



# Coaching in the Baltic States: Estonia, Latvia & Lithuania

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## European Coaching and Mentoring Research Consortium

This research was commissioned by EMCC and was undertaken by a team of researchers in 50 countries across Europe. The research was sponsored by the Henley Centre for Coaching.

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# Lead research partners

## The Henley Centre for Coaching



**Henley**  
Business School

UNIVERSITY OF READING

The Henley Centre for Coaching is a research and coach training centre at Henley Business School. The Centre is recognised as a world leader for coach training and research, having trained over 2,500 coaches over the past decade. The Centre provides professional coach training with a Professional Certificate in Coaching and an MSc, which are delivered in the UK across Europe and in the Middle East and Africa. Henley's team is actively engaged in research, contributing to journals, books and best practice publications.

Current research projects include neuroscience and coaching, coach identity and coach development, coaching competences, supervision and coaching ethics. The Centre also provides continuous professional development and supervision for coaches across the world. You can join the Henley Centre for Coaching and access our research, resources, supervision and bi-monthly webinars.

To find out more about Henley's coaching activities in the UK and Europe visit:

[henley.ac.uk/coachingcentre](https://henley.ac.uk/coachingcentre)

**EMCC**

European Mentoring &  
Coaching Council

The EMCC exists to develop, promote and set the expectation of best practice in mentoring, coaching and supervision across Europe and beyond, for the benefit of society. EMCC International is a council made up of countries providing coaching and mentoring membership in affiliated countries. Direct membership is available globally where an affiliation does not exist. The EMCC was founded in 1992 by David Clutterbuck, David Megginson, Bob Garvey, Kim Langridge, Julie Hay, Eric Parsloe and Sir John Whitmore.

As of 2018, it has affiliations in 25 countries: Belgium, Cyprus, Croatia, Czech Republic, Denmark, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Luxembourg, Morocco, the Netherlands, Norway, Poland, Romania, Spain, Sweden, Switzerland, Serbia, Turkey, Ukraine and the United Kingdom. The EMCC provides course accreditation, alongside individual accreditation for coaches, mentors and supervisors.

Details can be found at:

[emccouncil.org/eu/en/accreditation](https://emccouncil.org/eu/en/accreditation)

Membership is open to everyone.

## Researchers

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ICF Estonia, President

### Katrin Oblikas

ICF Estonia

The European Coaching and Mentoring Research Consortium project involved a collaboration with over 50 academics and practitioners, and over 100 professional bodies across Europe.

# Introduction

**This report provides an overview of the results from the three Baltic States: Latvia, Lithuania and Estonia, and compares these with the results from UK and Europe.**

## Research method

The aim of the research project was to extend beyond traditional institutional networks and the main European languages (English, French, German and Spanish), to provide a more inclusive research study, recognising the equal value of all European countries, languages and cultures, and of the different professional bodies and institutions.

The research questions were designed by the researchers in collaboration with the EMCC, and were adapted during the development phase. For each country, a research partner or team was identified and a National Research Lead was consulted on whether the survey should be translated, and which language(s) should be used. The National Research Leads led the translation process, which involved initial translation and an independent review.

The survey was launched on 1 March 2017 in 31 languages, ranging from English, Spanish, French and German, to Greek, Catalan and Serbian.

The survey was publicised through established coaching federations and management bodies, as well as online through social media interest groups. In total, approximately 100 organisations committed to sharing the research link with their members or to publishing details of the research on their website.

Participants took, on average, 25 minutes to complete the questionnaire.



# The development of coaching in the Baltic States

**Over the last decade, coaching has matured considerably in the Baltic States, with more companies interested in the potential of coaching as a tool to help their employees.**

There has been a major expansion of coaching in the area of executive education and development. Coaching has become a standard feature in areas such as:

- Modular leadership development programmes
- Graduate development programmes, coupled with mentoring
- Middle management development

The use of internal coaches is also featuring more, with larger organisations developing their own internal coaching panels and supplementing these with external coaches where necessary. This appears to be driven by a desire to embed a coaching culture and style of management into organisations.

In spite of this growth, membership of the main professional body – the International Coach Federation (ICF) – remains relatively low.

Membership of the ICF in each country is as follows:

**Latvia** – 26 members

**Lithuania** – 22 members

**Estonia** – 33 members

Current hot topics in Baltic coaching practice include:

- Coaching as a leadership style and coaching for executives
- Coaching as a tool to create organisational culture
- Life coaching and its demystification
- Coaching as a profession

The main providers of coach education in Lithuania are: Profesionalu Aliansas, L-Con-Global and the Baltic Coaching Center. A number of universities are now starting to teach coaching skills, mainly as part of other courses, including Mykolas Romeris University and Vilnius University.

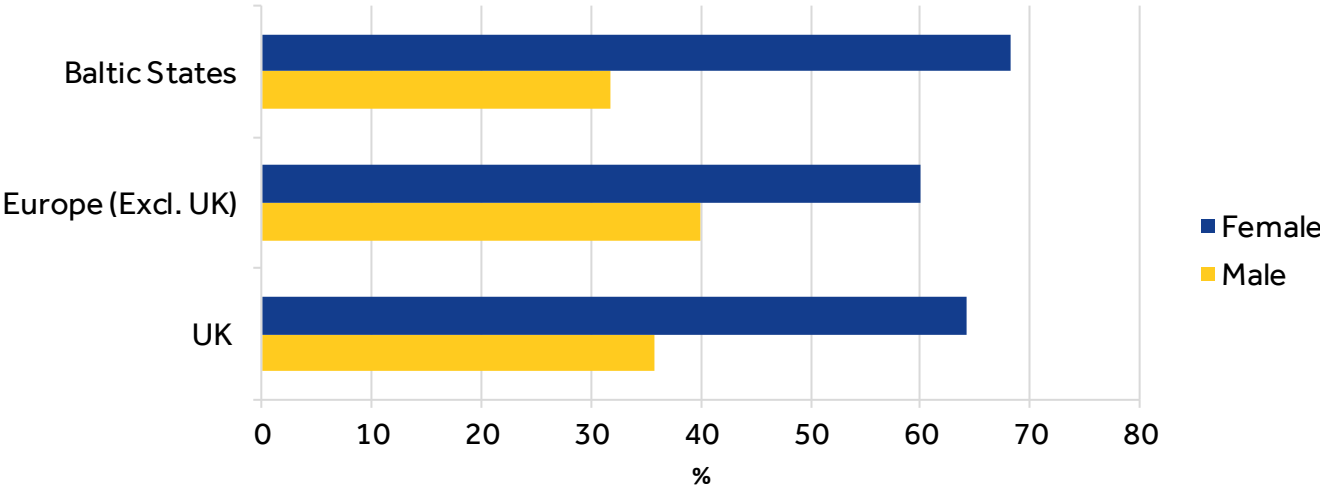
**Aistė Dromantaitė, Katrīna Ošleja, Toomas Tamsar and Katrin Oblikas**  
National Research Leads



