

# GUIDELINES

for the selection and purchasing of  
professional coaching, mentoring  
and supervision services

SEPTEMBER 2022

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**O**ur world is in constant evolution and **we believe that coaching, mentoring and supervision are crucial to supporting individuals, organisations, communities and societies** to successfully navigate the changes, complexities and uncertainties, and to be empowered to generate positive and sustainable change.

The purpose of EMCC is **to develop, promote, and set the expectation of best practice in mentoring, coaching, and supervision globally for the benefit of society.** EMCC's commitment to research, quality, ethics, and diversity, equity and inclusion are central to our approach.

EMCC Global has over 11.000 members and EMCC Luxembourg has been an affiliated country since 2008. **Membership of EMCC Luxembourg requires members to have undertaken professional training, to adhere to our Global Code of Ethics** for coaches, mentors and supervisors ([www.globalcodeofethics.org/download-the-code](http://www.globalcodeofethics.org/download-the-code)), **to engage in ongoing continuing professional development, reflective practice and supervision and to uphold the highest standards of practice in their work.** In addition, it provides recipients of the services of our professionals with a way to address sub-standard practice via a Complaints process (<https://www.emccglobal.org/lu>).

# Foreword

To support professionals, EMCC offers members accreditations which attest to recognized industry standards and levels of experience, expertise, ethical and reflective practice.

As with many unregulated professions, options on the market abound and **our aim is to help our clients make good choices when it comes to the selection and purchasing of these services so that their resources are spent to optimal effect.**

We believe one of the ways of promoting best practice in mentoring, coaching and supervision is by offering our clients tangible support and guidance in selecting professionals who can best serve their current and future needs. It is in this spirit that we share this Guide with you. We hope that you find it informative, useful and inspiring!

**Mary Devine**

*EMCC Luxembourg President*



This Guide was elaborated and written by EMCC Luxembourg members Dana Moldoveanu-Brandes, Anne Prévost and Virginsie Laye with assistance and guidance on its format and publication from our communications advisor Christina Clark.

# Special thanks to our volunteers

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## Christina Clark

Member of EMCC Luxembourg since 2021, and a proactive member of the External Communications team, Christina holds an EIA coaching accreditation at Senior Practitioner level. She spent over 15 years working in corporate and financial communications with a range of FTSE 100s, IBEX 35s, governments and agencies. Christina now runs her own leadership coaching and advisory consultancy that helps support businesses in evolutionary organisational change.



## Dana Moldoveanu-Brandes

Member of EMCC Luxembourg since 2018, accredited EIA at Senior Practitioner level since 2020, Dana is involved in various EMCC projects at local or global level. She is dedicated to promoting high ethical and professional standards in coaching and mentoring by supporting professionals (coaches or clients) in understanding the terminology, the processes and the competences framework so that they can make informed decisions in their careers.

**EMCC is an entirely volunteer-based organisation and we would like to recognise and thank our EMCC member volunteers who made this Guide possible.**

# Special thanks to our volunteers



## Anne Prévost

Member of EMCC Luxembourg since 2017, Anne has been involved in several EMCC Luxembourg volunteering initiatives. A clinical psychology graduate, Anne spent her professional career in various international environments such as the social care and hospital sector, Big 4 and finance as HR Director, consultant and coach. She ran various business team transformations as well as talent development projects, with a strong focus on change management.



## Virginie Laye

Member of EMCC Luxembourg since 2019, Virginie is an experienced consultant and coach supporting workforce transformations both at organisational and individual levels. She has also supported large numbers of organisational change projects where she can always bring and build on her ease in adapting within multicultural and multidisciplinary environments.

# Purpose of the Guide

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01



The purpose of this Guide is to **enable those seeking to hire professional coaches, mentors and supervisors to make the best possible match for their requirements and contexts.** The market for coaching, mentoring and supervising can be confusing. These professions are unregulated and there are many people who advertise and sell coaching, mentoring and supervision services without the appropriate training, membership of a professional association, adherence to a professional Code of Ethics and without the requisite commitment to continuing professional development and supervision. This guide aims to support those purchasing these services to ensure that they are selecting people who meet the highest professional standards.

We recognise that engaging the services of a professional coach, mentor and supervisor is a significant investment both in time and financial resources for the client. **In this condensed guide we offer recommendations and points for consideration in your selection and purchasing choices. We provide checklists, ideas and questions to aid you in your choice.**

The Guide is divided into 6 sections. The 3 main sections, each dedicated to one of the EMCC pillars: coaching, mentoring and supervision may be consulted as a whole for a full picture, or by section for targeted information on the professional service required. The last two sections provide an introduction to accreditations for your organisation's coaching and mentoring programmes, and the final section provides information about other professional coaching, mentoring and supervision organisations, all of whom have come together to create a Professional Charter for coaching, mentoring and supervision which is significant step in self-regulation for these professions.

