

EUROPEAN MENTORING & COACHING COUNCIL PRESENTS

# THE 11<sup>th</sup> EUROPEAN Mentoring & Coaching Conference

Speakers from Ireland, Denmark, France, Germany, Switzerland, Turkey, U.K., Australia, South Africa and the U.S.A.

**NEW! 4TH STREAM - PROFESSIONAL PRACTICES**



Siemens Business Services

**Keynote speakers:**

Belle Rose Ragins

Professor, Human Resource Management  
Research Director, UWM Institute for Diversity  
Education and Leadership (IDEAL)

Philippe Rosinski

The author of *Coaching Across Cultures*, Philippe  
Rosinski is an expert in executive coaching, team  
coaching and global leadership development.

David Clutterbuck

Professor at Sheffield Hallam University's  
Mentoring and Coaching Research Group,  
Mentoring Consultancy, Clutterbuck Associates  
and Chairman of item Ltd.

Kathy Kram

Professor of Organisational Behaviour,  
Boston University School of Management

Bob Garvey

Mentoring and Coaching Research Unit  
Sheffield Hallam University and co-author of the  
best selling 'Mentoring Pocket Book'.

After dinner speaker

Myles Downey

David Megginson

Co-Chair of EMCC and Visiting Professor of HRD  
at Sheffield Hallam University. He is Chief  
Executive of the research and development  
consultancy MCRG Ltd., and Chairman of the  
strategic consultants idm Group

This truly European conference  
also includes speakers from:

Siemens Business Services

Janssen

Lloyds TSB

Defra

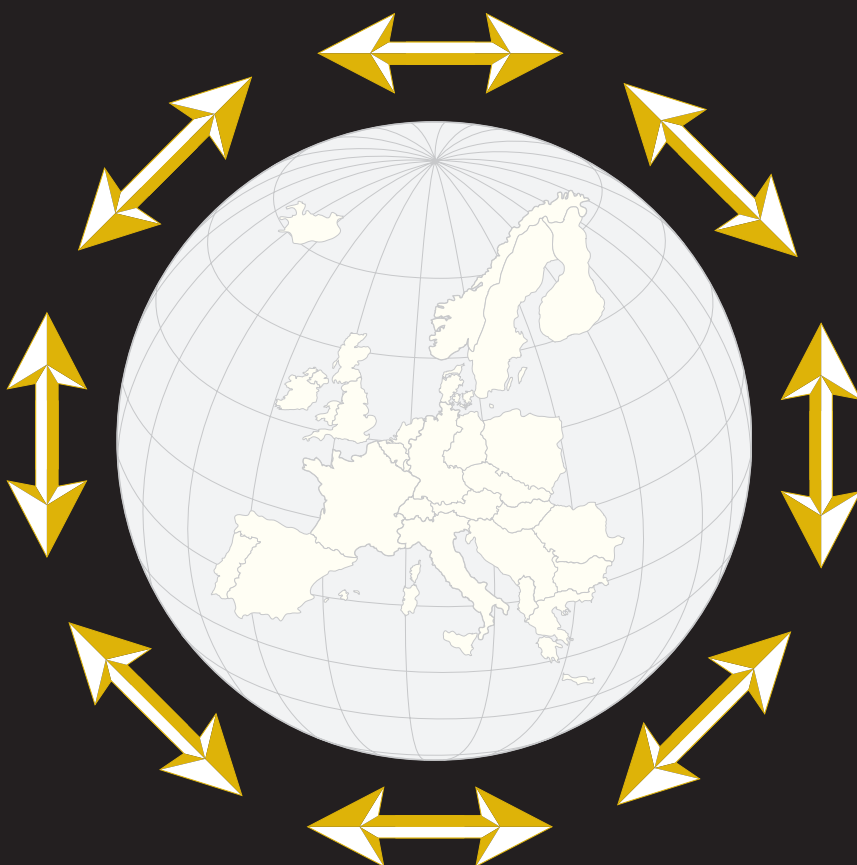
Hilton International

Ernst & Young

Union Bank of Switzerland

## (17th) 18th & 19th November 2004

The Hotel Bedford, Rue Du Midi 135, B-1000 Brussels



## PRE-CONFERENCE WORKSHOPS



DR. RAGINS has written more than 70 papers for presentation at national and international conferences and for publication in leading academic journals, including the Academy of Management Journal, the Academy of Management Review, the Academy of Management Executive and Psychological Bulletin.

### A. Where do we go from here and how do we get there? Designing effective research on mentoring relationships Dr. Belle Rose Ragins

The objective of this interactive workshop is to give participants an overview of the complex decisions that need to be made when designing and conducting research on mentoring in organisations. These decisions involve an in-depth preliminary assessment of the research question and its background, decisions about obtaining a sample that is appropriate to the research question, asking the respondents the right questions and using appropriate measure, proper analyses of data and finally, decisions regarding discussions or results and limitations of the study. Short cases and examples will be used to elicit ideas about these decisions and their potential outcomes.

Philippe Rosinski is an expert in executive coaching, team coaching, and global leadership development, sought after by leading international corporations. He is the author of *Coaching Across Cultures*\* and his pioneering work in bringing the crucial intercultural dimension into the practice of coaching has won him worldwide acclaim.



### B. Coaching Across Cultures Leveraging cultural diversity for sustainable and global success

Integrating the cultural dimension into coaching is not only necessary to increase coaching's validity and applicability in today's intercultural environment, globally and locally. It is also an opportunity to address our complex challenges with new insights. Bridging coaching and interculturalism leads to a more creative and global form of coaching. *Coaching Across Cultures* is instrumental for developing the new breed of leadership, teams and organizations necessary in today's complex and turbulent environment.

In this interactive workshop, you will discover an innovative philosophy and concrete tools for enabling business success while serving people and society at large, promoting unity in diversity, and facilitating high performance together with high fulfilment.