# Biographical information

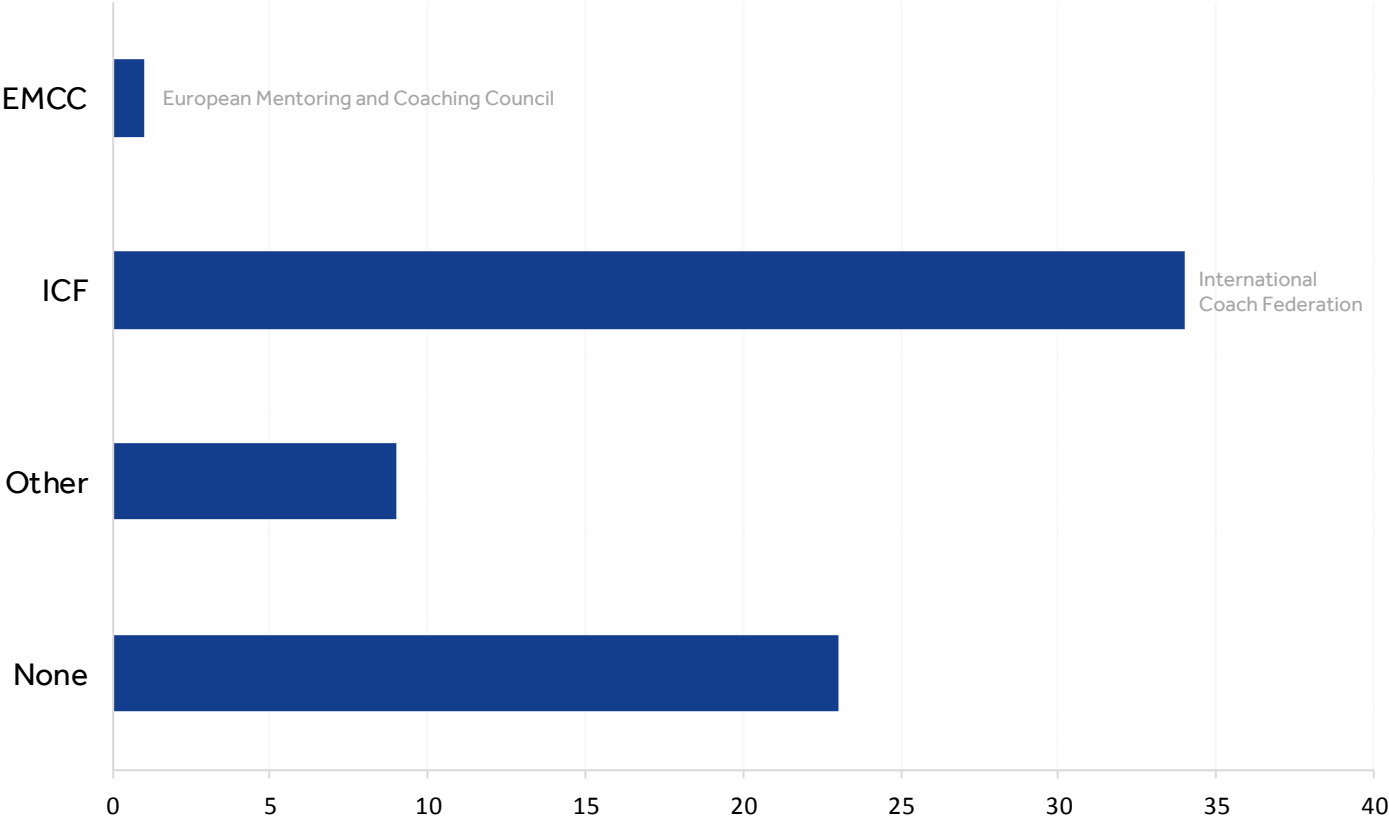
In total, 62 responses were received from the three countries: 14 from Estonia, 20 from Latvia and 28 from Lithuania. The data has been combined for the purposes of this report.

**Diagram 1: Gender of respondents**



**Diagram 2: Membership of professional coaching associations**

Q1.6 Which coaching and mentoring bodies are you a member of?



