

**EMCC**

European Mentoring &  
Coaching Council



Regulatory  
Affairs

Offerings

Brand

Growth

v2:  
updated  
January  
2013

Research

# Strategic 2012 · 2017 Plan



## **Introduction** *from our President*

Dear EMCC member

In January 2012 I presented to you EMCC's strategy for 2012-17 which the EMCC Council approved and signed on 16 November 2011. This included our new vision and purpose supported by four objectives to achieve our strategic direction and choice. Since then we have added a fifth objective research which aims to build on our rich heritage in the area of research. As a result of this addition we have decided to reprint this updated version of the strategic plan.

Since the introduction of this strategic plan the EMCC Executive Board, together with many volunteers, has been working to deliver our strategy. Updates on what has been achieved to date can be found in our quarterly newsletter together with information on plans for each coming year. A detailed update and plan can also be downloaded from our website.

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!

Regards

A handwritten signature in black ink that reads "Lise Lewis". The signature is written in a cursive style.

**Lise Lewis**  
EMCC President  
January 2013

## Strategic Plan for EMCC for the years 2012-2017

The purpose of this plan is to provide strategic direction and choice for EMCC and will be subject to annual review to reflect changes in the mentoring and coaching world and the developing plans for EMCC and affiliated countries.

This strategic plan has been created with the input, support, contribution and feedback from EMCC affiliated member countries.

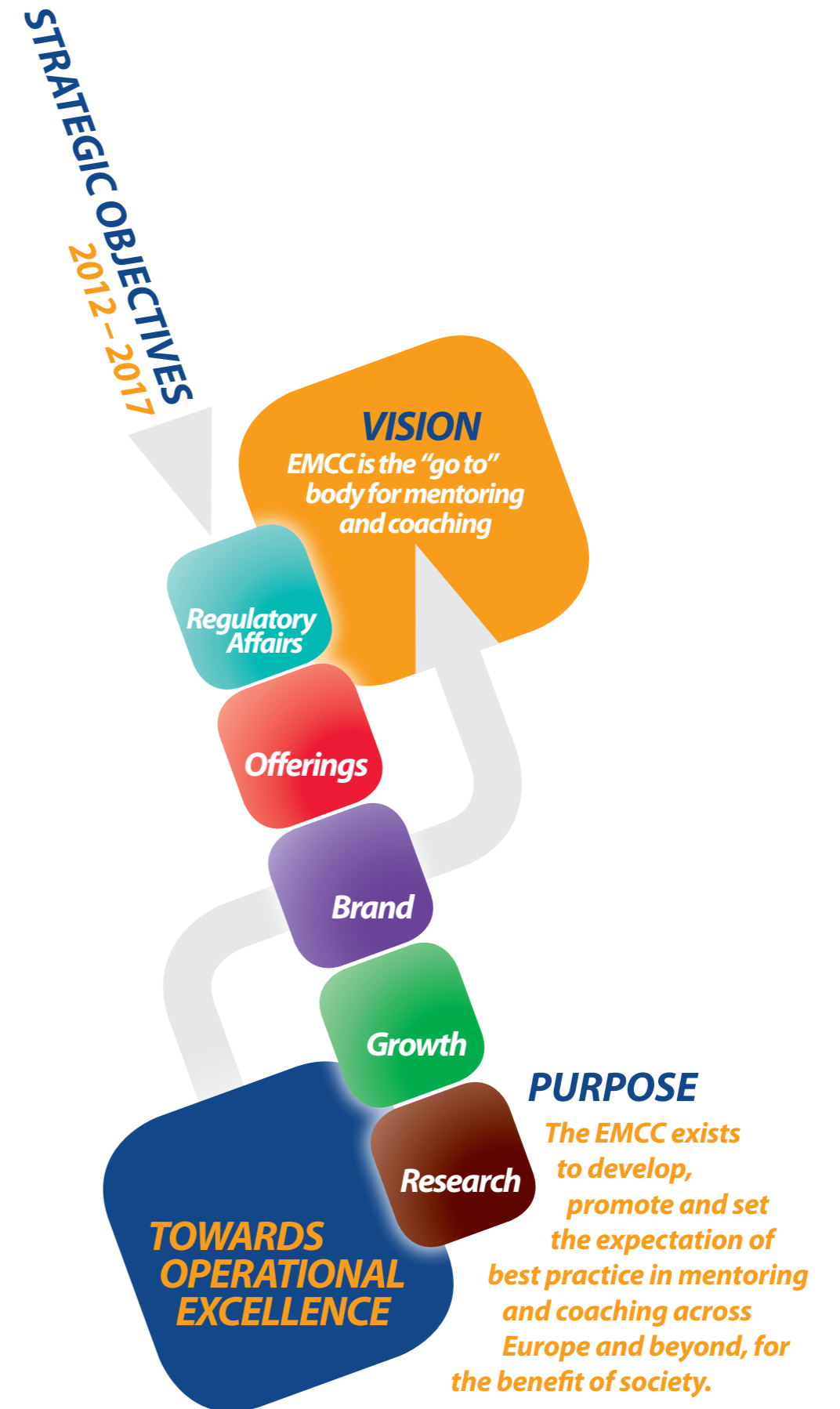
At the meeting in Paris November 2011 Council agreed the following:

**New PURPOSE of the EMCC**

**New VISION for the EMCC**

**STRATEGIC OBJECTIVES for the period 2012-2017**

Accompanying the Strategic Plan is the Towards Operational Excellence paper which was approved by Council on 14 November 2012.



Strategic Objective:

# Regulatory Affairs

## REGULATORY AFFAIRS

To ensure compliance with commitments contained in the Code of Conduct, to strengthen self-regulation and to keep the legislative environment under review

ACTIONS	MEASURES OF SUCCESS	TIMEFRAME
<p>Ensure all EMCC affiliated countries require from their members a commitment to a suitable Code of Ethics</p> <p>EMCC will publicise a requirement for all members to commit to a Code of Ethics with the aim that this will be leverage for members to comply. Realistically we can only encourage members to subscribe to a Code of Ethics</p>	90% of EMCC affiliated countries ensure their members have committed to a suitable Code of Ethics	2012
Ensure all EMCC affiliated countries have and have publicised to their membership a Disciplinary and Complaints procedure	90% of EMCC affiliated countries have and have publicised a Disciplinary and Complaints procedure	2013
Under conditions to be agreed with the Executive Board, set up an organisation and procedure to Monitor and Sanction breaches of the Code of Conduct	EMCC has set up an organisation and procedure to Monitor and Sanction breaches of the Code of Conduct	2012
Ensure all EMCC affiliated countries have set up a mechanism for referral of possible breaches of the Code of Conduct to the Vice-president, Regulatory Affairs	90% of EMCC affiliated countries have set up a mechanism for referral of possible breaches of Code of Conduct	2013
EMCC to publicise rulings of Monitoring and Sanctions work group (anonymously) for learning and building up database of case law	Central database available for access	Ongoing
Hold discussions with Code of Conduct signatories on single Monitoring and Sanctions body	Discussions held	Ongoing
Periodically review with affiliated countries the working of Code of Conduct and communicate findings to other signatories	Review meetings done	Every 2 years
Hold discussions with other relevant professional bodies with a view to them joining the Code of Conduct and/or Self-Regulation initiative	Minimum of two other relevant international professional bodies have joined the Code of Conduct and/or the Self-Regulation initiative	2017
<p>Meet periodically with EU officials with a view to</p> <ul style="list-style-type: none"> <li>Being made aware of any evolution in the relevant European legislative environment</li> <li>Being positioned as the interlocutor of choice should the EU decide to move to some form of Co-regulation or Regulation of our profession</li> </ul>	No new regulatory legislation that impacts our profession without our first being aware of it	Annually
Meet with other self-regulated industries / professions with a view to learning from their experience and benchmarking	Have met with five other self-regulated professions	2017
Ensure any strategic alliance includes commitment by their members to the EMCC Code of Conduct, where relevant	Commitment by strategic partners that their members abide by Code of Conduct	Ongoing

Strategic Objective:

# Offerings

## QUALITY STANDARDS OFFERINGS

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

ACTIONS	MEASURES OF SUCCESS	TIMEFRAME
<b>Marketing</b>		
Define EMCC strategy for quality standards offerings	EMCC quality standards offerings clearly defined and agreed upon	2012
<b>European Individual Accreditation (EIA)</b>		
Position EIA versus other individual accreditations	Defined and communicated unique selling points, made available a complete document of Questions and Answers, clear analysis of equivalency and differences of main existing accreditation systems	2012
Develop reaccreditation process	Completed main headlines of reaccreditation process	2012
Implement reaccreditation process	90% of relevant EIA holders apply for reaccreditation	2016
Finalise simplification of EIA	Launched reviewed EIA Worked with affiliated countries to identify a transition from own country to EMCC accreditation award	2012/13
Redefine individual country perspective on promoting / managing / responsibilities for EIA	Each affiliated country has project plan for promotion of EIA either internally or through EMCC	Ongoing
Update and development of EIA	Annual review process in place	2012-2017
Develop bridging between EIA and other existing accreditations	One core EMCC accreditation process in all affiliated countries Equivalent areas of other existing accreditations accepted as entry to EIA Transfer process of pre-EIA accreditation in affiliated countries completed	2017
Identify technical support requirements for affiliated countries and implement the adequate structure	Analysis completed for all affiliated countries	2012

