



# European Mentoring and Coaching Council Strategy 2019-2021

## **EMCC Purpose**

The EMCC exists to develop, promote, and set the expectation of best practice in mentoring, coaching, and supervision, globally for the benefit of society.

## **EMCC Vision**

To be the 'go to' body in mentoring, coaching, and supervision.

## **Executive Summary**

The EMCC 2019 – 2021 Strategic Plan aims to ensure that EMCC is the trusted and preferred partner, globally, everywhere in the world when it comes to coaching, mentoring, and supervision.

We remain committed to raise the standards of best practice through accreditation awards and quality offerings, supported by evidence-based research. By collaborating with other prestigious organisations in various selected fields we will leverage the impact of our offerings for the benefit of society.

In the meantime we will also enhance our operational excellence. After a full evaluation of our current legal, fiscal and operational status we will investigate and implement better governance solutions. We will also aim to create value for all stakeholders including the members, award and accreditation holders. As per our purpose explicitly states we will also investigate better ways and legal structures for creating more value for the society thru social responsibility initiatives.

We will continue our approach to continuous professional development. Our focus is on supervision, reflective practice, and quality offerings (e.g. The Global Code of Ethics, diversity and inclusion, self-regulation, and competence frameworks). We will dedicate special efforts to raising our brand awareness, supported by better use of communication channels. To fulfil the promise of this strategic plan, as priority areas, we will focus on webinars and individual accreditations embedded into EMCC accredited training, in partnership with our providers.

This strategic plan aims to extend our global geographical reach, and also to increase our penetration in existing Affiliated Countries. Financial robustness, best use of digital technologies, and effective use of all communication channels to ensure operational excellence, are integral parts of this plan. We are confident this Plan can be delivered via collaboration between all of our stakeholders, including Affiliated Country leadership, volunteers, membership and other partners.

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## Accreditation

<b>Accreditation Strategic Priorities</b> Securing a dynamic and consistent level of evidence based practice and professional excellence for organisations and individual executive leaders, mentors, coaches and supervisors.
<b>1. Sustain and extend EMCC globally recognised accreditation standards and professional excellence, create new insights, and optimise the scale, scope and reach of our international quality awards.</b> <ul style="list-style-type: none"><li>Reinforce the development of Licenced Providers embedding Individual Professional Accreditation into the delivery of the EMCC European Quality Awards</li></ul>
<b>2. Reinforce EMCC Affiliated Country Board commitment, and other interested groups/organisations to establishing and sustaining accreditation baseline professional standards and the role modelling of outstanding practice</b> <ul style="list-style-type: none"><li>Celebrate Country/Regional Board accredited/validated experience as Executive Leaders, Mentors, Coaches and Supervisors; increase the % number of affiliated country/regional members who have completed accredited training and/or experience, AND are accredited for their ongoing professional practice</li></ul>
<b>3. Support, lead and inspire innovative accredited training partnerships, connections, and knowledge exchange for organisational mentoring, coaching, supervision and programme management</b> <ul style="list-style-type: none"><li>Establish a sustainable 'thought leaders' advisory group and innovation hub – a catalyst for pedagogical enquiry and exploration; embed, review and evaluate the EMCC International Standards for Mentoring and Coaching Programmes (ISMCP) for organisations.</li></ul>
<b>4. Establish new, dynamic and responsive 'non profit' accreditation special projects, license opportunities, services and processes.</b> <ul style="list-style-type: none"><li>Introduce and embed special projects, license opportunities, services and processes; secure and embed continued high quality EMCC Accreditation application support – including development and specialist advice; bursary support for organisations and individual qualifying applicants</li></ul>
<b>Accreditation Focus – <u>application</u> of research and quality</b>
<b>A. Professional Accreditations for Organisations and Individuals</b> <ul style="list-style-type: none"><li>EMCC European Quality Awards (EQA and ESQA), International Standards for Mentoring and Coaching Programmes (ISMCP), European Individual Accreditations (EIA and ESIA), EMCC EQA Bespoke Programmes; EMCC Executive Team Coach, Executive Leader, Programme Manager (EPMA) etc</li></ul>
<b>B. Accreditation Governance and Professional Excellence</b> <ul style="list-style-type: none"><li>Accreditation regulatory procedures, professional standards, accredited provider partnerships, communications and collaboration to promote 'best practice'</li></ul>
<b>C. Themes and Special Projects</b> <ul style="list-style-type: none"><li>Knowledge sharing and country collaboration; sector networks and partnerships; programmes to support corporate social responsibility – bursary awards; use and application of digital transformation, and management information to support and build capacity for sustainable accreditation growth</li></ul>
<b>D. Organisational Proposals and Consultancy</b> <ul style="list-style-type: none"><li>New connections and partnerships.</li></ul>