# Coaching practice

Diagram 3: Proportion of working time spent delivering coaching

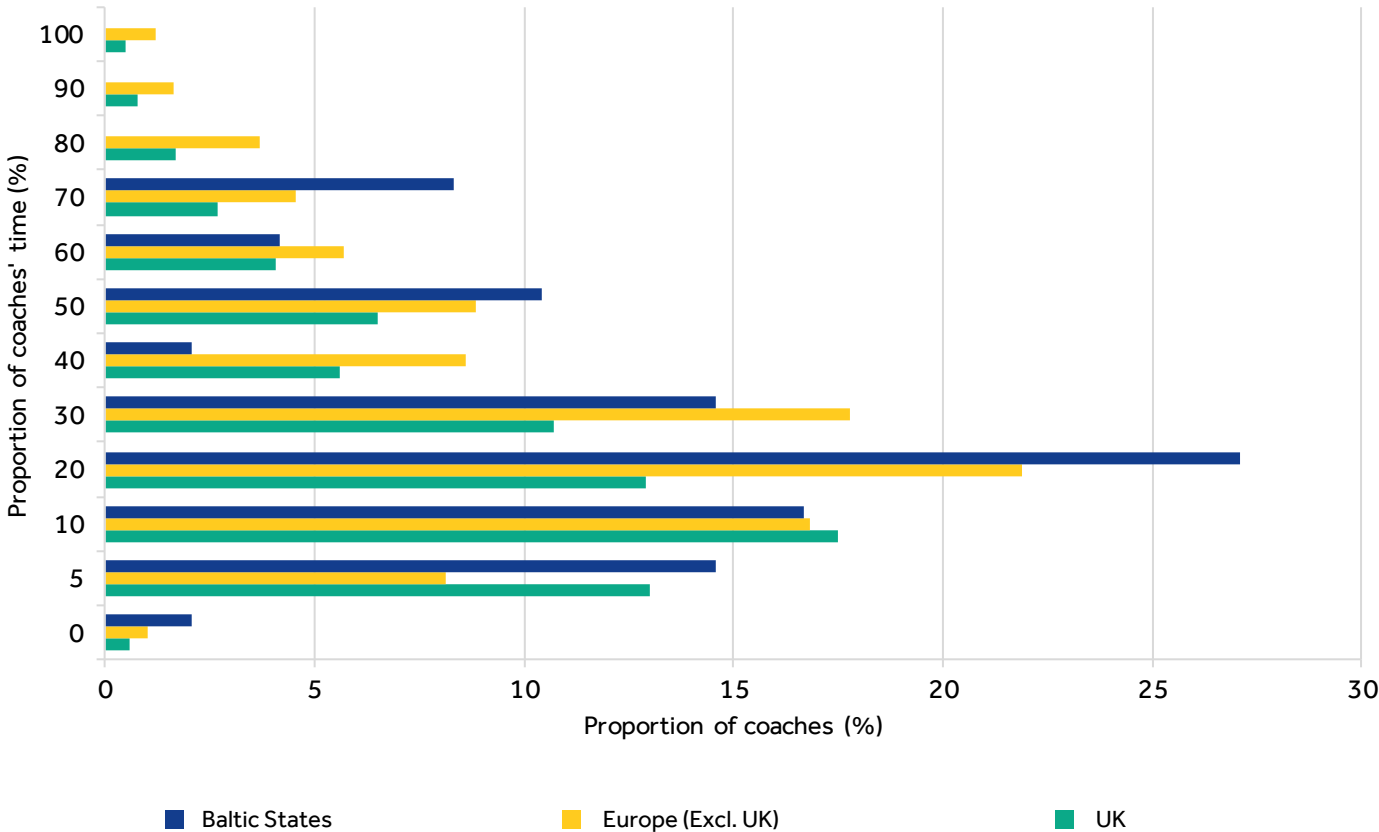
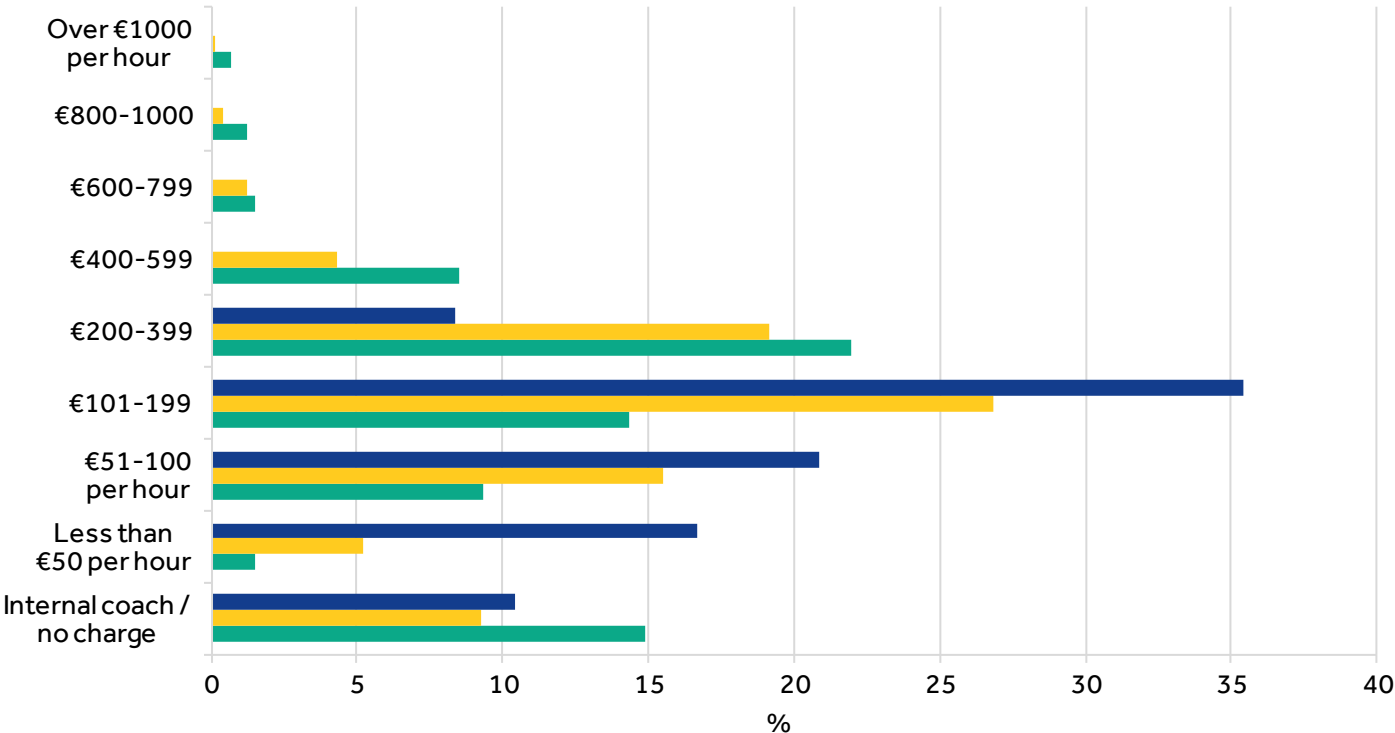