\*Free copy of Philippes' book, *Coaching Across Cultures*, for everyone attending his workshop.

## THE 11th EUROPEAN MENTORING & COACHING CONFERENCE

### Developing the coaching & mentoring climate Clutterbuck/Meggison

One of the most frequent causes for failure of coaching and mentoring programmes is that they meet overt or covert barriers in the organisational culture. Even where there is a strong champion for the programme, it may be vulnerable should the champion move on.

The key is to move beyond the programme approach to a systems approach that addresses the entire environment in which coaching and mentoring occurs. In this paper we explore how to tackle the culture as a whole, so that developmental behaviours become an integral and valued part of day to day management and leadership.



**DAVID MEGGISON** is visiting Professor of HRD at Sheffield Hallam University and Chief Executive of MCRG Ltd. He is author of books on mentoring, coaching, self-development and CPD. He is co-chair of the European Mentoring and Coaching Council and is Chairman of the organisation development consultancy, the IDM Group.



**DAVID CLUTTERBUCK** is Europe's best known authority on mentoring, having assisted hundreds of companies in developing mentoring programmes. He leads the Clutterbuck Associates mentoring practice and is Chairman of the item Group Ltd.

### Mentoring in the New Career Context Professor Kathy E. Kram

Mentoring has evolved considerably over the past twenty years. As a result of globalization, dramatic changes in technology, and major strategic redirection in a wide range of industries and sectors, we need to update our conceptualization and practice of this critical developmental process. She will highlight the transformation of mentoring from a single, long-term, hierarchical relationship, to multiple shorter-term relationships that comprise a developmental network. Throughout the presentation, I will pose questions regarding the concept of "developmental network" and how this can serve as an organizing concept for our work going forward. Specific examples will be used to illustrate what researchers and practitioners will want to consider as they move forward.



**KATHY E. KRAM** is a professor in the department of Organizational Behavior at the Boston University School of Management. Her primary interests are in the areas of adult development, mentoring, diversity issues in executive development, leadership, and organizational change processes.



**BOB GARVEY'S** Stories and story telling is the substance of learning. It is not surprising then that stories and story telling can be a feature of mentoring and coaching conversations. This plenary, based on research, takes a look at some of the narrative lines often found in mentoring and coaching conversations and considers the implications for practice. Bob is one of Europe's leading academics in the field of mentoring and coaching research. He has published widely in academic journals and is currently the Academic Editor of The EMCC's International Journal of Mentoring and Coaching. Bob's interest in M&C is not just academic, he has been involved in establishing many schemes in the private, public and not-for-profit sectors and is an experienced mentor and coach. He is co-author of the best selling 'Mentoring Pocket Book'.

# PROGRAMME

## Wednesday 17th November

### Choice of Pre-Conference Workshops

- 2.00 Coffee, Tea and registration
- 2.30 Pre-conference A:  
Where do we go from here and how do we get there? BELLE ROSE RAGINS
- 4.30 Coffee, Tea and registration
- 5.0 Pre-conference B:  
Coaching Across Cultures  
Leveraging cultural diversity for sustainable and global success By PHILIPPE ROSINSKI
- 7.30 Dinner

**You need to book for these activities separately - see booking form (Please note that EMCC International co-operation meeting runs at 2.30pm)**

## Day 1 - Thursday 18th November

- 8.30 Coffee Tea and Registration
- 9.0 Welcome & Introduction to today's workshops  
DAVID MEGGINSON
- 9.20 Plenary session - CLUTTERBUCK & MEGGINSON  
Developing the mentoring and coaching culture
- 10.0 Coffee and tea
- 10.20 **Workshops 1**  
**Case:** Mentoring young women in Turkcell DENTON  
**Research:** Overcoming Blind Spots in leaders' learning BLAKELEY  
**Hands-on:** Ride the wave - or ship out? BRITNOR-GUEST & WILLIS
- 11.20 short break

Or choose..... Supervision 10.20 - 12.30.  
Towards a theory of supervision for coaching - having a conversation about a conversation (Pampallis Paisley)  
A model for coaching supervision (Bluckert & Willis)

- 11.30 **Workshops 2**  
**Case:** Mentoring in Janssen Pharmaceutica - WILLIAMS  
**Research:** The role of Mentoring in the Development of Executive Women in Canada - MOSSOP  
**Hands-on:** What's your signature presence? LEARY-JOYCE
- 12.30 Lunch
- 1.30 Posters 1

- 2.0 **Workshops 3**  
**Case:** Developing a mentoring culture in Hilton International - COLAIANNI  
**Research:** Mentoring High Potential women through the Glass Ceiling - STOKES & MERRICK  
**Hands-on:** Making the most of our supervision - HODGE
- 3.0 Tea and coffee

Or choose..... Accreditation 2.00 - 4.30.  
Accreditation workshop (Lane)

- 3.20 **Workshops 4**  
**Case:** Coaching and the business agenda - Siemens Business Systems  
VELAZCO & HUTCHISON-BIRD  
**Research:** CALM- personal and organisational development through critical reflection - LINCOLN  
**Hands-on:** What would you do if?... GILLIE
- 4.20 Short break

- 4.30 **Workshop 5**  
**Case:** Coaching program Supporting Open Management Development programme - POULSON & GISSEL  
**Research:** Coaching: the current state of play - ROLPH  
**Hands-on:** Coaching and the Enneagram - HAY

Or choose..... Reflection & Change 4.30 - 5.30  
Reflective enquiry in executive coaching  
(Nicklen & McMahon)

5.30 Short break

- 5.40 Activity sessions  
**Either:** Transforming our shadow side: the masks of mentoring - WHITAKER & RHODES  
**or:** Mentoring, metaphor and music - FARMER  
**or:** Gifted and highly sensitive people - HUISKEN