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## Development

### Development Strategic Priorities

Wherever there is mentoring, coaching, and supervision in the world, EMCC will be the preferred, trusted global partner.

#### 5. Using EMCC Accreditations, Quality, and Research output to broaden EMCCs geographical reach and establish sustainable, mutually beneficial co-operation with individuals, institutions, and professional bodies.

- Using EMCC Accreditations, Quality and Research output: These are the core pillars and the foundation of EMCCs potential contribution to society.
- To broaden EMCCs geographical reach: Extending EMCCs international footprint.
- And establish sustainable, mutually beneficial co-operation: Relationships are ongoing, rather than one-off and focus on delivering benefits for EMCC and recipients.
- With individuals, institutions: Mentors, Coaches and Supervisors; those who develop their skills, the purchasers of their services and potential new organisational users of mentoring, coaching and supervision.
- And professional bodies: Bodies which are both directly linked to mentoring, coaching and supervision and/or of a diverse professional discipline with whom EMCC can establish communication channels that will benefit society at large.

### Development Focus

#### E. Geographical expansion

- New countries and/or Regions.

#### F. Accreditation, Quality, and Research

- Establishing and sustaining best practice in Coaches, Mentors and Supervisors – together with those who develop and use these skills.

#### G. Building the EMCC brand

- Creating strategies to develop impact in organisations, new geographies, and member countries. This requires strong liaison with local Boards, IEB, Council and EMCC Volunteers.

#### H. Building 'Initiate'

- Launching a funded vehicle to provide mentoring, coaching, and supervision support, with excess proceeds used on projects which benefit society.

## Operations

<b>Operations Strategic Priorities</b>	
Build on operational excellence to create a sustainable EMCC fit for the future	
<b>6. Enhance membership benefits to attract and keep membership both internationally and in local countries</b>	<ul style="list-style-type: none"><li>Review existing member benefits e.g. book, conferences, journal, webinars etc to ensure they are meeting the current and future members requirements</li><li>Introduce new member benefits.</li></ul>
<b>7. Review the affiliation agreement between EMCC and Affiliated Countries</b>	<ul style="list-style-type: none"><li>Review both paper and psychological contract.</li></ul>
<b>8. Communications</b>	<ul style="list-style-type: none"><li>Ensure communication (both internally and externally) is fit for purpose and meets the needs of all stakeholders.</li></ul>
<b>9. Establishing a better governance structure (including investigating the possibility to establish EMCC Foundation to initiate coaching, mentoring and supervision initiatives, which benefit society).</b>	<ul style="list-style-type: none"><li>A complete review and a possible restructure including the appropriate legal, financial, governance, and operational requirements.</li><li>If we decide to establish a foundation, that would include initiatives currently considered under the 'Solidarity Coaching/For a Better World' umbrellas.</li></ul>
<b>Operations Focus</b>	
<b>I. Books</b>	<ul style="list-style-type: none"><li>Publish first books in the Routledge/EMCC series / Review and relaunch the EMCC self-published series</li></ul>
<b>J. Communication</b>	<ul style="list-style-type: none"><li>Review internal and external communication methods (emails, newsletters, social-media etc) and build a process that is stakeholder needs driven.</li><li>Continue to enhance and rejuvenate EMCC International website and build links with country websites</li></ul>
<b>K. Conferences</b>	<ul style="list-style-type: none"><li>Review impact of EMCC conferences and introduce enhancements to ensure they meet all stakeholder needs.</li></ul>
<b>L. Find a Mentor/Coach/Supervisor</b>	<ul style="list-style-type: none"><li>Increase the usability and use of the FAMCS feature.</li></ul>
<b>M. Webinars</b>	<ul style="list-style-type: none"><li>Continue to deliver high quality webinars that contribute to EMCCs brand and practitioners CPD.</li></ul>
<b>N. Foundation and revised governance structures</b>	<ul style="list-style-type: none"><li>Undertake a review of our current legal, fiscal and governance status, and investigate setting up and launching an EMCC Foundation and make recommendations to Council.</li></ul>

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## Quality

### Quality Strategic Priorities

Bringing together the different areas that contribute to the devising of professional standards, their dissemination, and regulation for the benefit of coaching, mentoring, and supervision practitioners and the recipients of these services.