Diagram 4: Hourly fee rates: Corporate funded coaching

Q5.6 Fee rates for corporate clients

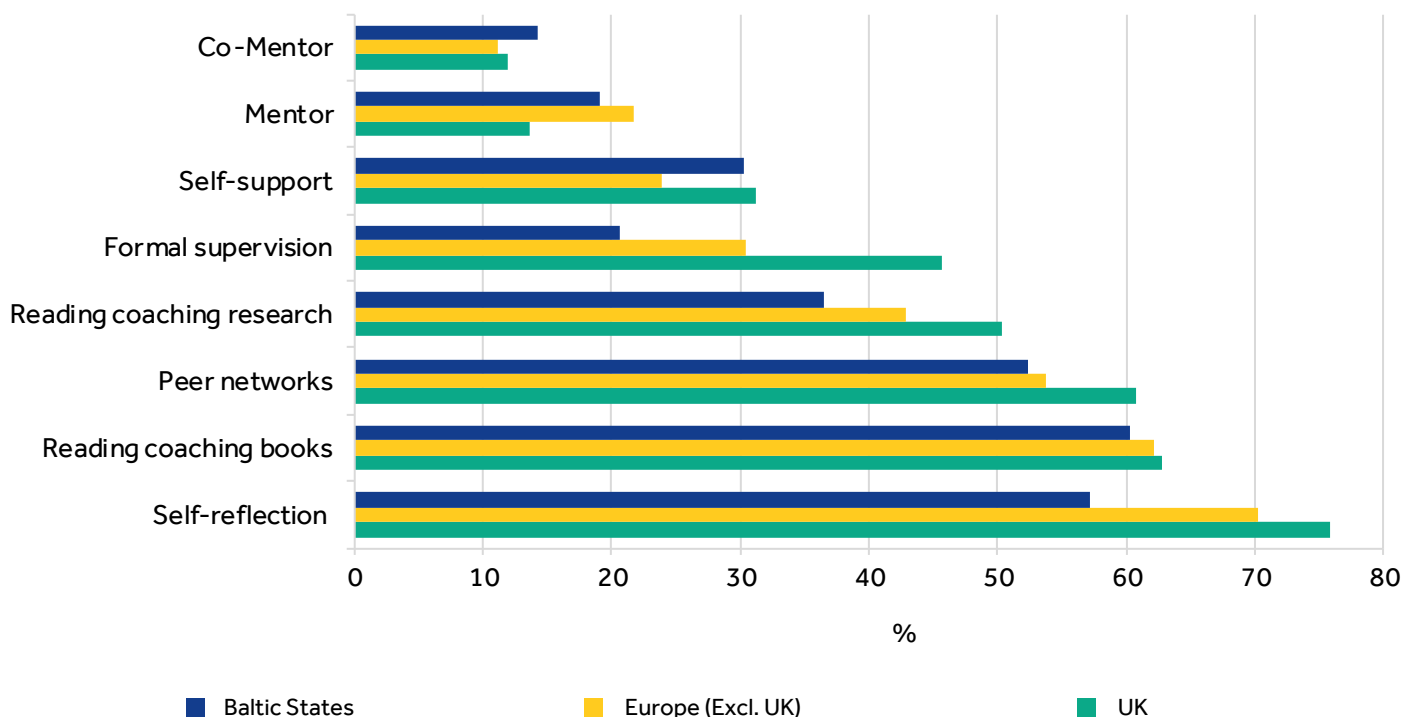




# Reflective practice and supervision

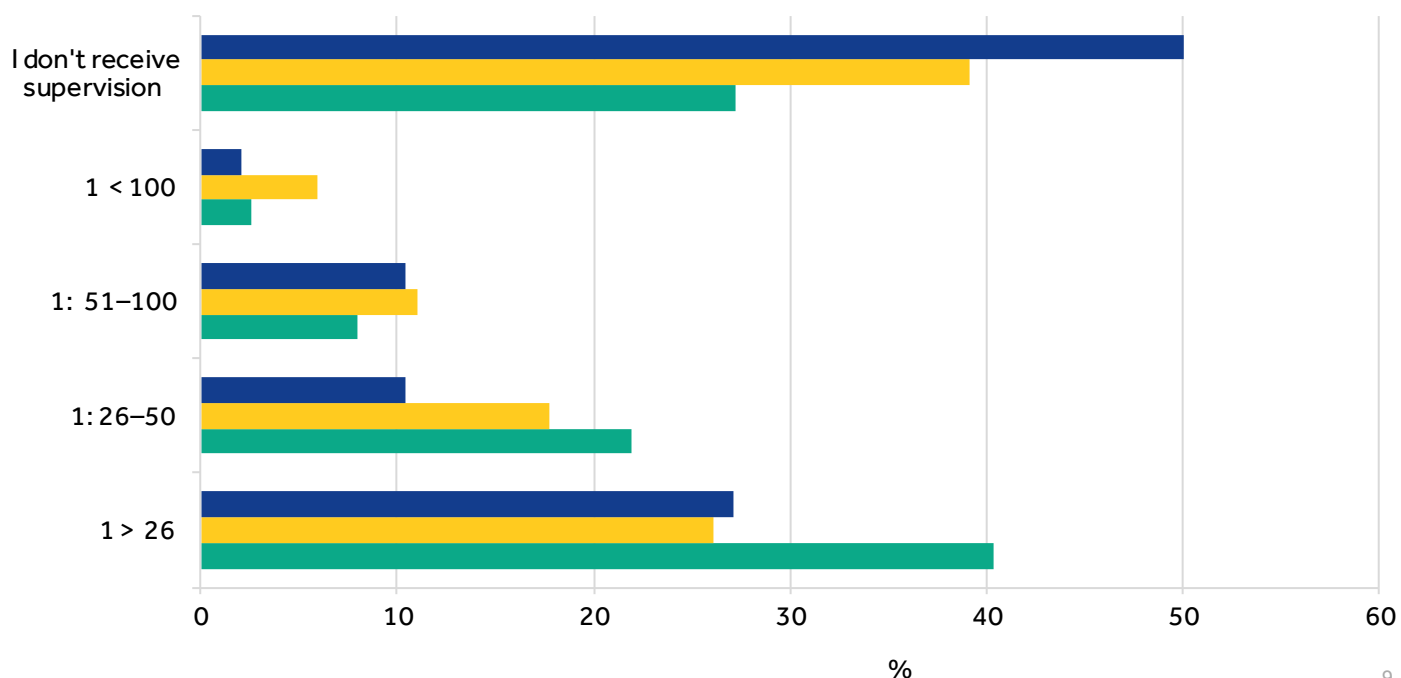
**Diagram 5: Methods of reflection**

Q6.1 What methods do you use to reflect on your practice?  