[GO TO CHAPTER 2 - GUIDELINES FOR COACHING](#)

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# Guidelines for COACHING

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02



## 2.1 Introducing and defining coaching

**Coaching can be described as partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential.**

It is a professionally guided process that inspires clients to maximise their resources and possibilities. It is **a structured, purposeful and transformational process, helping clients to see and test alternative ways for improvement of competence, decision-making and enhancement of quality of life.** Coach and client work together in a partnering relationship on strictly confidential terms. In this relationship, clients are experts on the content & decision-making levels; the coach is an expert in professionally guiding the process by using professional methods and techniques to help the client to improve what is obstructive and nurture what is effective, in order to reach the client's desired changes, whether the client be part of an organisation or a private individual.

**Team coaching uses a sustained series of conversations to raise individual and collective reflection and self-awareness.** This provides a

constructive challenge to thinking and behaviours, enabling teams to develop their own sustainable solutions and practices.

Hence, within organizational contexts, coaching may include one-to-one (individual coaching) or one-to-several (group or team coaching) interactions.

**EMCC recognises and accredits both coaches working individually with clients and those working with client teams.** Accredited individual and team coaches have been assessed and accredited against **recognised industry standards of experience, skills and expertise to practice.** Accreditations for individual and team coaching are recognitions of levels of expertise in coaching at foundation, practitioner, senior practitioner and master levels.

For more information on these accreditations, see <https://www.emccglobal.org/accreditation/>

## 2.2 Who are you as a buyer and when does coaching make sense?

Whether you are buying and hiring a coach for yourself, or are buyer on behalf of others, for example, in an organisational setting, it is important to know what you can and cannot expect from a coaching exercise.

While it may be obvious to some, it may be less so to others, a coach is not a counsellor or therapist. Where a counsellor or therapist focuses on mental health issues and healing suffering from past trauma in order to enable a patient to move forward, coaching focuses on setting goals and empowering the client to achieve a desired future. Hence, coaching is focused on exploration of desired objectives, actual facts and steps to be taken to fulfil goals.

The premise is the same in team coaching, and focuses on the future the team would like to create so that it can meet the expectations of all of its stakeholders and create value for them.

## 2.3. Introduction into a typical coaching process: what is it all about?

### 2.3.1 Individual Coaching in Organisations

Individual coaching in organisations is an effective way to grow people and support them in being more skilled, effective and confident.

For the types or issues or topics one-to-one coaching in organisations can address, we invite you to listen to our interview with one of our EMCC Luxembourg members.

For buyers and commissioners of coaching services, you can download our checklist. The checklist outlines the questions you will need to ask and answer for yourself prior to selecting a coach. It is designed to walk you through key reflections in defining and selecting a coach that will best match your requirements and context. It also provides suggested questions you may find useful in interviewing potential candidates.