<b>European Quality Award (EQA)</b>		
Position EQA versus other accreditations	Defined and communicated unique selling points, made available a complete document of Questions and Answers, clear analysis of equivalency and differences of main existing accreditation systems	2012
Redefine individual affiliated country perspective on promoting / managing / responsibilities for EQA	Each affiliated country produces project plan for promotion of EQA either internally or through EMCC	
Develop reaccreditation process	Completed reaccreditation process	2012
Implement reaccreditation process	90% of relevant EQA holders apply for reaccreditation	2016
Update and ongoing development of EQA	Annual review process in place with a revised EQA being in place by 2014	2012-2017
Identify technical support requirements for affiliated countries and implement the adequate structure	Analysis completed for all affiliated countries	2012
<b>Mentoring / Coaching supervision (ESTQA)</b>		
Finalise development of the Supervision Quality Award for Training Programmes (ESTQA)	ESTQA in place	2012
Investigate viability of European Individual Accreditation for Supervisors (EIAS) award	EIAS go / no go decision	2012
Develop and implement ESTQA launching plan	ESTQA launched with 15 SQA holders	2017
<b>Sales / marketing</b>		
Develop sales / marketing plan for all quality standards offerings	Agreed plan in place, and implemented	2012
Develop and/or maintain materials aligned with EMCC Brand	100% materials complied with brand in all affiliated countries	2014
Monitor / support affiliated countries for implementation of sales / marketing plans	Sales / marketing plans in place in all affiliated countries	2014

Strategic Objective:  
**Brand**

**BRAND**

To be a recognised professional brand in the world of mentoring and coaching

ACTIONS	MEASURES OF SUCCESS	TIMEFRAME
Develop a global EMCC brand strategy	Global EMCC brand strategy document in place	2012
Develop EMCC unique sales point(s)	USPs defined and communicated internally and externally	2012
Develop / align EMCC promotional materials (brochures, banners, flags...)	Design manual for all affiliated countries in place	2013
Roll-out brand implementation plan	90% awareness in the mentoring and coaching world	2017
Review and agree EMCC's desired position as a leader in generating leading edge initiatives in the mentoring and coaching world	Decision	2012
Develop and implement a PR and Communication strategy	Strategy documents and project plan in place	2012
Conduct feasibility study for securing sponsorship of EMCC	Feasibility study in place	2013

Strategic Objective:  
**Growth**

**GROWTH**

To grow EMCC membership through affiliate country development and expansion of geographical coverage

ACTIONS	MEASURES OF SUCCESS	TIMEFRAME
<b>Membership categories</b>		
	Range of membership categories available across EMCC by 2013	
Identify existing membership profiles / categories available in affiliated countries	Best practice shared	2012
Identify / develop / implement more membership benefits across EMCC	One new membership benefit each year	2017
Define strategy of EMCC direct membership within Europe and beyond	Strategy agreed	2013
<b>Affiliated country development</b>		
Support existing affiliated countries to design / implement membership growth and retention strategy	Cumulative net membership growth 15% p.a., target for growth identified and committed to by each affiliated country	Ongoing
Complete formal mentoring support / operations resource for affiliated countries	Complete existing draft resource guidelines	2012
<b>Expanding geographical coverage</b>		
Develop / implement geographic expansion strategy for Europe which includes countries to be targeted.	Five new affiliated countries in Europe from among targeted countries	2017
Set a strategy for alliances and/or affiliation with relevant organisations	Strategy document in place, list of targeted organisations identified and approached	2013
Define strategy of EMCC expanding beyond Europe and setting up mutual agreements with other organisations in the same field and with the same interest. They can become <i>associated organisations</i> , not involving any form of membership, but establishing a formal agreement to mutual cooperation	Strategy agreed	2013

Strategic Objective:

# Research

## RESEARCH

To lead professionalisation by being a link to, 'translator' of and catalyst for mentoring and coaching related research

