

**EMCC**

European Mentoring &  
Coaching Council



*Strategic*  
2012-2017 *Plan*



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

Dear EMCC member

I am delighted to be able to present to you EMCC's strategy for 2012-17. This includes our new vision and purpose supported by objectives to achieve our strategic direction and choice.

The EMCC Executive Board has been working together with the EMCC Council throughout 2011 to craft and agree this strategy. Part of the process has included a full consultation with each of our affiliated countries so that we have a strategy representative of the rich cultural diversity within EMCC. At our meeting on 16 November 2011 the EMCC Council approved and signed off the strategy.

The next step is for the Executive Board together with you, the EMCC Membership, and supported by the EMCC Council to deliver our strategy. You will see many calls for volunteers over the coming months 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 2012

## 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 that is still being discussed before completion.

Action Plans including target dates, key responsibilities and detailed measures of success to deliver the Strategic Plan is the next stage document to be produced starting January 2012. Where necessary, the target dates will reflect the current development position of affiliated countries.



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 5 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**

<b>ACTIONS</b>	<b>MEASURES OF SUCCESS</b>	<b>TIMEFRAME</b>
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

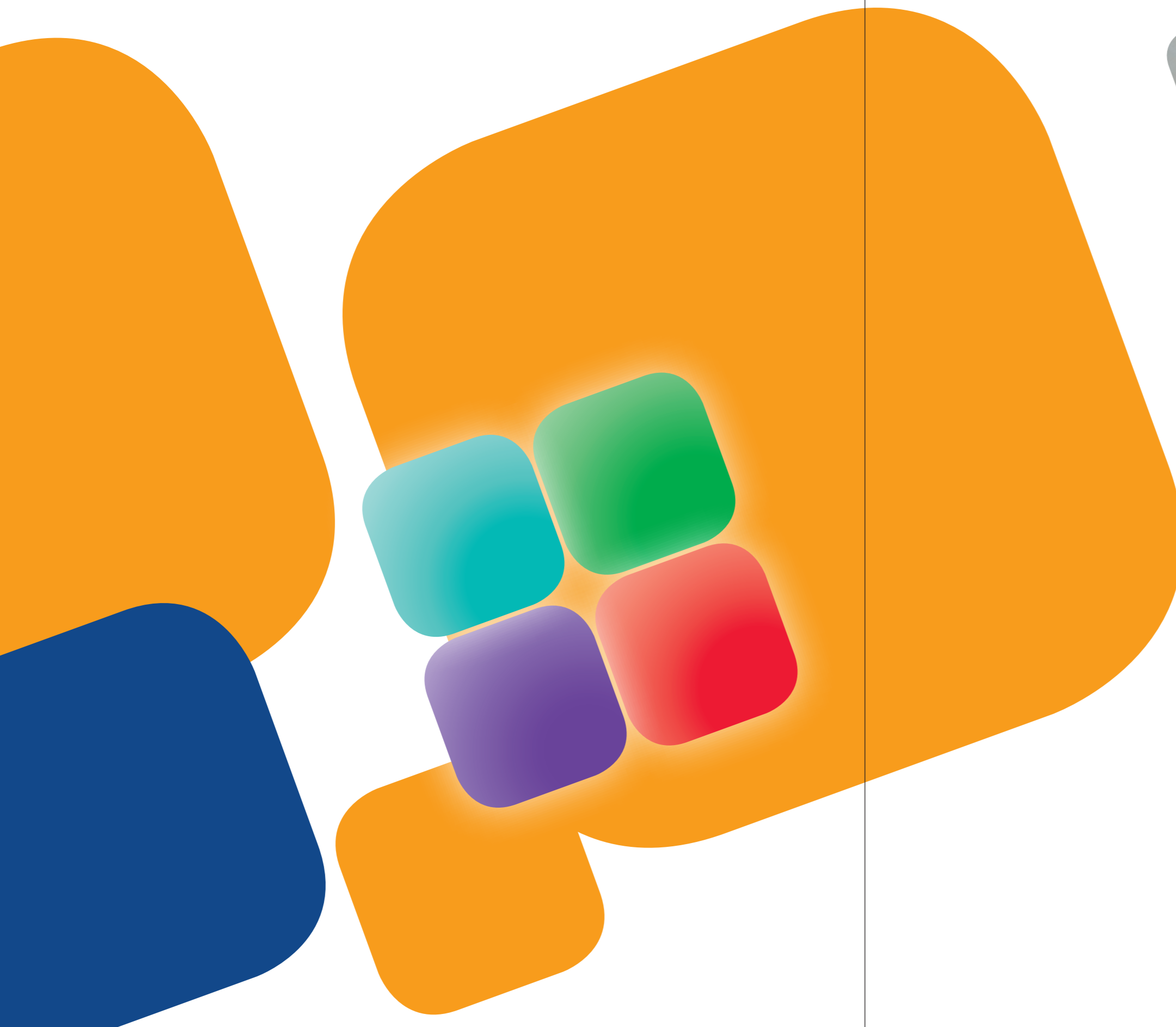
Strategic Objective:

# 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.	5 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



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