Christina Clark  
& Dana Brandes  
**JOIN THE  
CONVERSATION**

 **CLICK HERE TO WATCH**

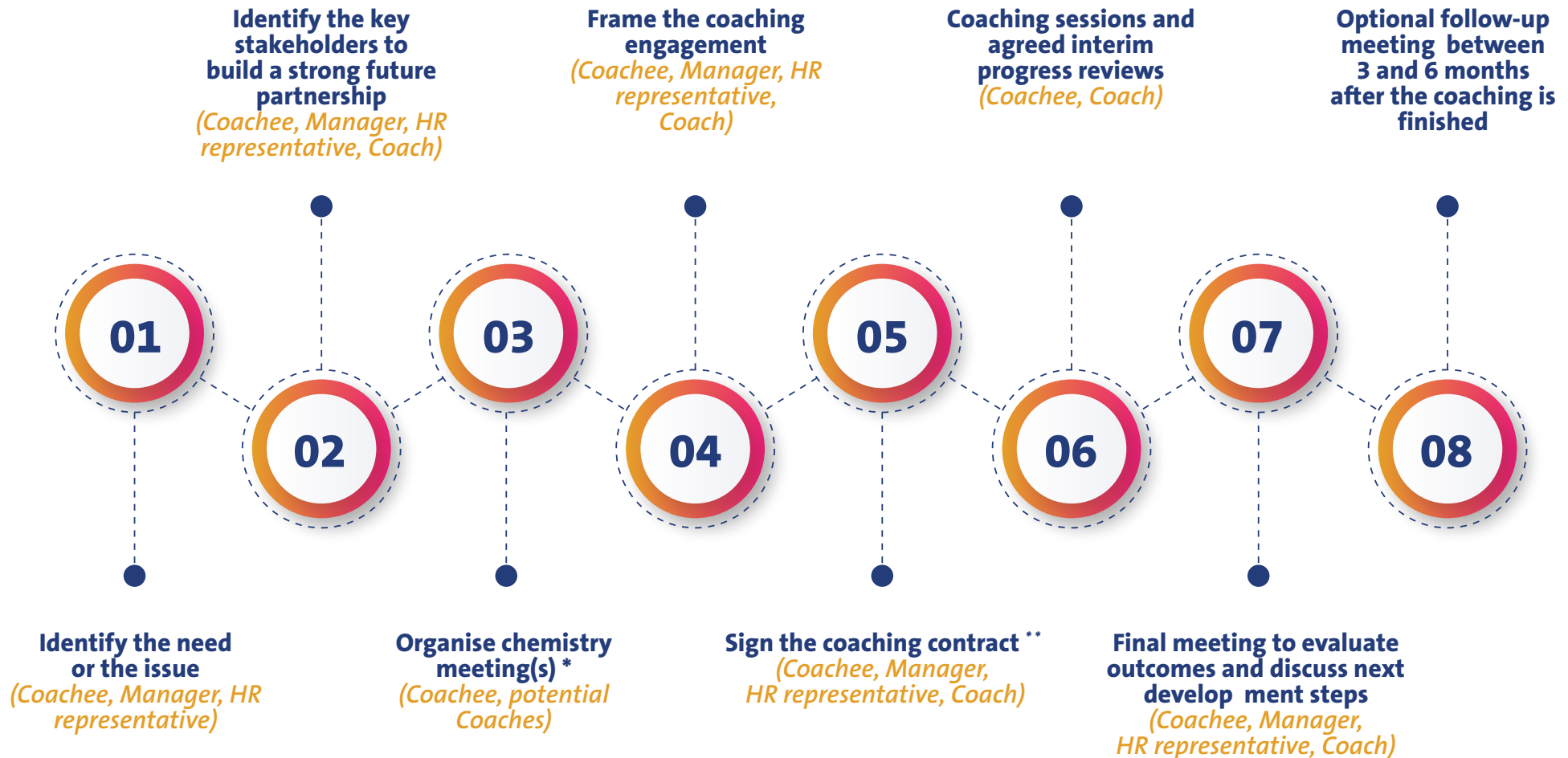


**Purchasing Individual Coaching Services**

We outline below a typical process outline for coaching within an organisational context

### TYPICAL STEPS IN THE PROCESS

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Click to read chemistry meetings



Click for example contract

### 2.3.2 Team Coaching in Organisations

Team coaching is an effective way to move a team forward, by encouraging collective reflection on its primary purpose and key stakeholders, of ensuring collective vision, strategy and goals, ensuring roles and responsibilities are clarified and agreed and by enhancing collaboration between team members and its stakeholders while embedding learning as a *modus operandi*.

**Team coaching is a collective exercise which builds accountability and ownership as a team for its collective endeavour.**

David Clutterbuck and Peter Hawkins, two pioneers of coaching and team coaching, define it as follows: **“team coaching is partnering with an entire team in an on-going relationship, for the purpose of collectively raising awareness and building better connections in the team’s internal and external systems and enhancing the team’s capability to cope with current and future challenges.”** Teams differ in size, nature and purpose and will therefore have different and diverse needs – team coaching can adapt to these needs, but in every case, we can say that team

coaching is about enabling teams to improve performance, to make things happen faster and to make things happen differently.

To understand a little about what you can expect from a team coach, we invite you to listen to our interview with one of our EMCC members.

For buyers and commissioners of team coaching services, you can download our checklist.



**Purchasing Team Coaching Services**

The checklist outlines the questions you will need to ask and answer for yourself prior to selecting a team coach. It is designed to walk you through key reflections in defining and selecting a team coach that will best match your requirements and context. It also provides suggested questions you may find useful in interviewing potential candidates, or as increasingly is the case, a co-coaching pair.

