMS research conference I attended in June.

The latest activity to raise the profile of EMCC developing at international level is:

**Internal coaching:**

This new project is starting to progress with EMCC UK holding their second Internal Coaching and Mentoring Strategy Group meeting attracting interest from their corporate members to hear more about the Dutch/Flemish initiative to be presented by Brunhilde Borms. This has the potential to become an international project reflecting the growth in organisations developing their in-house coaching provision.

Good to connect with you all!

Best from Lise



**Standards Update**

**David Sleightholm**

**EMCC International VP Standards**

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

There's so much going on in standards that I almost don't know where to start. The best place is a call for more volunteers – then we can do even more! **So if you have an interest in standards then do get in touch**, we always need more people to work on EIA, EQA, ESIA, ESQA, Competence Framework as well as short term projects. I'd be delighted to hear from you – we're open to all types of volunteers from all over the world, those who have a lot of time to give and those who only have a few hours per month. The majority of the work is done by skype or email – so it doesn't matter where you're located.

Next, I'd like to congratulate all those who have gained an EQA or EIA since our last newsletter – it's great to see the list of mentor/coach training providers and mentors/coaches at the start of the newsletter. I'm delighted that, following a successful pilot in 2014, we have now launched ESIA and the list of ESIA holders although small, also rightly takes its place at the start of the newsletter.



If you'd like to see your name, or your training organisation on this list then have a look at our guides to applying on our [EIA](#) and [EOA](#) pages. Or indeed have a look at [ESIA](#) and [ESQA](#).



## 5<sup>th</sup> Mentoring and Coaching Research Conference

23-24 June 2015 – Warsaw, Poland

**Irena Sobolewska** General Secretary  
[EMCC\(dot\)GeneralSecretary\(at\)emcccouncil.org](mailto:EMCC(dot)GeneralSecretary(at)emcccouncil.org)

### 'Bridging the gap between research and practice'

Our 5th Annual Mentoring and Coaching Research Conference was held in Warsaw 23-24 June 2015. More than 100 delegates from Czech Republic, France, Germany, Hungary, Italy, Norway, Sweden, Turkey, UK, USA and of course Poland spent two wonderful days listening to a range of research and discussing how to bridge the gap between research and practice.

Professor Otto Laske kicked the conference off with a great keynote on 'What coaches should want to know about their clients'. This was followed, over two days, with sessions on:

- Structured interventions in coaching: the use of theory-based "seeding" as a coaching practice and learning paradigm
- Coaching goals based on deep psychological diagnosis and organisational diagnosis can significantly raise the chance of changing certain habits in 6 to 8 weeks
- Coaching leadership - as leaders see it
- Coaching for emancipation: a framework for coaching in oppressive environments
- Is there a specific personality profile of coaches who want to become supervisors or became supervisors?
- How to boost performance and results through states of mind
- The effects of managerial coaching behaviours on the employees' perception of job satisfaction, organisational commitment and job performance
- Success with LEAN depends on the development of a coaching leadership and employeeship - a coaching culture

- Top leaders' experiences of learning
- Are organisations ready for younger executive coaches? The significance of a coach's age in the client's selection
- Coaching as a tool of managerial competencies: factors of the success
- How to foster Ego Adaptive Capacity during individual and team coaching sessions
- Taking the fear out of feedback: a relational approach to coaching conversations based on an interpretive enquiry
- Coaching between Magic and Science
- How new integrative approaches in coaching are generating positive evidence based outcomes: Lessons learned from Personal Consultancy and Positive Psychology Coaching.

The conference closed with Wojciech Eichelberger speaking to 'Are we fully aware of possibilities and boundaries?'

At the end of the conference, the new EMCC International Vice-president Research, Zoltan Csigas, commented 'Listening to our presenters has strengthened my awareness of all the great research, and disciplined, professional efforts that are taking place in order to enhance our profession. Participating in the discussions with some of you has made it clear that the essential qualities of curiosity and critical thinking are all here. And sensing all the vibrations, the energy here at the conference made me feel that I am a part of a good, enthusiastic community.'

The book of the proceedings of the conference is being prepared as this newsletter goes to press and should be available before end July from our online bookstore [www.EMCCbooks.org](http://www.EMCCbooks.org). We'll be letting members know when it's in stock.