6.45 Short break

7.0 Drinks reception

7.45 Dinner - After dinner speaker, MYLES DOWNEY.

## Day 2 - Friday 19th November

- 8.15 EMCC AGM (o815-o845)
- 8.30 Tea, coffee and registration
- 9.0 Welcome to new participants, review of day 1 issues and introduction to today's workshops - DAVID MEGGINSON
- 9.20 Plenary session - KRAM  
Mentoring & development networks in the new career context
- 10.00 Coffee & Tea

- 10.20 **Workshops 6**  
**Case:** Creating a 'great place to work' in Lloyds TSB ABBOTT-DEANE & WILLIAMS  
**Research:** Taking a LEAP into the future of HR in local government - CARTER & CONNAGE  
**Hands-on:** 'Shadow coaching' turning development on its head - RICH
- 11.20 Short break

Or choose..... Research 10.20 Mentoring program - TABCORP Group (MacGregor & Harrison) or 11.30 The Transformational characteristics of the mentoring conversation - (Borredon, Garvey, Carter & Garrett Harris)

- 11.30 **Workshops 7**  
**Case:** Defra 'Pairing for performance' process - ALLEN  
**Research:** Mentoring entrepreneurs: Do the current Irish models address the psychosocial needs of the mentee? HYDEN  
**Hands-on:** Becoming the best you can be - PLOWRIGHT

12.30 Lunch

1.30 Posters 2

- 2.0 **Workshops 8**  
**Case:** UBS Senior Mentoring Programme - ROEBUCK  
**Research:** Executive coaching - is critical reflection important and can it be coached? GRAY  
**Hands-on:** Applying learning histories as a method of evaluating learning processes - HALBERTSMA

Or choose..... Marketing 2.00-3.20 Coaching for business development - why sales isn't a black art - (Matthews)  
3.00 Short break

- 3.20 **Workshops 9**  
**Case:** 'Lonely at the top' mentoring at leadership level - MCCULLA  
**Research:** Vulnerable young people and youth mentoring -PHILIP  
**Hands-on:** Empowerment and its role in coaching - VAN OUDTSHOORN

Or choose..... Financial success of coaches in the US 3.20-4.20- Fairley

4.20 Short break

4.30 Plenary session - GARVEY - Let me tell you a story.....

5.15 Review of conference themes - DAVID CLUTTERBUCK AND DAVID MEGGINSON

5.30 Conference closes

# WORKSHOPS

## WORKSHOPS 1

### Case

#### Mentoring Young Women in Turkey *Lloyd Denton*

In Turkey, the resources and interests of four separate organizations converge around a visionary mentoring program. One N.G.O., one publicly-traded corporation, and two privately-held small firms join forces in an effort to launch the country's first nationwide youth mentoring scheme. Can the four different players reach harmonious decisions about how to implement such a program? Does their reach exceed their grasp? And if not, what choices will lead to a scheme that meets current needs while creating a sustainable system with the capacity to scale from 50 to 5,000 participants?

### Research

#### Overcoming Blind Spots in Leaders' Learning - *Karen Blakeley*

This workshop challenges the notion that the coaching agenda must always be determined by the coachee. It draws on research conducted by a PhD that looked at how managers and staff learned when their organisation went through change. A way of looking at leadership coaching is to acknowledge that many people have stakes in their leader's learning, although leaders may only accept this if it helps them achieve their own aims. This leaves the problem of 'blind spots' and three learning states have been identified that have different kinds of 'blind spot' patterns.

### Hands On

#### Ride the wave - or ship out?

##### *Anna Britnor-Guest and Pauline Willis*

The times they are a-changing - but how? The world of coaching and mentoring looks very different from the first time the EMC conference took place - and the last few years have seen significant growth in the marketplace. We are on the verge of the next wave of change in the coaching and mentoring profession and those who offer their services commercially have the choice of riding the wave - or shipping out!

Anna Britnor-Guest and Pauline Willis are joint founders and Managing Directors of the Coaching and Mentoring Network. Pauline is a member of the EMCC Executive Board and Standards SIG. Anna writes regularly on coaching and mentoring for a variety of journals and wrote the chapter on coaching and mentoring for the IOD's 'Growing Business Handbook'.

### Supervision

#### Towards a theory of supervision for coaching - *Paddy Pampallis Paisley*

The question of supervision in coaching is not whether it should or should not exist, but rather what it is in the coaching context. A theory, or framework of coaching supervision has not yet been formulated. There is debate about what supervision looks like in coaching. We know, for example, that supervision for psychotherapy is definitely not therapy, it is supervision with a distinct purpose and process. This begs the question then, if supervision is different from coaching, how does it differ?

Paddy (Patricia) Pampallis Paisley is an Executive Coach, Supervisor, Lecturer, Facilitator, Senior Psychologist and Psychotherapist.

#### A model for coaching supervision - *Peter Bluckert and Pauline Willis*

As an ex Social worker and later a counsellor, Peter Bluckert outlines the main functions of supervision and whose interests it serves. He shows where the practice of supervision derives from, describes some of the main supervision models and elucidates some of the reasons why tensions now exist within the coaching/mentoring field around supervision. He then sets out a new model of supervision designed for coach/mentors, building on previous supervision models but more strongly reflecting coaching methodology rather than a clinical approach. Coaching supervision is now coming of age. There is a need for models of practice which are fit for purpose. This session describes such a model.

Peter is a founder member of the EMCC and Chair of its Standards and Ethics Committee.

## WORKSHOPS 2

### Case

#### Mentoring in Janssen Pharmaceutica - *Hilde Willems*

Janssen Pharmaceutica is a knowledge company with highly educated employees. It has a strong belief in learning and a long tradition of classroom training and on-the-job learning. The last few years, new learning methods were introduced, e.g. e- and blended learning and also mentoring. Gradually a mentoring culture is being installed. The company's tacit knowledge and experience on mentoring was translated into a practical philosophy and brochure for both mentors and mentees. It creates a mutual understanding of what Janssen means by mentoring, and how mentoring fits into the overall framework to work on personal growth and development.