Christina Clark  
& Mary Devine

**JOIN THE  
CONVERSATION**



**CLICK HERE TO WATCH**



## TYPICAL STEPS IN THE PROCESS



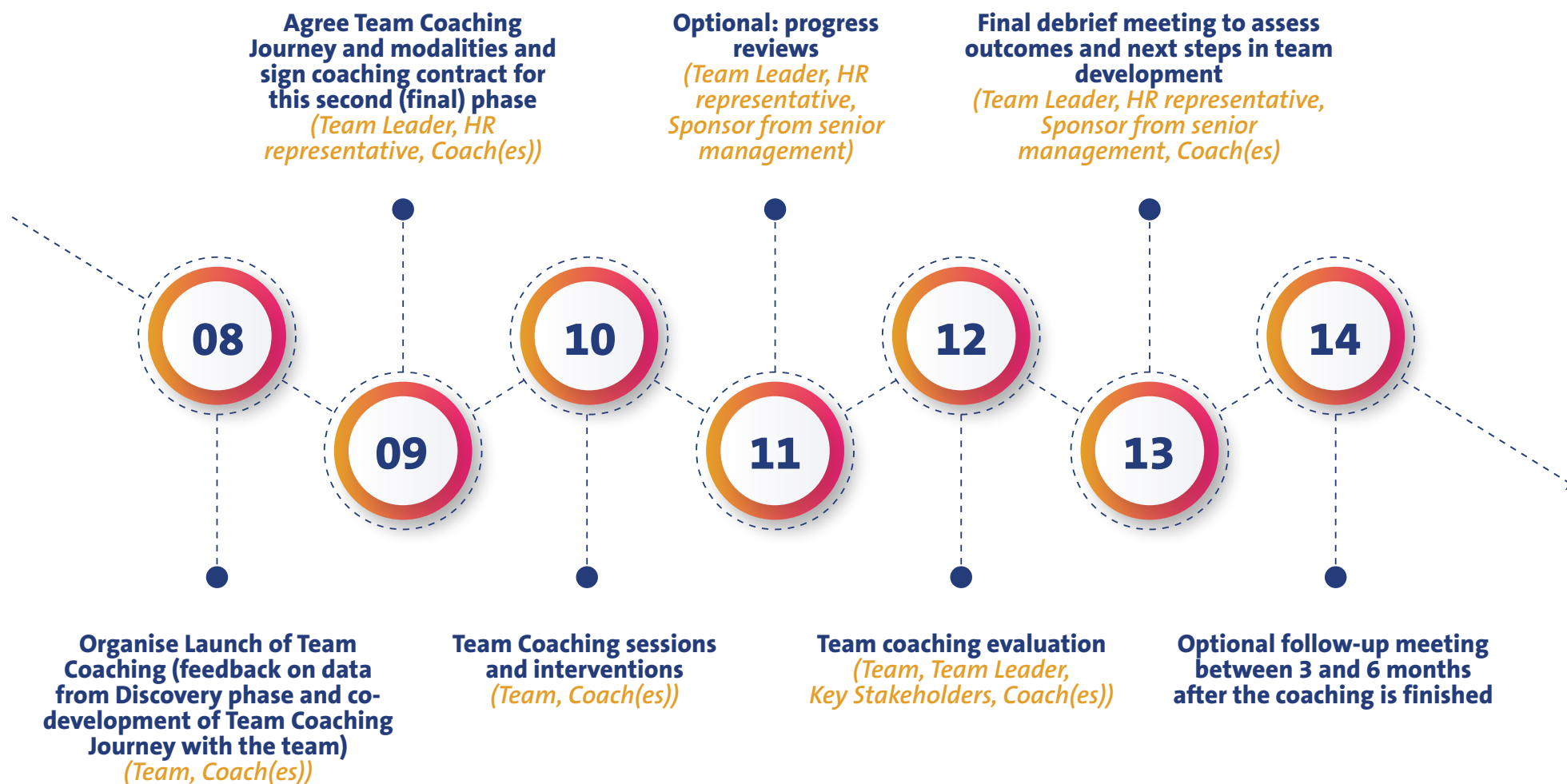
Click to read chemistry meetings



We outline below a typical process outline for team coaching within an organisational context

### TYPICAL STEPS IN THE PROCESS

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Click to read chemistry meetings

### *2.3.3 Individuals wishing to hire a personal coach (life coaching)*

**Individuals increasingly hire coaches privately to help them with a wide range of life and work issues.** In this instance, given that the person hiring will directly pay for the services, the coach's fees and expertise in the domain you are looking for support with, is important.

For the types of issues or topics life coaching can address, we invite you to listen to our interview with one of our EMCC members:



We outline below a typical process outline for individuals working with a personal coach. The checklist outlines the questions you will need to ask and answer for yourself prior to selecting a personal coach. It is designed to walk you through key reflections in defining and selecting a coach that will best match your requirements and context. It also provides suggested questions you may find useful in interviewing potential candidates.

For individuals selecting and hiring a personal coach, you can download our checklist here:



## 2.4. Six facts to validate that you are ready to go

1

Does coaching cover my need?

2

Is there a “fit” between my context and the philosophy or approach of the coach?

3

Is the process clear to me? Do I understand how this will be rolled out?

4

Is the coach I have chosen a professional coach and able to support me in my specific need?

5

Have roles and responsibilities been clarified?

6

Has a formal contract been signed?

# What is a chemistry meeting?

The current normal practice when establishing a coaching, mentoring and supervision relationship is for the client to select two or possibly three potential candidates, and to then speak with each of them individually in a one-off call or meeting which usually takes between 30 minutes to one hour.

These initial conversations are often called “chemistry meetings” as the intention is to gauge personal chemistry, the rapport you have together and to decide whether there is a mutual fit. They are often offered free of charge. The intention is to establish whether both the client and the service provider can work effectively together to develop an honest and challenging relationship that has the commitment, integrity and sufficient rapport to deliver the desired results. The client wants to be assured that the coach is right for them and the coach wants to know if they can be of service or if someone else may serve the client better.

## Typically, the chemistry meeting will cover the following:

- Introductions
- A discussion of the client’s context and desired outcomes
- Success factors for the program
- If this is a first time for coaching, mentoring and supervision, an outline of what coaching, mentoring and supervision is and how it works
- The philosophy, approach and methodologies used by the coach, mentor or supervisor
- Key stakeholders who will be involved and how they will be updated
- How the coaching could unfold
- Answer any remaining questions the client may have about the process

# Guidelines for MENTORING

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03



### 3.1. Introducing and defining mentoring

**Within EMCC, mentoring is a learning relationship, involving the sharing of skills, knowledge and expertise between a mentor and a mentee through developmental conversations, experience sharing and role modelling.** The relationship may cover a wide variety of contexts and is an inclusive two-way partnership for mutual learning that values differences. EMCC recognises and accredits mentors in the same way that it accredits coaches, i.e., at 4 levels of expertise and competence: foundation, practitioner, senior practitioner and master levels. While EMCC mentors demonstrate all the competences of EMCC accredited coaches, the mentor must in addition have experience and knowledge of the client's context and relate their personal experience to the clients' situations; therefore, the sharing of experiences is essential. Indeed, often the mentor will be a role-model.