**Some of the delegates of the 5th Annual EMCC Mentoring and Coaching Research Conference**



## Looking back at the last three years of Research in EMCC International

Po Lindvall

Dear fellow EMCC members

During the last three years I have enjoyed and been honoured to be the first VP Research of EMCC International. I have learned a lot about EMCC as an organisation, about standards, regulatory affairs and professionalisation, and the challenges that we meet and those that lay before us. I have of course also learned a lot about mentoring and coaching through our Journal, conferences, seminars and meetings and conversations with many of you. I have also become more aware of the cultural differences between our Affiliated Countries and international members, as well as differences in how we understand what mentoring and coaching is, as well as what could or should be at the base of a mentors/coaches practice. This puts challenges on us, but it also adds to the capacity and wealth in knowledge and perspectives. Both related to practice and research perspectives.

Starting my three year term I envisioned doing or contributing so much more than I, together with the research teams and the International Executive Board, have achieved. Still some main contributions have been accomplished. We have completed a research review of EMCCs competence framework that has surfaced some interesting results. These results inform us that further research is needed on the current competence framework categories. But maybe more importantly, there is a need to do a meta-analysis of current mentoring and coaching research to further inform the development of EMCCs competence framework and its categories.

Research WorkGroups have also proposed research ethics and policies for the EMCC. Two WorkGroups have identified gaps between research and practice, these findings will hopefully inform further developments on research and practice. Something we also discussed at EMCCs Research conference in Warsaw on June 23-24 2015.

We have launched EMCCs Research Spotlight that has helped several researchers to reach out with their research on mentoring, coaching, supervision and professionalisation. Some of these research results have been published through our Journal, but we hope to see a lot more of the results being published in the Journal as the researchers finalise their analysis and reports.

The International Journal of Mentoring and Coaching has taken on board two new editors, Anne Ribbers and Myrto Raftopoulou. We have changed the publication of the Journal slightly and a lot of work is being done behind the scenes at the moment. The results will be more transparent to all members as the new Journal publication guidelines and flow of publishing articles are implemented fully.

One of the main aims for EMCC Research these last three years has been to identify and work on bridging the gap between research and practice in mentoring and coaching, built on the academic heritage of EMCC, and as part of our work toward professionalisation. We have come further than you may think, as we have influenced a lot of people to think about what bridging the gap between research and practice means. We can also 'see waves on the water' related to this aim in how other professional bodies are making more and more research easily accessible to their members.

Still we have a huge 'bridge to cross' to bridge the gap between research and practice in the whole mentoring and coaching community. Firstly, if you are a practitioner without any in-depth understanding or knowledge about research in mentoring or coaching and related fields then you have an ocean of resources that could be of great use for you. In growing as a mentor/coach and for great importance to develop your practice, both related to deeper understanding of what works or not, as well as to develop your skills, intuition and judgement. One way to do this is to mirror your experience through research results as part of your reflective practice that is part of EMCCs view on what a professional practitioner does as part of their development.

Secondly, other aspects lay in the hands of researchers. One aspect for you as a researcher is to put your ears to the ground and pick up not only on what practitioners want from research but also what they need and maybe have not put words to yet ..... as well as present your research on multiple platforms. In research journals, but also in more easily accessible publications.

Something that I also see as EMCCs responsibility, is to present research in its full, but also in an easier format. That is why I, together with the Journal editors, during this last year have been working on launching an EMCC Magazine. Based on an idea from our former Journal editor, Dr Ines O'Donovan, inspired by the Harvard Business Review.

I was of course hoping to get this launched before I left my post, but as in many cases things take longer to plan and produce than at least I wish for. The main purpose of the Magazine will be to publish easier assessable research articles, research informed practitioner perspectives, sponsors perspectives, news, updates, as well as advertisements and more. Even though the Magazine has not been launched, I do hope it will be a great success and I now leave it in the good hands of my successor as EMCC International VP Research, Zoltan Csigás, and the Journal editors Myrto and Anne. Also involved in the magazine will be EMCC International's VP Marketing Stephen Murphy, as during the development of the Magazine we have now come to a point where the Magazine can be seen as a joint research and marketing project. A project with the potential to take EMCC to the next level of transparency and presence in the mentoring and coaching community and beyond.

Thank you International Executive Board and EMCC Affiliated Countries for this learning journey and all the volunteers for your help – without you nothing would have been accomplished.