Hilde Willems is manager, Organization & People Development, at Janssen Pharmaceutica, Beerse, Belgium.

### Research

#### The role of mentoring in the Development of Executive Women in Canada - *Catherine Mossop*

As women leaders advance in organisations, their role and life context become increasingly complex. Leaders then need to be more adept at managing conflicting demands on their time, mental and physical energy, able to anchor their priorities and behaviour in their personal values. Mentors play a key role in developing strategies and tactics to balance conflicts in the increasingly complex life of the leader. Catherine Mossop has nineteen years professional experience in Management Consulting specialized in Succession Development, Transition Management and Mentoring Schemes.

### Hands On

#### What's your signature presence? *John Leary-Joyce*

Coaching is conducted in a relationship and as such can be considered a vehicle for change in and of itself. Research in psychotherapy identified that the quality of the relationship was the biggest factor supporting change. Too often, coach training and models emphasise objectivity and caution against getting too involved. Signature Presence is a level of personal awareness that allows us to be 'ourselves', a living embodiment of our values and practices.

John Leary-Joyce is a highly experienced executive coach who draws on a long career as a psychotherapist, trainer and supervisor and has worked over many years with numerous senior executives in local and global companies. He is the founding CEO and principal coach/trainer of the Academy of Executive Coaching.

## WORKSHOPS 3

### Case

#### Developing a mentoring culture in the Hilton International Europe and Africa Divisions - *Tea Colaianni*

The need for mentoring at Hilton was first identified in 2003 when an analysis of the previous 8 years of assessment centre performance revealed an urgent need to support potential General Managers and Directors who had not achieved desired standards. Tea's session covers the commencement of the scheme within Hilton, content, enthusiasm of the mentees and overcoming scepticism within the organisation.

Tea discusses the process of reflection followed by expansion across 20 countries and its impact on the culture of the organisation.

Tea Colaianni is the Vice-President of Human Resources for Europe & Africa for Hilton International.

### Research

#### Mentoring High Potential Women through the Glass Ceiling - *Paul Stokes and Lis Merrick*

This session will explore a model of the skilled mentee, using data from Landlease's programme 'Mentoring High Potential Women through the Glass Ceiling'. It will explore issues such as flexibility, linkages between leadership and mentoring skills and will draw out implications for individual mentors and

mentees, the relationship and the organisation itself.

Paul Stokes is a Senior Lecturer in Organisational Behaviour and Human Resource Management at Sheffield Hallam University, where he is currently course leader and admissions tutor for the MSc in Mentoring and Coaching.

Lis Merrick has worked as a Personnel Manager for Thomas Cook and Merrill Lynch, in the City.

### Hands-on

#### Making the most of our supervision - *Alison Hodge*

'Supervision' has emotional (and perhaps negative) associations for many of us. The EMCC is grappling to define standards of 'best practice' in the field of coaching and mentoring, including appropriate supervision and as Coaches, we have a responsibility to our clients and ourselves to ensure that we deliver the best possible service. This workshop encompasses a positive, generative process that focuses on what gives life and energy to people and their work. We will look at the supervision process, its purpose, models and methods, share our successful experiences of being 'supervisees' and 'supervisors', eliciting 'the best of what is' and create a model of excellence. You will come away with your own personal action plans, thus creating 'what will be'.

Alison Hodge is a coach, facilitator and supervisor with more than 20 years' experience in helping consultants to manage their business and client work effectively.

### Accreditation

#### Accreditation workshop - *David Lane*

This workshop will consider various approaches to accreditation that are emerging in coaching and related professions. An opportunity will be provided for participants to look at their own practice and how existing experience might be used as part of a future application for accreditation.

Professor David Lane is an executive coach with more than twenty years experience in both the public and private sectors. He is also an accreditation director at I-coach academy.

## WORKSHOPS 4

### Case

#### Coaching and the business agenda

##### *Claudia Velazco and David Hutchison-Bird*

In a service business, such as Siemens Business Services, the unique talents of each individual and their contribution to the team are what makes Siemens successful; as such, each employee needs to direct their own development, toward their own definition of success. Managers can participate in and support this development, but they can never take full responsibility for it, only the employee can. This is the backdrop for the SBS Global Coaching Program, which is being rolled out within SBS. It combines practical and academic sessions and is designed to give front line managers a thorough grounding and certification in how to coach as part of their leadership style. Claudia Velazco has been responsible for a number of organisational and personnel development programmes over the last ten years, within Nixdorf Computer, Fujitsu-Siemens Computers and SBS. David Hutchison-Bird has held a number of management positions within Siemens Business Services, Siemens IT Services and British Telecom, in the areas of Business Development, Marketing and technical Support.

### Research

#### CALM - personal and organisational development through critical reflection - *Shaun Lincoln*

This workshop set out an innovative learning intervention model that integrates Coaching, Action Learning and Mentoring (CALM) as a powerful means to facilitate leadership development at both personal and organisational level. This model builds on participative action research carried out in the public sector that won last year's CIPD management report prize at the Harrogate conference.

Shaun Lincoln is a teaching fellow at CEL, Lancaster University Management School (LUMS) and is responsible for setting-up a CEL coaching and mentoring network.

# WORKSHOPS

## Hands-on

### What would you do if.....?

**Marion Gillie**

It is easy to sign up to an existing code of ethics, like those of the EMCC, the ICF or the Association of Coaching. But, most of us genuinely don't know what we would actually do in practice until faced with a real situation that raises ethical, contractual or boundary management questions, such as your client telling you that she is planning to leave the organisation and is biding her time for the most advantageous time to go. This workshop will explore a number of actual situations that have been faced by coaches. Responses to the situations may help to clarify ethical stance and may help contracting processes.