For more information on mentoring, see <https://www.emccglobal.org/leadership-development/leadership-development-mentoring/>

### 3.2. Who are you as a buyer and when does mentoring make sense?

As with coaching services, whether you are buying and hiring a mentor for yourself, or are buyer on behalf of others, for example, in an organisational setting, it is important to know what you can and cannot expect from a mentoring exercise.


Again, mentoring is about navigating current challenges and focusing on future outcomes. It is particularly useful where the mentee/client requires context or situationally specific knowledge and experience. Through sharing of contextual and situational experiences, mentor and mentee, through a mutual learning process, create strategies for success.

EMCC recognises that often in organisational settings, mentors are selected from senior staff in the organisation. An external mentor can provide, in addition, industry and positional knowledge, in perspectives from other organisations and industry sectors.

If you are buying for yourself, you may wish for someone with this expertise from outside of your organisation to provide the space to explore challenges and ways forward which may be different.

For the types or issues or topics mentoring can address, we invite you to listen to our interview with one of our EMCC members:





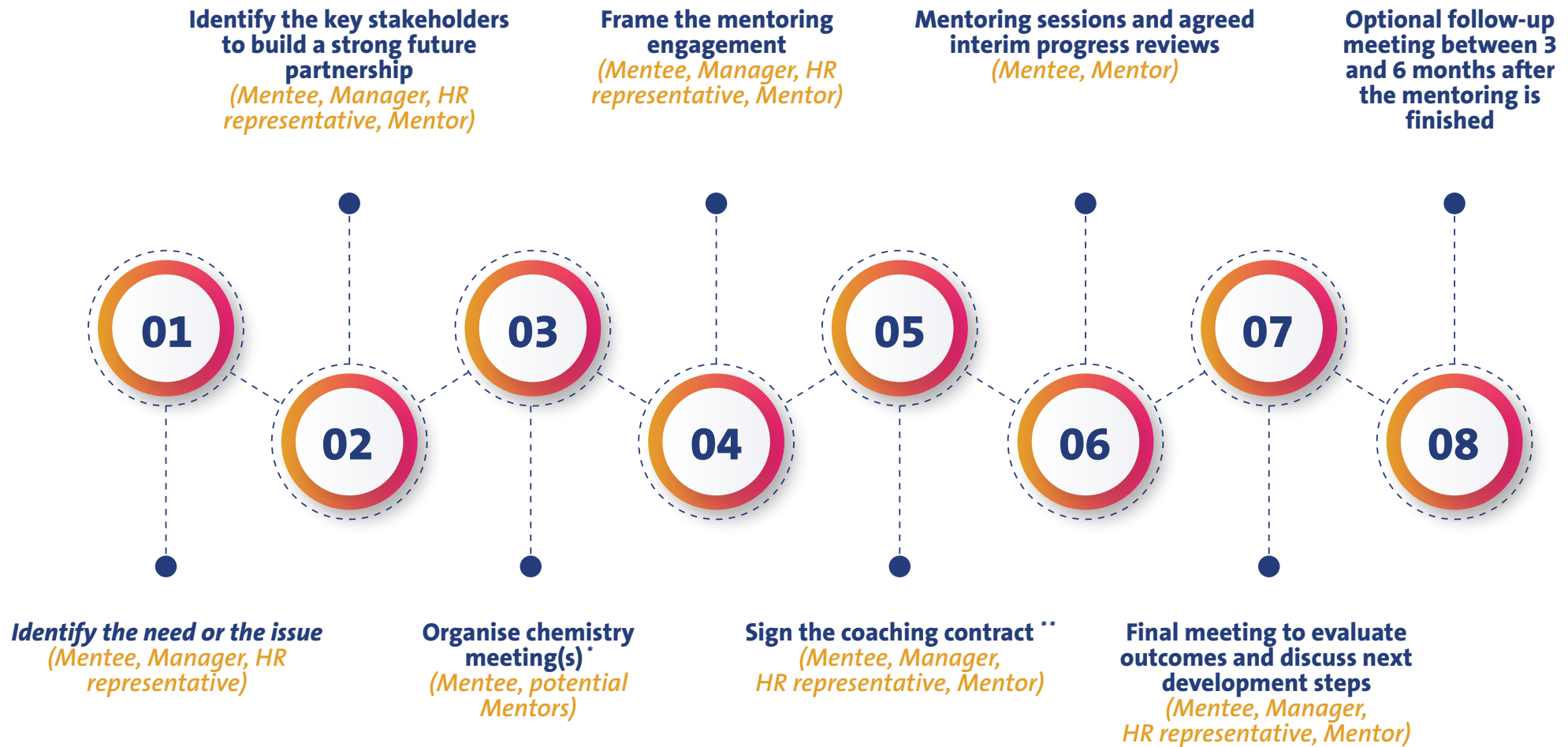
For buyers and commissioners of mentoring services, you can download our checklist. The checklist outlines the questions you will need to ask and answer for yourself prior to selecting a mentor. It is designed to walk you through key reflections in defining and selecting a mentor that will best match your requirements and context. It also provides suggested questions you may find useful in interviewing potential candidates.