Best Regards

Po Lindvall  
Master Practitioner Coach (EMCC)

EMCC roles past and present:  
Assessor (ongoing)  
2012-2015 (June) Vice-president Research EMCC International  
2012-2014 President EMCC Sweden  
2010-2012 Vice-president EMCC Sweden



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



## Marketing Update

**Stephen Murphy**

**EMCC International VP Marketing**

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

I've been on the EMCC International Board, as VP Marketing, since the end of September 2014 – eight months now. 250 days! It seems much longer 😊

Coming into a new role means multiple priorities and demands on time. Frankly, too many issues to allow adequate focus.

EMCC is an organisation run by volunteers with everyone contributing their time freely in the spirit of developing, promoting and setting the expectation of best practice in mentoring and coaching across Europe and beyond, for the benefit of society. No space here for enforced deadlines or dictatorial management.

Within EMCC International, we are looking to support the teams in the Affiliated Countries. Our focus is on our accreditations and awards, research and regulatory issues, rather than trying to replace or duplicate local effort. Where we can do something which builds awareness of EMCC and/or provides benefits for all country membership, we will explore it.

Against this background, we've made lots of progress.

In the first instance, seven hardy souls signed-up as part of the Marketing Volunteer Team (MVT). With them on board, we looked at priorities and concluded that EIA was that priority.

In November, EMCC Council agreed to a 2015 focus on EIA.

This year to date, we have already developed new leaflets, logos, communications and established a "Video Selfie" campaign on the EMCC International website at:

[www.emccouncil.org/eu/en/accreditation/eia/eia-map](http://www.emccouncil.org/eu/en/accreditation/eia/eia-map).

We are still in the early days of EIA development. You can still help to accelerate the growth. If you already have an EIA, please send me ([EMCC\(dot\)VP\(dot\)Marketing\(at\)emccouncil.org](mailto:EMCC(dot)VP(dot)Marketing(at)emccouncil.org)) your own Video Selfie. If you don't yet have an EIA, apply for your own EIA accreditation – the details you'll need are at:

[www.emccouncil.org/eu/en/accreditation/eia](http://www.emccouncil.org/eu/en/accreditation/eia)

So, what else have we been doing in International Marketing? Simply put, there are four core themes:

**Communication:** We have just completed a review of our Social Media approach and are looking to improve our LinkedIn and Facebook sites.

**Partnerships:** We have started to establish “partnerships” with providers, whose products and services benefit our mentoring, coaching and supervisor community.

**Awareness:** We are building awareness of EMCC within a broader network of coaching providers.

**Accreditations and Awards:** In addition to EIA, we are extending the range and communication of new EMCC accreditations and awards. Most recently ESIA and ESQA, focused on Mentoring & Coaching Supervision. In the near future we will add ISMPE - a set of six principles upon which to base good mentoring programme practice - into our Standards portfolio.

We are making lots of progress and we still have lots more to achieve. So, what have I learned in my first 250 days? Five key things:

First, is that, however good the idea, you cannot please everyone all of the time. In Marketing, strategic choices are a daily necessity. Sometimes, those are very popular, other times less so...

Second, everyone knows how to market! I've spent over 30 years in this discipline and can confirm that experience counts for little. Simply put, you can't please everyone all of the time...

Third, clarity is a pre-requisite. Everyone wants to do everything. Immediately! However, it's not all about creativity. A considered and thought-through approach is essential to ensure that what you deliver is what was actually needed, in a way which delivers results...

Fourth, consistency is essential. When the previous three points are out of sync, things start to go wrong. A quick fix is not always a good fix...

Last but not least, marketing within EMCC is an incredibly fulfilling role. I consider myself fortunate to be able to play a small part in developing the mission, vision and goals which genuinely make a difference in the world of mentoring and coaching – and onward to the communities we serve.



## Introducing Zoltan Csigas

EMCC International Vice President  
Research

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

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

**Zoltan:** My background is in Organisational Psychology and in Transactional Analysis. I have been a consultant throughout my life, and have worked in strategic communication, talent management and in organisation development. Currently I work as a coach and as the research director at GROW, a Hungarian regionally active OD consultancy firm. Besides being a coach, my responsibilities cover developing new measurement tools, leading diagnostic processes, and co-ordinating our research activities.