ACTIONS	MEASURES OF SUCCESS	TIMEFRAME
<b>Bridging the gap</b> Bridging the gap between researchers and practitioners by supporting the understanding between the two		
Enhancing the understanding of what research brings to mentoring and coaching (through workshops, conferences, the IJMC and other media); aiming at helping mentors and coaches improve their practice	Clearly defined gap, understanding of how to base practice on research has increased and practice has progressed research (measured by survey or/and research conference dialogues)	2013 Q4
Enhancing understanding of how practice can be used to progress research by EMCC through creating a dialogue between researchers and practitioners (at workshops, conferences, through the IJMC and other media)		2013 Q4
<b>Body of Knowledge</b> Explore how to link to existing mentor and/or coach research data bases (or build own if possible)		
Build a viable body of knowledge to support professionalisation (as a fundamental building block of professionalisation by 2014)	Links published and easily accessible	2014 Q4
<b>Strategic Alliances</b> Form strategic alliances with universities, institutes, research centers and researchers		
Catalyse and co-operate in areas of mutual interest (research, both basic and applied, through presentations at conferences and through IJMC and other media)	Five strategic alliances formed	On-going
Feasibility study to create a 'find researcher and research' search engine on EMCC website (to be managed by researchers with clear publishing criteria)	Study completed and proposal presented	2013 Q3

### Research Paths

Explore paths to catalyse and fund valid, evaluative, applied, useful and challenging research conducted by independent institutes or researchers; and/or conducted by EMCC in partnership with other providers, or conducted by EMCC alone	Funds identified and granted	On-going
---	------------------------------	----------

### Conference

Continuously evaluate and develop the purpose and content of the annual EMCC research conference in order to enhance understanding of research evidence and what it brings to practice, as well as what practice brings to research	Participants perceive the conference develops in purpose and content (survey)	On-going
---	---	----------

### Journal

Continuously evaluate and develop EMCC's International Journal of Mentoring & Coaching with the purpose of being acknowledged as a high ranked research Journal showing that EMCC research is being taken seriously in the academic world	IJMC is available in print and ranked at a higher level (ranking measure to be agreed)	On-going
Feasibility study on producing the Journal and a European Mentoring & Coaching Review/Magazine in print (on demand), to bridge the gap between research and practice	A European Mentoring & Coaching Review/Magazine is published	2013 Q4

### Policy

Formulate proposals for: 1 Code of Good Research Practice 2 Research policy 3 Research WorkGroup policy	A code of good research practice, a research policy and a research work group policy has been agreed on	2013 Q4
--	---	---------

### Research

Overlook the scene aimed at catalysing independent, joint or EMCC research

Review research and practice in the field – to evaluate most needed research areas	EMCC has catalysed researchers to conduct identified needed research; research presented with clear outcomes	On-going
Review the EMCC Competence framework against current research to more clearly show evidence for the framework and for EMCC's Quality Standards Offerings		On-going



**Gregoire Barrowcliff** EMCC Vice-president Regulatory Affairs  
[EMCC.VP.RegulatoryAffairs@emccouncil.org](mailto:EMCC.VP.RegulatoryAffairs@emccouncil.org)



**Lise Lewis** EMCC President  
[EMCC.President@emccouncil.org](mailto:EMCC.President@emccouncil.org)



**Gilles Gambade** EMCC Vice-president Standards  
[EMCC.VP.Standards@emccouncil.org](mailto:EMCC.VP.Standards@emccouncil.org)



**Po Lindvall** EMCC Vice-president Research  
[EMCC.VP.Research@emccouncil.org](mailto:EMCC.VP.Research@emccouncil.org)



**Pilar Lorenzo** EMCC Vice-president Marketing  
[EMCC.VP.Marketing@emccouncil.org](mailto:EMCC.VP.Marketing@emccouncil.org)



**Irena Sobolewska** EMCC General Secretary  
[EMCC.GeneralSecretary@emccouncil.org](mailto:EMCC.GeneralSecretary@emccouncil.org)



**Alexander Vreede** EMCC Treasurer  
[EMCC.Treasurer@emccouncil.org](mailto:EMCC.Treasurer@emccouncil.org)

**European Mentoring and Coaching Council**

PO Box 3154, Marlborough, Wiltshire SN8 3WD, United Kingdom

**Tel** +44 121 222 8808

**Email** [EMCC.Administrator@emccouncil.org](mailto:EMCC.Administrator@emccouncil.org)

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

EMCC is registered in Belgium, no. 0819.495.590. Registered address: 63A Scepterstraat, 1050 Brussels.

© EMCC 2013