(You can select more than one option)



**Diagram 6: Frequency of supervision  
(based on ratio of 1 hour of supervision per X hours of coaching)**

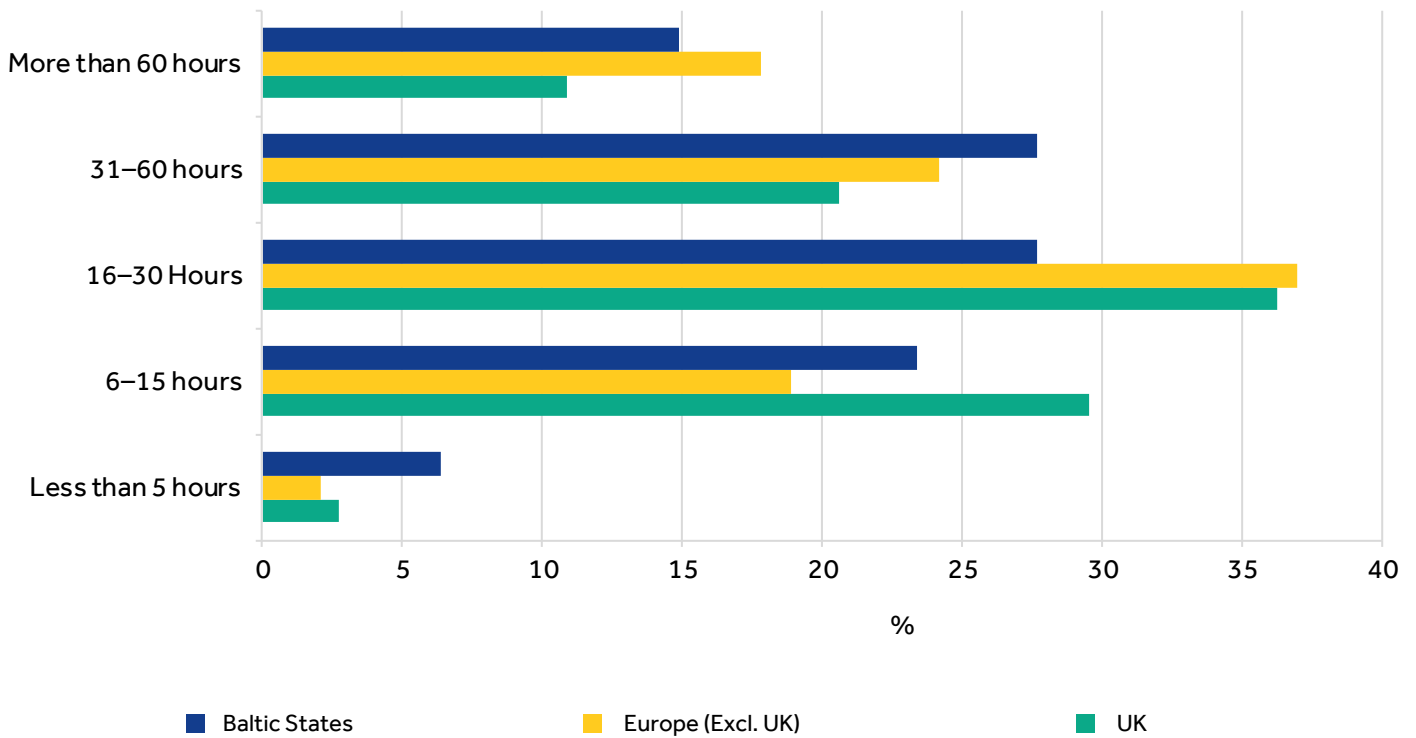
Q6.4 How often do you receive formal coaching supervision?