I have always been fascinated by the world of facts, data and theories, and I love finding inspiration and analogies for my current projects in all the various fields of science. Luckily enough, I have plenty of opportunities to use these inspirations. I usually say that I have the mind-set of a researcher, and I frequently end up doing something research-like, even in my spare time. For example, with a colleague of mine, we have a project of collecting and analysing the case studies of unique and “non-conventional” organisations. The books I've been reading these days are also linked to this topic. I am reading about management innovation, and about the organisational value of character.

Another significant part of my life is centred around playing. I am a father of a 17 month old boy, who demands a lot of attention, and who is really a joy to play and explore the world with. I share the fun and the responsibility with my wife, of 10 years, so I am also busy planning our first two-digits anniversary.

I am a fan of old-school table-top strategy games and board games, and we play these with my friends as often as our quite busy time-table permits.

**How do you approach the role of VP Research?**

**Zoltan:** There are a few core beliefs that I hold about research, and these, naturally, influence my basic approach. The first among these ideas is the importance of co-operation. Research is not a „one



man show”, as in order to produce reliable, high-quality pieces, a considerable amount of data, analytic capabilities, and of course a good theoretical underpinning are required. Thus research activities should be delivered by teams, involving a number of specialists, volunteers, and enthusiasts. So, one of my priorities is to facilitate the conversations, and to link people and organisations together. As there are lots of possible tasks in a research project, there is always an opportunity to contribute, and no one needs special talents or knowledge to do so. The only question is: would you like to contribute? If yes, we’ll find the partners with whom you can do so.

I have a quirk about the issue of quality. Honestly, we can call anything “research” that involves asking questions. However, I believe that it is only high-quality research that can significantly contribute to the profession. And I am sure that it is only through high-quality research how EMCC can move towards its vision and strategic goals. So, I’d like to promote the ideas of quality and focus in supporting the creation of really impactful pieces.

Last but not least, I consider the communication around research to be highly important. To discuss the topics and needs where research might have a contribution, and to inform our membership, the ‘end users’, about how they could integrate the findings and results in their practice. And not just to inform, but to lead discussions about the interpretation and application of research results.

To bring all of these together, however we need to have a sharp focus, not to spread ourselves too thin. So being focused on high-impact, quality research, communication, and cooperation are my keywords. Involving everyone, on the level of individuals, institutions, as well as countries.

#### **And tell us a bit about EMCC Hungary?**

**Zoltan:** EMCC Hungary is still a small organisation, where the core members form an enthusiastic, friendly team. From the perspective of activities, I can say that some of our strategic plans are getting close to fruition. From these, I’d like to highlight the coach training. I must admit that I have a personal interest in this topic, as at the moment there is only one EQA provider in Hungary, and it is our company. We are offering programs on both the Foundation and Practitioner level. As the first EQA courses have started three years ago, the early participants have just reached the criteria of attaining EIAs. Now we are reaching out to them, to support their accreditation endeavours, and to call their attention to the benefits of continued EMCC membership and the EIA itself.

Hungary has a growing coaching community, with a number of different organisations, like EMCC, ICF, ECA and a handful of local organisations. EMCC Hungary has two main goals in this community: to differentiate itself, and to significantly contribute to the profession, and the education of the market.

To distinguish itself, EMCC Hungary intends to strongly promote the importance of evidence-based practice and the idea of being the ‘go-to body’ for coaching and mentoring knowledge. We think that giving an emphasis to these offers us the opportunity to create our own “playground”, where we won’t need to compete for the attention of professional stakeholders.

We also actively seek opportunities to contribute to the profession, and to demonstrate our values through these activities. As an example, we took active part in developing the first country-wide coaching research along with the other organisations.

#### **What’s the mentoring and coaching market like in Hungary?**

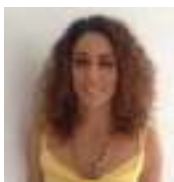
**Zoltan:** Although mentoring and coaching have been present in Hungary for over 10 years now, we still need to educate decision makers about what these activities stand for, how they should select among coaches & mentors. Over the past 4-5 years, several coaching schools, training programs were established, resulting a really large number of new coaches. Many of them are members of different local or international professional organisations. Two years ago EMCC Hungary joined the national umbrella organisation of professional coaching associations whose membership adds up to 800 coaches. We work together in educating the market in different ways like setting up a database of coaches who comply with standards, advertising the Code of Conduct, and reaching out to event organizers and to the press with professional topics. All in all, the mentoring and coaching market is still growing, and our main focus is to promote quality towards clients as well as towards coaches and mentors.