Marion Gillie is a Chartered Occupational Psychologist and a UKCP registered Gestalt Psychotherapist.

## WORKSHOPS 5

### Case

#### The Challenge of Coaching a Global Trainee Programme or How to achieve 10 years of experience in 2 years! The Danfoss case - **Kirsten Poulsen & Frede Gissel**

The Postgraduate Rotational Programme (PRP) of Danfoss is a two-year programme consisting of on-the-job training for new employees hired directly after finishing their master's degree. The purpose is to create an accelerated learning process so the trainees become qualified for management positions in the global organisation.

The programme provides the trainees with challenging projects that often transcend the barriers of their basic education. This results in creating "change agents", capable of handling unfamiliar situations.

Kirsten Poulsen is founder and owner of the consulting company KMP & Partners ApS consulting in leadership and organisational development internationally, both in the private and the public sector.

Frede Gissel has, for five years, been in charge of the Danfoss Postgraduate Rotational Programme.

## Research

### Coaching: the current state of play - views of the HR profession - **Jessica Rolph**

This session will describe and discuss the results of a piece of research carried out by the Chartered Institute of Personnel and Development (CIPD) to investigate the current use of coaching in UK organisations, as well as views of HR practitioners as to the value and effectiveness of coaching as a development intervention. Public, private and voluntary sector comparisons will be made. The implications of the survey findings will be discussed for HR practitioners, coaches and the industry as a whole.

Jessica Rolph was appointed to her current position as CIPD Adviser, Learning Training and Development, in July 2002.

## Hands-on

### Coaching with the Enneagram - **Julie Hay**

An introduction to the Enneagram, a dynamic model that shows how we function and shift at times of growth and stress; and how it can be used in coaching. The Enneagram has been used for personal growth around the world since 1970, in settings as varied as the Vatican, the CIA & Motorola. In addition to the increased rapport that comes from understanding a client's motivations, awareness of the nine 'types' and how people shift around them allows coaches to facilitate the creation of targeted development plans that reflect the client's true identity.

Julie Hay has provided consultancy and training services on coach/mentoring to organisations as varied as the Department of Health, Drake and Scull (construction), Xyratex (hi tech), Hertfordshire Constabulary, the Forestry Commission and Warwick Business School. She has extensive experience of providing training and supervision in different cultures and writes extensively on coach/mentoring.

## Reflection & Change

### Reflective enquiry in executive coaching - **Steve Nicklen and Gladeana McMahon**

Steve and Gladeana believe that effective executive coaching has two major components. First, there needs to be a process of reflective enquiry, to help clients to understand both the systemic and the personal factors impacting on their performance. Second, they need both to commit to change and to be given strategies to bring about such a change. These principles are illustrated with clients drawn from both the public and private sectors and the specific beneficial results of the coaching programmes with four senior executives will be outlined and summarised as a theoretical framework for successful executive coaching.

Gladeana McMahon was listed as one of the UK's Top Ten Coaches by the Independent on Sunday and is a leading Personal Development and Executive Coach who coaches politicians, celebrities, senior business people and those in the media.

## ACTIVITY SESSIONS

### Transforming our Shadow side: The Masks of Mentoring - **Vivien Whitaker and Toby Rhodes**

'The demonic emerges from any good idea taken too far' An interactive, kinaesthetic session which is innovative, professionally challenging, intellectually grounded and good fun. Vivien Whitaker and Toby Rhodes encourage you to experience and transform the hidden and unexplored aspects of your mentoring practice through the making and modelling of masks. Ask yourself: What kind of mentoring persona do people perceive in us? Are there aspects of our mentoring practice that are demonic? Do you find yourself: pre-scribing the answers rather than asking questions? Slipping into your own agenda or delivering a training session rather than keeping the focus on the client or imposing our passion instead of listening for need?

Vivien Whitaker is a Senior Lecturer at Sheffield Hallam University (SHU) and Toby Rhodes is a Visiting Lecturer, also at SHU. They are both tutors on the SHU MSc in Outdoor Management Development and on other postgraduate and undergraduate programmes on individual and organisational learning, including the SHU MSc in Mentoring and Coaching.

or

### Mentoring, Metaphor and Music: Innovation in Mentor Development - **Julie Farmer and Alex Steele**

This workshop explores the power of metaphor as a way of helping people understand new concepts and invites participants to consider the use of music as an innovative way to develop effective mentors. Recent research indicates that the most important aspect for success in mentoring is the quality of the mentoring relationship - and a key aspect of that quality is the effectiveness of the communication between the mentoring partners. Mentors need to understand; how the brain works, how the human brain understands the world and learns through pattern matching i.e. through metaphor. Reference will be made to common metaphors in our language that derive from music and the role of the metaphor in 'aha' moments. Audience participation will be encouraged!

Julie Farmer has been involved in work on mentoring for the last ten years and is the author of a DfES guide to Mentoring for Workbased Training.

Alex Steele is a jazz musician and an academic in Environmental Management. He is currently pursuing a number of projects linking jazz to innovation in SMEs and is working with Julie to develop work around jazz and mentoring.

or

### Gifted and Highly-Sensitive People - **Deborah Huisken**

'Why, oh why is it so often the bright ones?' - lament of a tired drug counsellor, from Gifted Grown-ups. Research into highly sensitive people indicates that as much as 15 to 20% of the population possesses a predisposition to heightened sensitivity, meaning that they notice things others don't, take in more data and/or information and process it more deeply than others. In addition, this heightened perception and sensitivity shows up as a trait among the estimated 5 to 10% of the population which is gifted, i.e. possess-

ing extraordinary creative, leadership or physical skills. In this workshop we will explore what it means to have these traits, how successfully we have dealt with them in ourselves/others to date and some techniques for increased success when we encounter them in future.