# Continuous professional development

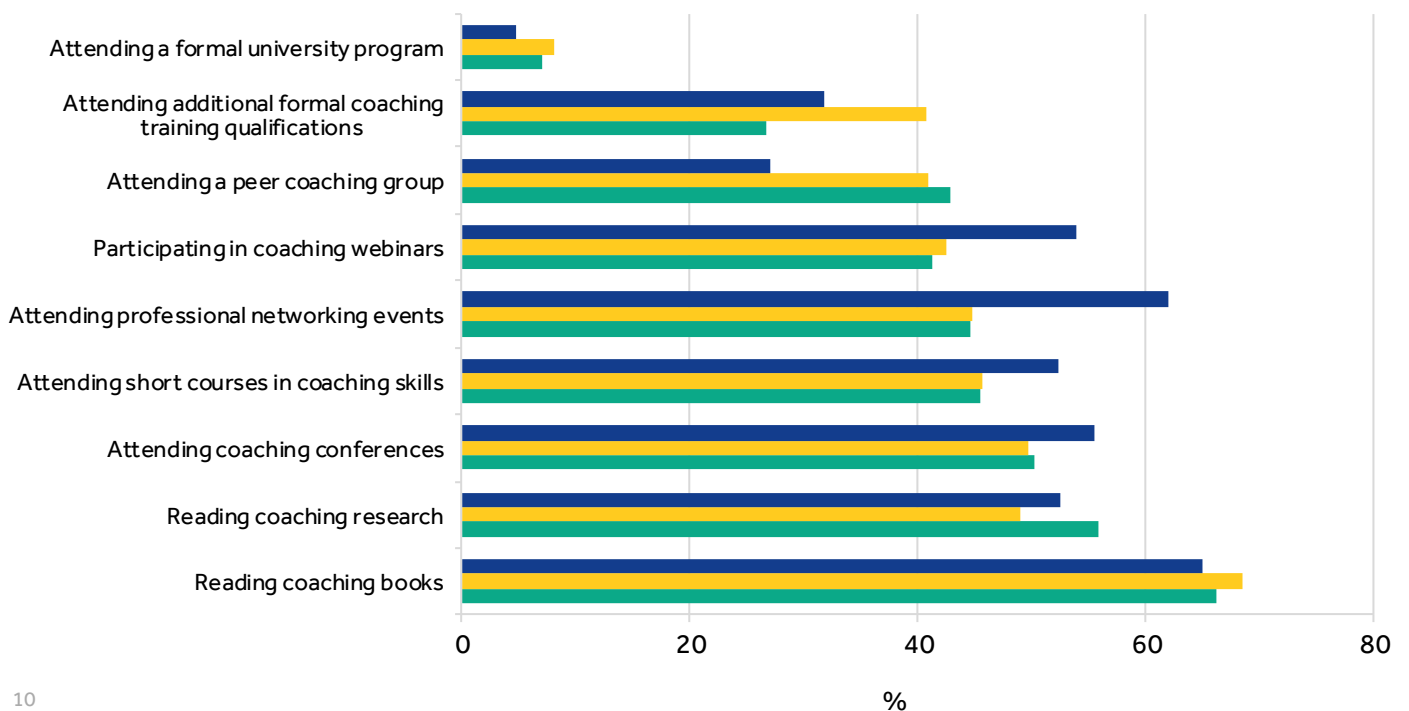
**Diagram 7: Time invested in CPD**

Q7.1 How do you divide your working time?



**Diagram 8: Keeping up to date**

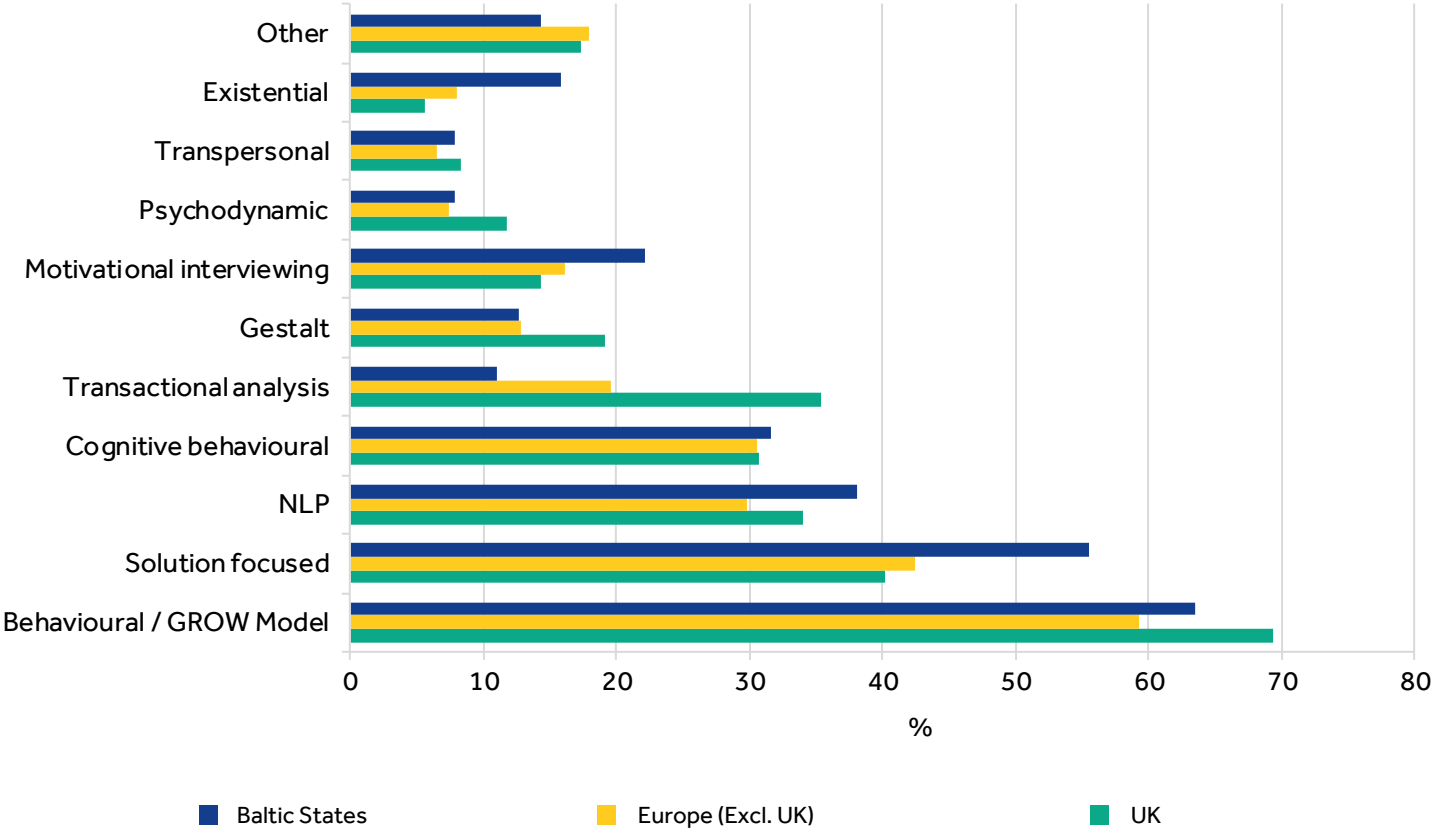
Q7.2 How do you keep up to date in your coaching practice?  
(You can select more than one)