**Calling All Volunteers  
Your EMCC needs you!**



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

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



## News from EMCC Greece

**Myrto Raftopoulou**

**EMCC Greece Vice-president**

**Marketing and Communications**

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

EMCC Greece is pleased to announce that it is organising its first coaching conference to be held in Athens, Greece on October 8<sup>th</sup> 2015.

This is a milestone for coaching in the Greek market as it is the first conference for the profession to be organised by a Greek coaching body. Twenty four International and Greek speakers, including two keynote speakers will be speaking on specific subjects: Corporate Coaching, Life Coaching, Coaching in Action or Coaching Influences.

The various sessions will include topics such as Team Coaching, Coaching and Wellness, Mindfulness Coaching, Coaching in Sales, Neuroscience and Coaching, Coaching in Health, Executive Coaching, Coaching and Entrepreneurship, Coaching and Politics and Coaching in Sports.

This one-day bi-lingual (English and Greek) conference also includes a networking open forum on Solidarity Coaching, which has been an on-going project for EMCC Greece since its launch in 2011, providing pro bono coaching to executives of Greek NGOs."



## Solidarity Coaching in EMCC Greece

**Stella Voulgaraki**

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



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

EMCC Greece was founded as the Hellenic Coaching Association in 2010 and from the beginning one of our main goals was to act in a socially responsible way and make coaching a means to contribute to our community and the society in general.

The original idea of the Solidarity Coaching project in Greece came from our experience that coaching may contribute to the achievement of organisational and personal goals and we decided to offer pro bono coaching services to

organisations that did not have the financial resources to get such a service. We focused on the big NGOs operating in Greece and smaller NGOs that positively influence socially sensitive groups. Through our research we found out that executives in the NGOs are under big pressure during the past few years of the economic crisis and the managerial skills required to handle the role are growing.

Our CSR activity focused on empowering the operation of the NGOs in Greece, through providing pro bono coaching (8-10 individual sessions) to the top level management executives of these organisations. This project also gave the opportunity to our coaches to contribute voluntarily to the critical role that NGOs play at the moment in Greece.

Our volunteer coaches offer Executive Coaching that is focusing on the areas of performance improvement, leadership development, transition/promotion to a new role, development of personal competencies (eg communication, interpersonal relationships), ability to work under workload pressure.

Originally, a Project Management Office was created, that was designing the project plan, organized information sessions, created all forms and materials, searched, interviewed and recruited the NGOs, selected Coaches via an organized selection process (that includes application with solid criteria and an interview from a panel of 3 independent coaches), organized group supervision sessions, and evaluated feedback from both the sponsors and the coachees.

Until today, the Solidarity Coaching Program in Greece has contributed to the management development of 20 big NGOs in Greece, among which ACTION AID, WWF, GREENPEACE, PRAKSIS, KLIMAKA, MEDECINS SANS FRONTIERES, MEDECINS DU MONDE, and many others, that have greatly supported groups affected by the economic crisis (eg families, children, immigrants, patients and environmental matters).

The project started in 2011 where we only coached executives in 5 NGOs. Within 4 years, the number of coaching hours offered are more than 600, the number of NGOs grew to 29, the number of executives coached is now 72 and the number of HCA/EMCC volunteers has reached 36 members. The project now offers 2 group supervision sessions for every coach, one of which is obligatory.

Year	NGOs	Coachees	Volunteer Coaches
2012	5	8	7
2013	9	17	12 (9 new)
2014	9 (6 new)	20	19 (11 new)
2015	12 (9 new)	27	27 (9 new)

Some of the NGOs that have participated in this project have mentioned in their feedback:

- 'Coaching contributed essentially to leadership development, time management and better performance of our people'.
- 'Visible results at the organizational as well as the personal level'.
- 'Consistency, Organisation and Professionalism from the coaches of the HCA/EMCC Greece team, was at a very high level'.

The Solidarity Coaching Program received in October 2014 the Bronze Award for "Leadership & HR Excellence" in the HR Awards organised by the Greek Institute of Human Resources Management that made HCA/EMCC Greece one of the first non profit associations that receive this kind of award.