#### Purchasing Mentoring Services

Should you wish to hire a mentor who has experience in running Mentoring and Coaching Programmes in organisations. You may wish to refer to section 5 International Standards for Mentoring and Coaching Programmes.

We outline below a typical process outline for mentoring  
**TYPICAL STEPS IN THE PROCESS**



Click to read chemistry meetings



Click for example contract

### 3.3. Five facts to validate that you are ready to go



Does mentoring cover my need?



Is the process clear to me? Do I understand how this will be rolled out?



Is the mentor I chose a professional able to support me in my specific need?



Have roles and responsibilities been clarified?



Has a formal contract been signed?

# Guidelines for SUPERVISION

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04



## 4.1. Introducing and defining supervision (of coaches, mentors and supervisors)

**Supervision is defined by EMCC as “a safe space for reflective dialogue with a practicing supervisor, supporting the supervisee’s practice, development and well-being”. When EMCC refers to supervision, it is supervision of coaches, mentors or supervisors of coaches/mentors and indeed supervisors).**

Supervision is one of the cornerstones of professional practice whether you are seeking an individual or team coach, a mentor or indeed a supervisor of these. Professional coaches, mentors and supervisors should engage in regular supervision as outlined in the Global Code of Ethics, to ensure ongoing ethical conduct and professional practice.

**There are several formats for supervision:**

- 1. Individual supervision** (one-to-one just the supervisor and the mentor, coach, or other supervisor)
- 2. Peer supervision** sometimes called **Intervision** (between two or more coaches, or mentors who supervise each other). Peer supervision happens between peer coaches & mentors who decide to meet regularly and discuss their practice according to established rules and methods in order to share experiences and interventions that will help them grow and develop in their practice.
- 3. Group supervision** (between one supervisor and a group of mentor/coach/supervisors). Group supervision means that a group of coaches, mentors or supervisors are supervised in regular meetings by one supervisor according to an established contract.
- 4. Team coach supervision** is typically between a team coach or a team coaching pair and a supervisor. Supervision assures that the team coach has the tools and resources necessary to engage in this complex process.



## 4.2. Who are you as a buyer?

You may be a coach, team coach, mentor or supervisor who is purchasing supervision for yourself in which case ensuring that the supervisory you choose has the right level of experience and qualifications to enable you to develop in your practice is crucial. You may be a representative of an organisation looking to establish a list of possible supervisors for internal coaches and mentors, or to hire a supervisor for group supervision of these.

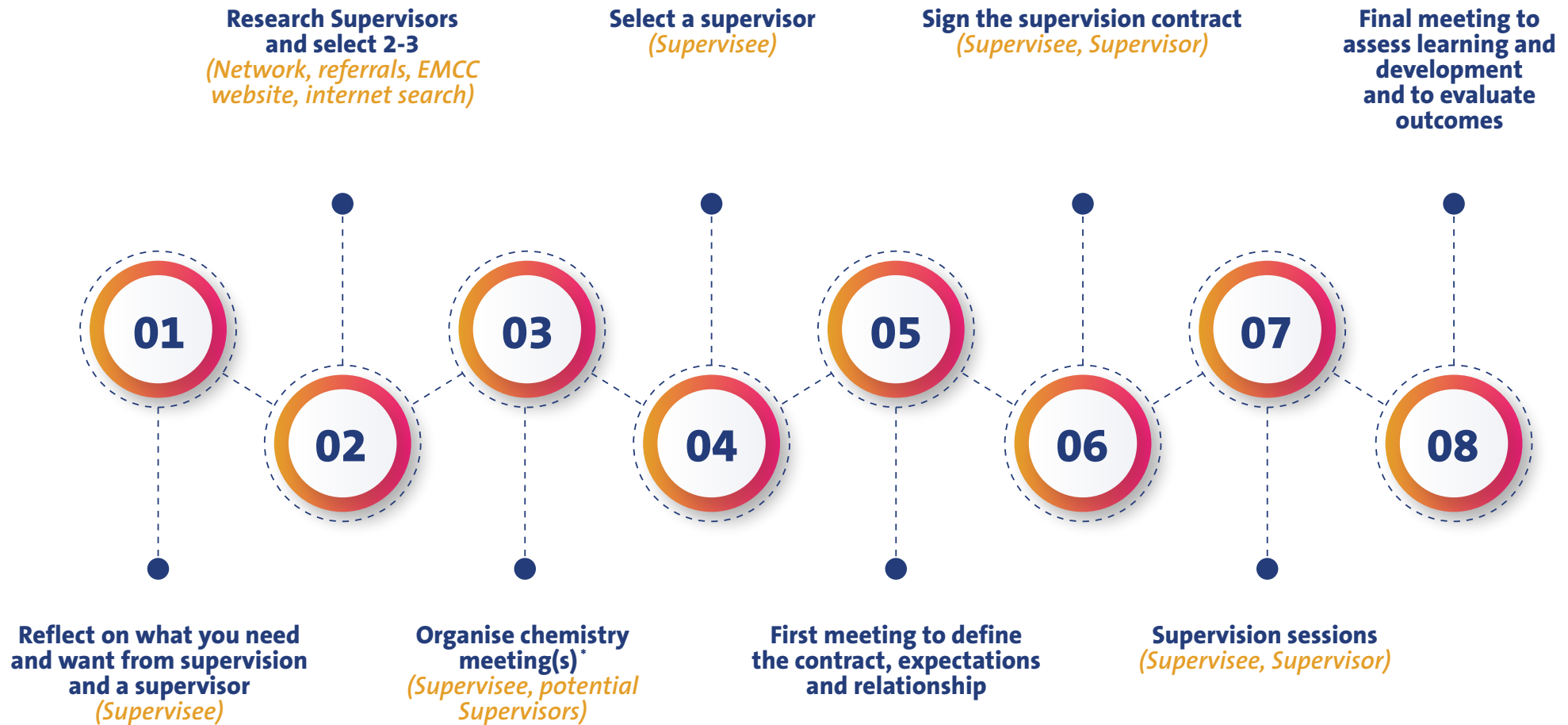
For the types or issues or topics supervision can address, we invite you to listen to our interview with one of our EMCC members:



We outline below a typical process outline for group supervision in organisations

### GROUP SUPERVISION IN ORGANISATIONS - TYPICAL STEPS IN THE PROCESS

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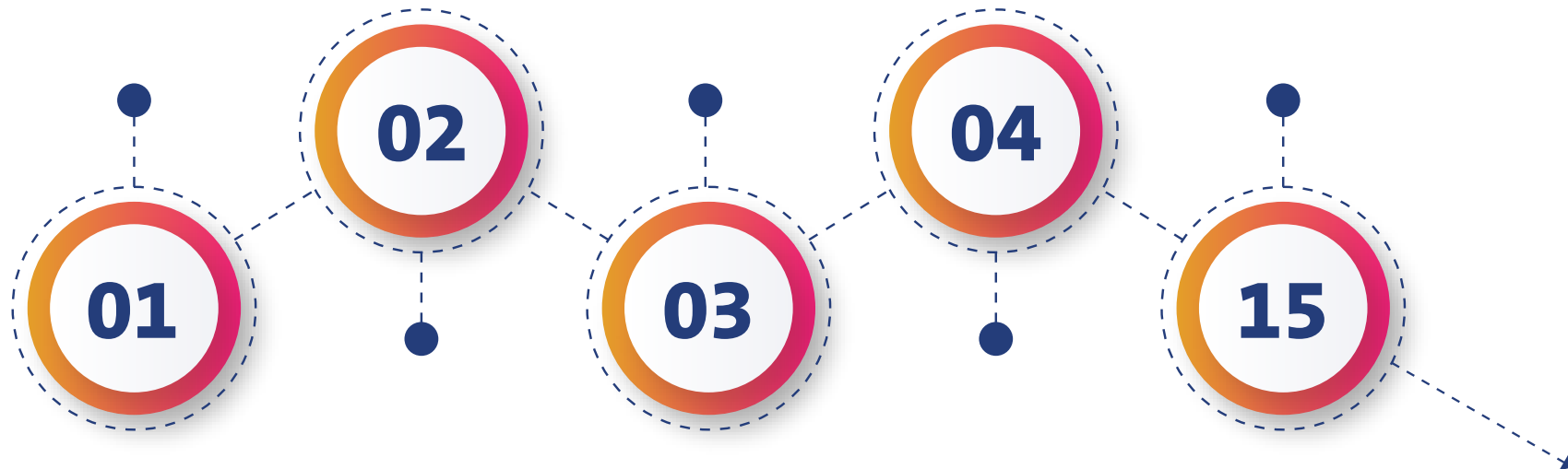


Click to read chemistry meetings

**The organisation determines  
a need for group supervision for  
internal coaches or mentors**  
(Coach, Internal coaches/mentors,  
Management)

**Research Supervisors and select 2-3**  
(Network, referrals, EMCC website,  
internet search)

**Select a supervisor**  
(Coordinator of internal coaches/  
mentors, HR,  
1-2 Supervisees)



**Set-up a strong framework to build  
an effective future partnership**  
(Internal coaches/mentors,  
Coordinator of the internal coaches,  
HR/Management as a representative  
of the organization)

**Organise chemistry meetings \***  
(Coordinator of internal coaches/  
mentors, HR, 1-2 Supervisees,  
potential Supervisors)



Click to read chemistry meetings

We outline below a typical process outline for mentoring

#### TYPICAL STEPS IN THE PROCESS

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Click to read chemistry meetings





For buyers and commissioners of supervision services, you can download our checklist. The checklist outlines the questions you will need to ask and answer for yourself prior to selecting a supervisor. It is designed to walk you through key reflections in defining and selecting a supervisor that will best match your requirements and context. It also provides suggested questions you may find useful in interviewing potential candidates.