# Conceptual models

**Diagram 9: Coaching practice**

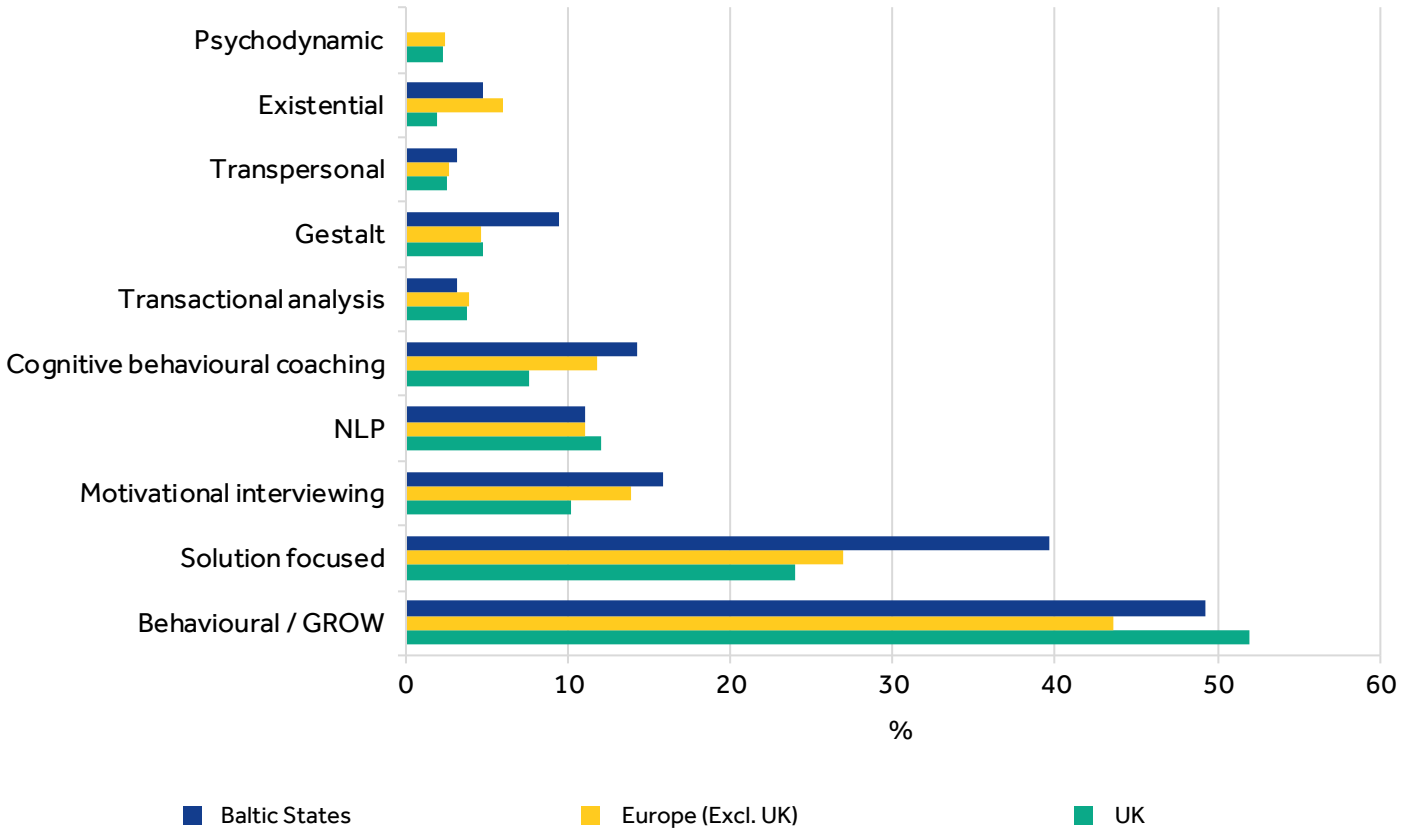
Q9.2 Which models do you use in your coaching practice?  
(You can select more than one)