The Solidarity Coaching Team in Greece would be very happy to provide assistance to other EMCC Affiliated Countries to set up a similar Solidarity Coaching Project.

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



## Introducing Helen Smith

**EMCC UK Marketing and Communications Director**

[helen\(dot\)smith\(at\)emccuk.org](mailto:helen(dot)smith(at)emccuk.org)

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

**Helen:** My background originally is as a Scientist, my first job following graduation was to teach science to a variety of students at a higher

education college. That's where the love of assisting others develop themselves and their careers really started. Five years later I joined the Pharmaceutical sector in the UK, arguably when the sector was at its height. This was a fantastic grounding for realising the importance of having clear goals and engaging the correct skills and team to achieve them. I was promoted year on year for several years until I became a leader of a team of twenty three. This role created a turning point in my career, when engaging my team enabled many team leadership skills to be explored. Within one year this team went from a ranking of 40/50 in the UK to number ONE! There were some outstanding achievements, some of the team members really flourished and the personal growth and development was evident. That experience began my journey of exploration into what drives peak performance, so much so that I am now just in the final stages of my Doctorate looking at 'The Application of Coaching in Dysfunctional Teams'. Therefore what I do when I am not working on something related to EMCC is reading and working on my Doctorate

That sounds boring doesn't it, so I also lecture at several UK Universities on Leadership and when I am not doing those things I love walking in the Welsh hills with my lovely tolerant husband Terry.

### And tell us a bit about your role in EMCC UK?

**Helen:** I have been involved in coaching and mentoring for more than twenty years, I professionally trained in 2001, which has been added to and still on-going and joined EMCC about eight years ago and have run the North Wales regional network for four years. I was appointed to the Board in February 2014 as MarComms Director which plays to my background skills of international strategic marketing in the Pharmaceutical sector. Upon leaving Pharmaceuticals I have been running my own consultancy (Enhancing Leadership) focussing on Leadership and Management. I still do quite a few assignments in Healthcare combining marketing strategy and then leadership mentoring to support the implementation of those strategies. Last year I was instrumental in organising the UK Conference, our theme was 'Mind Frames' and we had a selection of related topics to illustrate how important our mind set is when coaching or being coached, what happens in the brain when we are coached (Neuroscience). Feedback was positive and provided further focus for this year's conference which also seems to have landed on my desk to organise. This year we are looking at IMPACT. So many EMCC members asked for practical evidence of the value of coaching and mentoring that they could use to better inform

prospective clients of what they can offer. Also I think there is a wider awareness of the need for robust evidence to support our profession and hopefully our conference this year will generate lots of little research project, case studies and outputs that EMCC can capture to share and shout about.

I am also passionate about personal development, which I think most coaches and mentors have to be to do what we do; therefore this year has seen some steps forward in assisting EMCC UK respond to demands for us to have some pathway that recognises those coaches and mentors who have studied the ILM route. Mapping is happening and hopefully we can deliver a solution that maintains EMCC's rigorous standards but also enables an increase in EMCC UK members, who carry EIA recognition.

This is a critical step for EMCC UK not only for increased awareness of us as a support organisation following a course of study, but also in enriching and growing EMCC UK. .

#### **What's the mentoring and coaching market like in the UK?**

**Helen:** Coaching in the UK is being talked about, recognised, researched and utilised more now than even five years ago. Universities are seeing the importance of this growing market and including coaching and mentoring in many diverse courses e.g. Coaching in Sport, Coaching in Leadership programmes, Coaching for communities projects. Large institutions like the NHS and many Councils and other government agencies use and have coaching and mentoring in-house programmes. There are even courses being offered on Supervision for coaches and mentors in many sectors e.g. Veterinary colleges appreciating the value of reflective practice as a learning tool for trainee and newly qualified vets. This increased interest and awareness is all positive for our profession, but it does mean it's harder for a purchaser to sort the chaff from the wheat. That is why it is so important for EMCC UK to increase awareness of professional standards and champion ethical, responsible coaching and mentoring as we do. The market in the UK is therefore buoyant, competitive and growing, which all bodes well for EMCC UK being here for a long time to come – or at least being needed.