#### Purchasing supervision services

Supervision of coaches and mentors is a relatively new profession in terms of qualifications. EMCC has developed a supervision competencies framework which you may wish to reference: Supervision Competences – EMCC Books.

For more detailed information on Supervision, see the EMCC Global Supervision Information Document on :

<https://emccdrive.emccglobal.org/api/file/download/HVoMoKnzpKAi6gPyLjHsTqS57aRuRJpNIacHGmSI>

### 4.3. The 5 facts to validate that you are ready to go



Does supervision cover my need?



Am I assured that the supervisors experience, skills and qualifications will ensure my development and growth?



Is the process clear to me? Do I understand how it will be rolled out?



Have the roles and responsibilities been clarified?



Is there a formal contract?

# **International Standards for Mentoring and Coaching Programmes**

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**05**

EMCC recognizes that many organisations run their own mentoring and coaching programmes internally. To support these organisations, **EMCC following the framework within the ISMCP (International Standards for Mentoring and Coaching Programmes) offers an accreditation which adds both substance and credibility to programmes, and bolsters internal business cases for employee development.** The framework ensures programmes are designed to align with participant and business objectives, under the professional umbrella of the EMCC Global standards and Global Code of Ethics.

The International Standards for Mentoring and Coaching Programmes (ISMCP) is an independent accreditation awarded to organisations designing, delivering and evaluating mentoring and/or coaching programmes either 'in-house' or externally. It is an integral and essential step on the path to establishing the professional credibility and status of good mentoring and/or coaching programme management, ensuring programmes are:

- **Thoughtfully designed**
- **Systematically managed**
- **Significantly contributing to the development of participants, strategic drivers of the organisation and wider stakeholder objectives**

If you are interested in professionalizing your coaching and/or mentoring programmes, see

[www.emccglobal.org/accreditation/ismcp/](http://www.emccglobal.org/accreditation/ismcp/)

At EMCC Luxembourg, we have accredited Coach/Mentor Programme Managers (IPMA). If you are interested in pursuing this avenue for your programme, contact:

[enquiries@emccluxembourg.org](mailto:enquiries@emccluxembourg.org)

# **Professional Charter for Coaching, Mentoring and Supervision**

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**06**



In the knowledge that the market of coaching, mentoring and supervision is unregulated and that there are many unqualified persons selling their services as coaches, mentors and supervisors, **eight professional organisations from around the world have come together to create a “Professional Charter for Coaching, Mentoring, and Supervision of Coaches, Mentors and Supervisors”.**

The Professional Charter is the basis for the development of self-regulation for the coaching, mentoring and supervision professions. It is a public document and is drafted with regard to European law and registered on the publicly accessible European Union database, co-managed by the European Commission and the European Economic and Social Committee, which lists self-regulation and co-regulation initiatives in Europe but whose scope reaches beyond.

<https://www.eesc.europa.eu/en/policies/policy-areas/enterprise/database-self-and-co-regulation-initiatives/150>

**The Professional Charter reflects the mission of these professional bodies to promote and ensure good practice in coaching, mentoring and supervision.**

The primary objective of establishing the Charter was to support clients and the purchasers of these services, in choosing services delivered by trained and appropriately qualified practitioners.

As a secondary objective, it is to provide professional coaches, mentors and supervisors with guidelines and reassurance of best practice.

The Charter is updated regularly to encompass emerging research, themes and trends. Other professional bodies are invited to participate in the ongoing dialogue and become co-signatories.

To download the Professional Charter:

<https://emccdrive.emccglobal.org/api/file/download/NeHD91olxQMNSME9nBW38rGamROjnRB30jgfvavD>

***Aside from EMCC Global, the professional bodies that have signed the Charter are:***

Association for Coaching (AC)

[www.associationforcoaching.com](http://www.associationforcoaching.com)

Association for Professional Executive Coaching and Supervision (APECS)

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

Association of Business Mentors (UK)

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

Association of Coaching Supervisors (AOCS)

[www.associationofcoachingsupervisors.com](http://www.associationofcoachingsupervisors.com)

International Coaching Federation (ICF)

[coachingfederation.org](http://coachingfederation.org)

International Mentoring Association (IMA)

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

Société Française de Coaching (SfCoach)

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

# Join the movement to professionalise coaching, mentoring and supervision!

Links and contact persons within EMCC Luxembourg

Should you have any questions or require further information, please contact us at:

[enquiries@emccluxembourg.org](mailto:enquiries@emccluxembourg.org)

To find a list of accredited coaches, mentors and supervisors, you can search via the EMCC Directory

<https://www.emccglobal.org/directory/>

Follow us on   

[www.emccglobal.org/lu/](https://www.emccglobal.org/lu/)