10. Stimulate interest to coaching, mentoring, supervision practitioners on the concept of the fit-for-purpose professional and how they can establish/maintain/enhance such a profile.
11. Educate all interested parties (members, students, recipients of services, buyers) about the core elements of Quality like ethics, regulation, CPD etc so to increase basic knowledge and understanding of their value.
12. Engage with local affiliated countries so they become active ambassadors of the Quality pillars of Ethics, Regulation, Diversity and Inclusion, CPD/competencies and further disseminate with their membership base.
13. Networking with institutions, opinion groups, other professional bodies with the aim to both keep open dialogues on matters of common interest and influence proactively on future acts especially from a governmental perspective.

### Regulation Focus

#### O. Regulation

- Continue building on the strategic turn from a reactive to a proactive role in regulatory matters and take up a leading role in driving self-regulation strategy for the coaching, mentoring and supervision practices.

#### P. Ethics

- Position Ethics as the backbone of coaching, mentoring and supervision practices and transform the dialogue about it from an 'being obligation' to 'being a personal need' for which each practitioner strives to satisfy.

#### Q. CPD and Competencies (coaching and mentoring):

- Review and evaluate market developments and evolution of coaching/mentoring practices in relation to the current competence framework so to ensure robustness and relevance.

#### R. CPD and Competencies (supervision):

- Focus on promoting the leading role of EMCC in supervision of coaching/mentoring to broad audiences and on engaging with practitioners and recipients of services about the importance of supervision for fit-for-purpose coaching and mentoring professionals

#### S. Diversity and Inclusion:

- Establish a leading role for EMCC on diversity and inclusion both at international and local level.

## Research

<b>Research Strategic Priorities</b>
Ensuring that research is always in EMCCs DNA and is key to the advancement of the professionalisation of our discipline
14. Excite the members' interest in research through the translation and, dissemination of findings from the latest studies.
15. Promote 'twinning' of academic institutions. Linking established programs at Universities, where EMCC have strong links, with Institutions in Countries that wish to develop advanced education programs.
16. Stimulate a research programme that enhances the value proposition of evidence-based practice.
17. Support EMCC Accreditation and Quality initiatives through related research topics.
18. Promote, engage, and conduct research via a panel of senior researchers to: <ul style="list-style-type: none"><li>Lead and deliver study areas.</li><li>Create a network of researchers across member Countries</li><li>Interpret and translate the latest research for members.</li><li>Deliver a programme of webinars on topical research themes.</li></ul>
19. Support single research projects, primarily but not exclusively, on six principal themes: <ul style="list-style-type: none"><li>Ethical dilemmas; Agile Leadership through coaching and mentoring; Effective coaching processes; Future of Coaching; Coaching, Mentoring, and Supervision in the Digital Age; Organisational Dynamics and Learning cultures.</li></ul>
20. Promote and enable single stand-alone studies into subjects that support EMCC strategic objectives.
21. Design, develop, and launch EMCC research awards to reward the very best studies that are relevant to the membership.
<b>Research Focus</b>
T. Research that supports EMCCs strategic goals <ul style="list-style-type: none"><li>Create programmes that help deliver EMCCs purpose and vision</li><li>Establish targets that are measurable.</li></ul>
U. Enable and disseminate research <ul style="list-style-type: none"><li>Help support a value proposition to our members.</li></ul>
V. Build the EMCC brand <ul style="list-style-type: none"><li>Enlarge research bandwidth and enhance reputation as the thinking practitioner's professional association.</li></ul>
W. Build network of translators in member Countries <ul style="list-style-type: none"><li>Working with Affiliated Countries to create a volunteer community to enable the translation of current research findings to members.</li></ul>

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