#### **What are EMCC UK's plans for the rest of 2016 and for 2017 and what do you think your biggest challenges will be?**

**Helen:** EMCC UK has a 2014-2017 strategy which is still being worked on, rolled out and delivered.

Here is one of the many graphics we have evolved to describe what we are aiming at achieving. Jeremy Gomm started the garden metaphor and making EMCC grow.



An important part of making this plan a reality though is engaging volunteers. There is so much to do and so little time and resource, so engaging and being seen to add value to coaches and mentors of all genres is part of our growth plan. The biggest challenge is that to be honest - enticing coaches and mentors of the right calibre to assist in taking EMCC UK where it needs to be for the profession. Collaboration and partnering is pivotal to cascading our messages and needs more efficiently; therefore we have partnered with other professional bodies and are planning to into the future as part of the evidence of EMCC UK being PROFESSIONAL, SUPPORTIVE, INCLUSIVE and PROGRESSIVE.

#### **What do you enjoy most about being part of EMCC UK?**

**Helen:** Working with other motivated coaches and mentors on the Executive Board is a great honour, learning about all the various views of where EMCC UK should or could move forward. EMCC offers the opportunity and freedom to engage with coaches and mentors of all experience bases, specialities and backgrounds. We truly are a diverse and inclusive organisation. The International reach beyond the UK opens up additional opportunities for personal growth, sharing and exchange which all enrich what we are able to give back to our members and clients.

Meeting members (and non-members) at events and conferences keeps me personally at the knife edge of coaching and mentoring developments and I value being part of such a progressive and supportive community. Can't understand why everyone doesn't join!





## 22<sup>nd</sup> Annual International Mentoring and Coaching Conference

19-21 November 2015 – Istanbul, Turkey

Irena Sobolewska General Secretary

[EMCC\(dot\)GeneralSecretary\(at\)emccouncil.org](mailto:EMCC(dot)GeneralSecretary(at)emccouncil.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](http://www.EMCCconference.org). We already have delegates attending from Australia, Austria, Bahrain, Belgium, Czech republic, France, Greece, Hungary, India, 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.

We have two keynotes confirmed – **Gail Romero** and **Tanguy Lunven** – read more [here](#).



## B uilding

- Ethics
- Transcending obstacles to creativity and growth
- Developing an authentic description of our practice: from reductionism to revelation
- Staying alive in complex challenges of leadership and organisations: a territory map for leaders and their coaches
- Controlling the emotional impact of your interventions
- If there was only one question you could ask when you coach, what would it be?

- Building bridges: communicating and coaching across borders
- Position in life: writing for life and career planning
- Don't take it for granted: intuit a root cause analysis in business mentoring and executive coaching.
- Turnaround leaders and the use of coaching & mentoring in change management
- Talent Gaming®: a tool for organisational engagement and talent discovery in team coaching sessions
- A new tool to help coachees decide what roles their coach should play
- Evidence based executive coaching in practise

## B usiness

- Organisational change through Systemic Coaching
- Business engagement in a virtual world: coaching your client in the use of LinkedIn as a professional branding and business building tool
- Using LinkedIn and webinars to grow your coaching/mentoring business easily and effectively
- How corporations source and screen executive coaches: war stories from the trenches
- The ten principles of creating a coaching culture
- Benefit your clients and win more business coaching by the programme
- Implementing the National Institute of Health Research (NIHR) National Mentorship Scheme for Health Research Training Fellows
- Coach training for cross-cultural competence: insights from a global business
- Digital and online coaching to improve a company's Return on People Development Investment (ROPDI)
- From Captain Hook to Lady Gaga: how to convert the non-converted
- Transformational leadership journey for Vodafone Turkey

- Mentoring: passion, role, profession. A "Made in Italy" business model for the professionalisation of mentoring
- A mentee-led, light touch mentoring programme case study at Vodafone Turkey
- Coaching cultures - the new way to engage business
- Sourcing the right clients using a research approach: creating high value clients by demonstrating your value proposition in coaching and/or mentoring
- Towards a coaching City: engagement across all sectors
- Making the case for Maternity Mentoring
- The impact of coaching offerings on the public sector in the Kingdom of Bahrain

## engagement

- Thinking about the past or dreaming about the future: the effectiveness of past versus future focused coaching sessions
- How to make the most out of your Supervision - putting the supervisee in the driving seat
- How strong coaching cultures impact engagement across organisational enterprise
- Next Generation Human Resource Management: developing the new generation of Human Resources practitioners