Deborah Huisken BA Hons., is a coach, writer, speaker and facilitator of experiential leadership development workshops working internationally.

## WORKSHOPS 6

### Case

#### Creating 'a great place to work' in LloydsTSB - **Jon Williams and Jacqueline Abbott-Deane**

To meet one of LloydsTSB's key goals of creating a 'Great Place to Work', a high performance culture is being developed where one of the key deliverables is the development of line management coaching capability. Our journey has crucial elements and stages for anyone considering creating a coaching culture and for any external coaching provider offering advice and services in this area.

Jacqueline Abbott-Deane is the Senior HR Business Partner, Coaching, at LloydsTSB. She has responsibility for creating coaching strategies that increase coaching capability and subsequently contribute to culture change.

Jon Williams is a HR Consultant working in the University for LloydsTSB with responsibility for developing learning solutions to raise the coaching skill level of managers within the organisation and creating a team of internal specialist coaches who will work with senior managers across Lloyds TSB.

## Research

### Taking a LEAP into the future of HR in local government - **Alison Carter and Tracey Connage**

This workshop will tell the story of the design, delivery and evaluation findings of the HR Coaching pilot programme called LEAP. The programme was conceived through a partnership between the Employers Organisation for local government (EO), the East of England Regional Assembly (EERA), North West Employers Organisation (NWEEO) and Institute for Employment Studies (IES). 24 local authorities in England participated in the pilot programme. This workshop will also provide participants with the opportunity to discuss and explore how to combine one-to-one coaching with other methods, managing the expectations of participant organisations, engage with evaluation issues and hear reflections on partnership working in coaching delivery.

Alison Carter is Principal Research Fellow at IES where she researches and consults on a range of management development and HR function issues.

Tracey Connage is Assistant Director of Best Practice at the Employers Organisation for Local Government.

## Hands-on

### Shadow coaching: Turning development on its head with observation and feedback from below - **Linda Rich**

This workshop explores a structured co-development process that allows relatively inexperienced feedback-givers to coach more senior leaders in the organisation. After examining tools and methods that enable such coaches to take on their role as observers of leadership behaviour, we look at what coaches and leaders learn when they participate in this type of relationship. Through a case study review, we will discuss implementation options and considerations for getting the most out of organisational coaching efforts. This session will include a live action demonstration of Delta Partnership's shadow coaching process.

Linda Rich is a specialist in Leadership Development and feedback-based coaching.

## Research(2)

### Mentoring Program - **TABCORP Group Linda MacGregor & Ronnie Harrington**

In this workshop you will hear about a mentoring programme where general managers from key business units are back in the program as mentors for the sixth successive year; 85% of the participants in

# WORKSHOPS

the programme for 2003 were affected by a major restructure and yet the program (and participants) still achieved the planned aim and outcomes and tangible evidence of improved communication and co-operation across the two largest business units in the organisation has increased significantly over the last two years. The TABCORP Group's facilitated mentoring program in Victoria is now recognised as an example of best practice for a successful organisational programme in Australia.

Linda MacGregor, Managing Director, The Performance Mentors, has been designing and implementing mentoring programmes since 1993.

Ronnie Harrington, Group Organisation Development & Performance Manager TABCORP Holdings Ltd., has a great depth of knowledge and experience in Human Resources and Learning & Development.

## Workshops 7 Case

### Defra 'Pairing for performance' process - *Richard Allen*

Richard will describe the process implemented by the UK government's department for Environment, Food and Rural Affairs (Defra), where junior staff are trained to observe and give effective feedback and then paired with senior managers. The pilot scheme was introduced to support the leadership development programme and to make a statement in a hierarchical culture, but achieved great benefits for senior managers in terms of personal effectiveness and impact whilst the junior members gained feedback skills and a greater knowledge of the organisation and how senior managers work. Richard Allen is currently Director of Corporate Affairs in Defra. He has previously worked in HM Customs and Excise, the Department of Social Security, HM Treasury and the Cabinet Office in a wide range of posts including finance, policy, strategy, HR and corporate services.

## Research

### Mentoring entrepreneurs: do the current Irish models address the psycho-social needs of the mentee? *Karl Hyden*

Mentoring has slowly grown in use in a variety of disciplines in Ireland during the past several years. Within a community (development) context, mentoring holds much potential to support members of the community experiencing unemployment/self-employment. This workshop will briefly explore the dominant enterprise mentoring model used in Ireland, the rationale for developing a new model for use with the unemployed and the conclusions and learning gained from the implementation of such a mentoring model.

Karl Hyden, is an experienced HR development professional with 20 years management and training experience, primarily in Ireland and the US. He is an experienced mentor and business coach.

## Hands-on

### Becoming the best you can be - *Ali Plowright*

'If we persist with our wish to be true to ourselves, to be kind, patient, caring and wise, we begin to learn all-empowering truths about ourselves: in this life we each have but one weakness and one strength. Our weakness lies in what we have yet to discover about ourselves; but our strength is in the realisation that in each of us lives a Columbus of the soul...and that there is nothing in the universe that can remain hidden from the one who will dare to discover the truth of himself' Guy Finley. It is this strength that lies for many of us, undiscovered, we see a fleeting glimpse and then we fall back into a way of being that we know. We have forgotten where it lives within us and how to access this great power. In this session learn about this strength/power. Learn how to become the best you can be, to be able to coach or mentor or maybe both and hold the space for another.

Ali Plowright is a Psychotherapist, Coach, Mentor and an HR Executive Director.

## Research (2)

### The transformational characteristics of the mentoring conversation - *Led by Liz Borredon*

The aim of this session is to set up a collaborative research project that examines the nature of the mentoring conversation and identifies the characteristics, competencies and processes that render a conversation between mentor and learner, or learners, transformational. The intention is to invite those that attend the session to form a research group. Participants can be based in organisations, educational institutions or other enterprises or functions where mentoring takes place. The outcome of the project will be a joint publication of findings.

Liz Borredon is Professor in the Department of Management and Strategy at EDHEC Business School in France. She researches mentoring, dialogue and organisational learning.

## Workshops 8 Case

### UBS Senior Mentoring Programme - *Christopher Roebuck*

The UBS Senior Mentoring Programme is a cross Business Group mentoring initiative where mentors support key individuals from other business areas. The Mentors consist of the CEO, Executive Directors and their direct reports. This is designed to deliver not only effective mentoring, but also advance key organisational business and cultural change objectives. Hear about the background to the Programme, the issues and the challenges together with the cultures (both national and Business Group, from US traders to Swiss retail bankers). Follow the programme through implementation to the results and the next steps for UBS.

## Research

### Executive coaching - is critical reflection important and can it be coached? *David Gray*

Executive coaching is a method of management development and support that is growing rapidly, particularly within large companies. Much of the current literature on executive coaching hails from a psychodynamic or psychotherapeutic base. This workshop, however, argues that coaching needs to embrace and incorporate into its practice some of the principles of adult learning theory, particularly reflection and specifically critical thinking and critical reflection.

David Gray is a Senior Lecturer and Head of Executive Programmes in the School of Management at the University of Surrey.

## Hands-on

### Applying Learning Histories as a method of evaluating learning processes - *Elisabeth Halbertsma*

In this session, Elisabeth will talk about her findings in applying learning histories as a method of evaluating learning processes. The evaluation concerns an in-company management Development programme, part of which is mentoring & coaching, in a Dutch multi-national.

Elisabeth Halbertsma is an executive consultant, coaching executives individually and in their management teams. She also helps companies with the design of their management development activities. She is the former director (1994-1999) of the BAAK Management Centre in the Netherlands.

## Marketing

### Coaching for Business Development - Why sales isn't a Black Art - *Peter Matthews*

In this day & age, more and more of us are expected to 'sell' in our day-to-day business, regardless of our job title - professionals have to develop business in order to achieve success for their firm. Is it an essential skill for any entrepreneur and yet for many people 'selling' is a dirty word. Peter uses this session to explore how best to help those who don't have a formal sales background to become more comfortable and skilled in the whole arena of 'selling' and identifies tips and techniques for helping people shift both beliefs and identities.

Peter Matthews is Partner in Charge of Business Development at Ernst & Young and is an executive coach by background.

## Workshops 9

## Case

### 'Lonely at the top' - Mentoring at Leadership Level *Wendy McCulla*

ACOVO has run an innovative 6 month pilot mentoring programme called M.A.P. (Mentoring to achieve potential). Ten Mentors from the public, private and not-for-profit sectors have volunteered to mentor ten chief executives in the not-for-profit sector. Partners met for one-hour each month during the pilot. Mentors and mentees came together in two Action Learning Groups to share their learning and feed back to ACOVO about the pilot.

Wendy McCulla is the Training and Research Manager for ACOVO. A member of the EMCC and the CPD, Wendy has over 10 years experience of HR and training in both the profit and not-for-profit sectors.

## Research

### Vulnerable Young People and Youth Mentoring *Kate Philip, Janet Shucksmith and Caroline King*

This workshop explores dimensions of mentoring with vulnerable young people and draws on findings from a recently published two year qualitative study of mentoring which was supported by the Joseph Rowntree Foundation and undertaken by researchers from the Rowan Group at the University of Aberdeen. Although mentoring has become a key element of current UK government policy directed at young people and their families, evidence of success is mixed. We will explore young peoples' perceptions of mentoring in the context of their everyday lives and what makes mentoring distinctive from other forms of relationship.

Kate Philip is a senior research fellow and Janet Shucksmith is a senior lecturer working in the Rowan Group at the University of Aberdeen. The Rowan Group is a new focus for policy related research on young people's education and general wellbeing.

Caroline King is a research officer with Save the Children (Scotland) and was previously a member of the Rowan Group.

## Hands-on

### Empowerment and its role in coaching

#### *Mike von Oudtshoorn*

Being 'empowered' refers to having a sense of personal power and the freedom (within certain limits) to use that power. Disempowered people either have no sense of personal power, or feel that they are not permitted to use what power they know they have. There is both an objective and a subjective side to being empowered, and the two may not match, as we shall discuss, together with the following: Is empowerment the purpose of coaching? and, do coaching models and tools empower or disempower clients?

## Marketing

### The Financial success of coaches in the U.S.

#### *Stephen Fairley*

Stephen Fairley's best-selling book, Getting Started in Personal and Executive Coaching, reveals the results of the ground-breaking survey he conducted with more than 300 coaches from all across the United States and several other countries including Canada, England, France, Mexico, Brazil, Ireland and Italy. In this workshop, Stephen will clearly explain the 'secrets' of professional coaches who consistently rank in the top 9% (financially) and show you how to apply these strategies and methods to your practice. In this highly interactive session, delegates will discover the truth about financial success and failure in business and corporate coaching, how highly successful coaches find more and better qualified referrals, why highly successful coaches don't sell coaching and much more.

Stephen Fairley is a professional speaker, best selling author and President of Today's Leadership Coaching (TLC), one of Chicago's premier business coaching and leadership development practices.

# BOOKING FORM

Full conference - please choose

## Gold package

Two day conference, 18th/19th November, including accommodation and dinner on 18th November in the 4 star Hotel Bedford. (additional accommodation may be booked - see below).

AMED/EMCC Member £600 / 899.71 euros (plus VAT £726/1,073.65euros)	Non-Member *£750/1,124.64 euros (plus VAT £907.50/1,342.06euros)
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(Special offer for members only! Book and pay for the two day conference before September 24th and save £100/149.95 euros). Please tick below if you are taking advantage of this offer:

Yes, please, I am paying early and claiming my discount.

\*includes one years free membership of AMED/EMCC

## Silver package

Two day conference, 18th/19th November, including accommodation (B&B) in the 2 star Hotel Aristotle. (Additional accommodation may be booked - see below).

AMED/EMCC Members £500/749.76 euros (£605/894.71euros)	Non-Members *£650/969.90 euros (£786.50/1,163,12euros)
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(Special offer for members only! Book and pay for the two day conference before September 24th and save £100/149.95 euros). Please tick below if you are taking advantage of this offer:

Yes, please, I am paying early and claiming my discount.

\*includes one years free membership of AMED/EMCC

## Bronze package

If you would like to attend the conference for just one day, please indicate which day you would like to book for. This price includes lunch and refreshments but NO evening meal or accommodation.

Thursday 18th November 2004

Friday 19th November 2004

AMED/EMCC Member £300/599.81 euros (£363/536.83euros)	Non-Member £400/749.76 euros (£484/715.76euros)
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**ADDITIONAL ACCOMMODATION:** Additional accommodation is not included in the above prices, but bookings can be made on your behalf. Bed and Breakfast can be booked at either the Hotel Bedford for the price of £121/178.94euros (incl. VAT) or the Hotel Aristotle (avenue de Stalingrad 7, B-1000 Brussels) for the price of £84.70/125.25euros (including VAT).

Please book me additional accommodation for the night(s) of \_\_\_\_\_ at  
 Hotel Bedford  Hotel Aristotle

## Workshop choices.

Please indicate your workshop choices by ticking the boxes below: *(feel free to select from any of the themes)*

### Thursday 18th November

#### WORKSHOPS 1

- Case
- Research
- Hands-on
- Supervision

#### WORKSHOPS 2

- Case
- Research
- Hands-on

#### WORKSHOPS 3

- Case
- Research

- Hands-on
- Accreditation

#### WORKSHOPS 4

- Case
- Research
- Hands-on

#### WORKSHOPS 5

- Case
- Research
- Hands-on
- Reflection/Change

#### ACTIVITY SESSIONS

- Transforming..
- Mentoring..
- Gifted..

### Friday 19th November

#### WORKSHOPS 6

- Case
- Research
- Hands-on
- Research (2)

#### WORKSHOPS 7

- Case
- Research

- Hands-on
- Research (2)

#### WORKSHOPS 8

- Case
- Research
- Hands-on
- Marketing

#### WORKSHOPS 9

- Case
- Research
- Hands-on
- Marketing(2)

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# BOOKING FORM

## 11th EUROPEAN MENTORING AND COACHING CONFERENCE

(17th) 18th and 19th November 2004 at The Hotel Bedford, Rue du Midi 135, B-1000 Brussels

To book a place on this conference, please complete and return this section to:

'Conference, AMED Office, 34, The Broadway, St. Ives, Huntingdon, Cambs, England. PE27 5BN'.

Telephone: 44 (0) 1480 493253 Fax: 44 (0) 1480 493259

If you are paying in euros, please make your payment via Bank Transfer as we cannot accept euro cheques.

Please quote the following numbers: IBAN No. GB91NWBK60051408827842 IBAN BIC: NWBKGB2L

Sort code 60-05-14 National Westminster Bank Plc., Chelsea, London. Your bank must quote your name or invoice no.

Surname: \_\_\_\_\_ Title: \_\_\_\_\_ First name: \_\_\_\_\_

Jobtitle: \_\_\_\_\_ Address: \_\_\_\_\_

Tel. No. \_\_\_\_\_ Fax no. \_\_\_\_\_ E-mail \_\_\_\_\_

Any special requirements? (include dietary) \_\_\_\_\_

*A group booking discount of 10% applies to bookings received from organisations booking 3 or more participants.*

### PLEASE ENCLOSE PAYMENT WITH BOOKING FORM

Payment details:  I am enclosing a cheque made payable to 'AMED'  Please debit my credit card

Credit card details

Card number \_\_\_\_\_ Expiry date \_\_\_\_\_ Signature of card holder \_\_\_\_\_

**Please note:** Submission of this form represents a confirmed booking subject to the cancellation policy below:

**Cancellation policy:** A fee of £121/178.94 euros (incl. VAT) will be charged for any cancellation made up to 3 weeks before the event, after which time we regret that no refunds will be possible. Replacements will be accepted as long as due notice is given.

Please invoice my organisation. Company details - contact name \_\_\_\_\_

Purchase ledger reference no. \_\_\_\_\_ Contact telephone no./s \_\_\_\_\_

Address \_\_\_\_\_

**Please indicate your pre-conference and full conference bookings below:**

**(Please note: Pre-conference workshops are NOT included in the full conference price - there is an additional charge).**

All prices are inclusive of Belgian VAT at 21%

Please tick appropriate box:

AMED/EMCC Member

Non-Member

### Pre-conference

(no accommodation is included in this price- see below to book accommodation)

A £150/221.83euros (incl. VAT £181.50/268.42euros) £200 /295.77euros (incl. VAT £242/357.88euros)

B £150/221.83euros (incl. VAT £181.50/268.42euros) £200 /295.77euros (incl. VAT £242/357.88euros)

C £150/221.83euros (incl. VAT £181.50/268.42euros) £200/295.77euros (incl. VAT £242/357.88euros)

Or (members) choose any 2 pre-conference workshops for £250/369.71euros

*Continued overleaf*



Concepta Wayment, AMED, 34 The Broadway, St. Ives, Huntingdon, Cambs. PE27 5BN  
Tel/Fax: 01480 493253 or email [amedoffice@amed.org.uk](mailto:amedoffice@amed.org.uk)