# Diversity of approaches

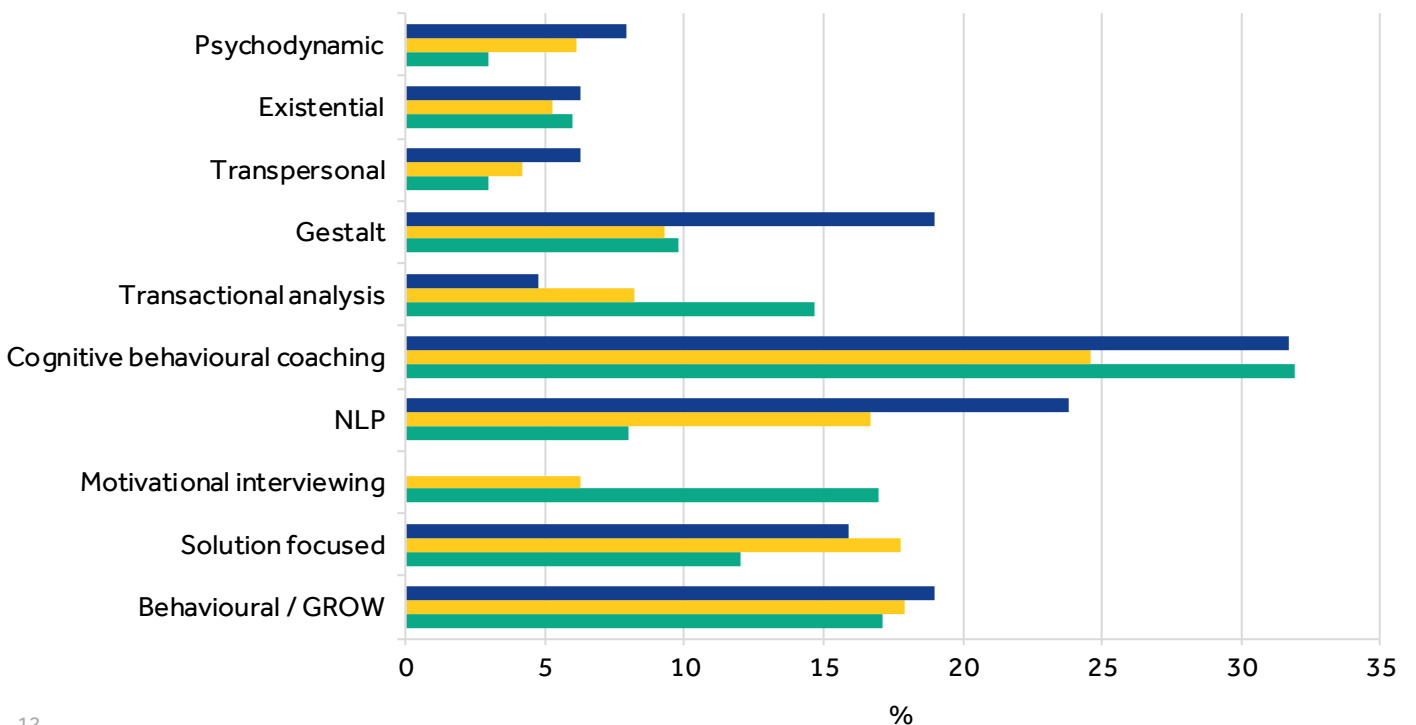
**Diagram 10: Presenting issue 1 – Career change**

Q9.3 What model do you use with the following presenting issue?



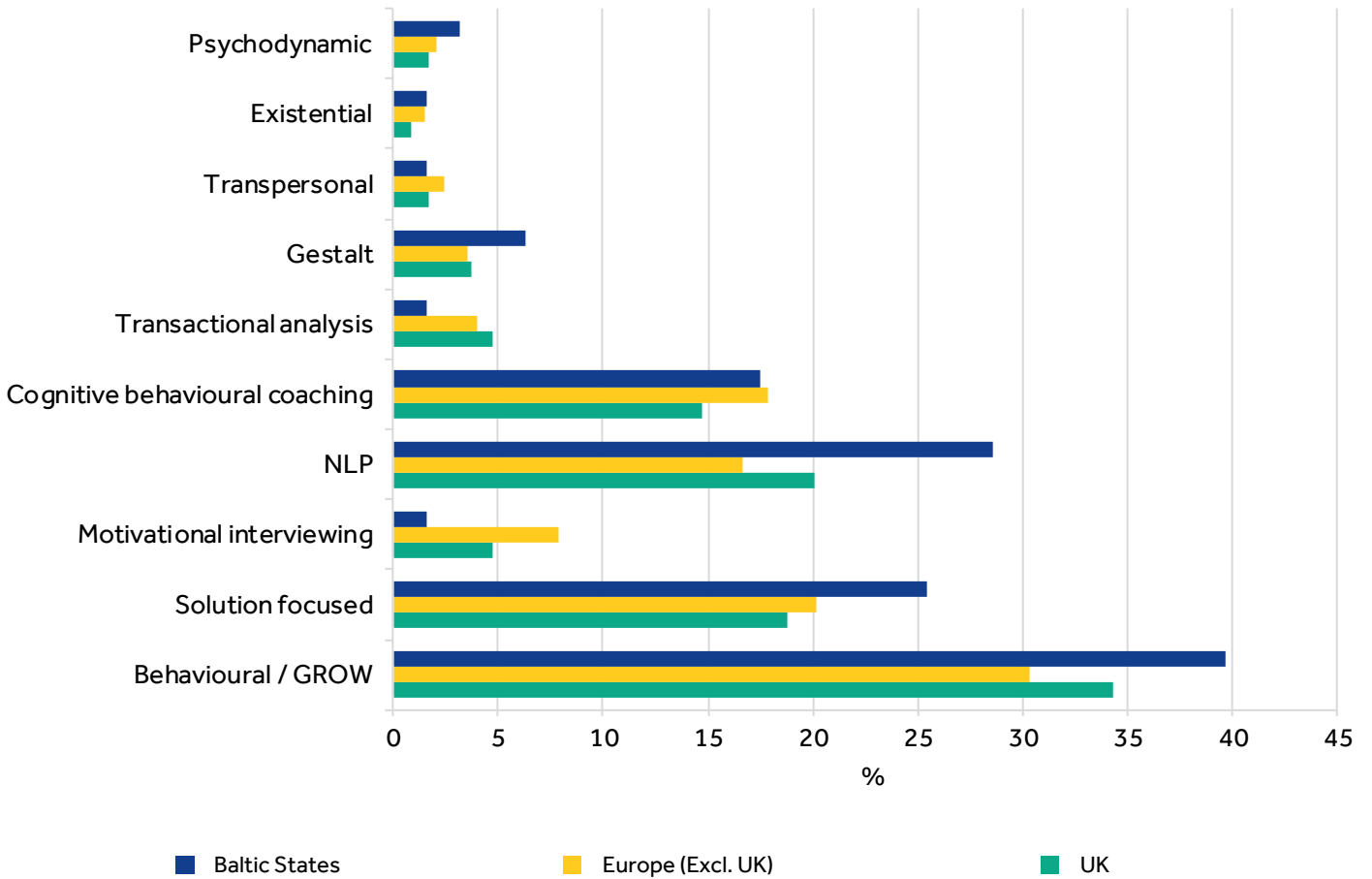
**Diagram 11: Presenting issue 2 – Workplace stress**

Q. What model do you use with the following presenting issue?



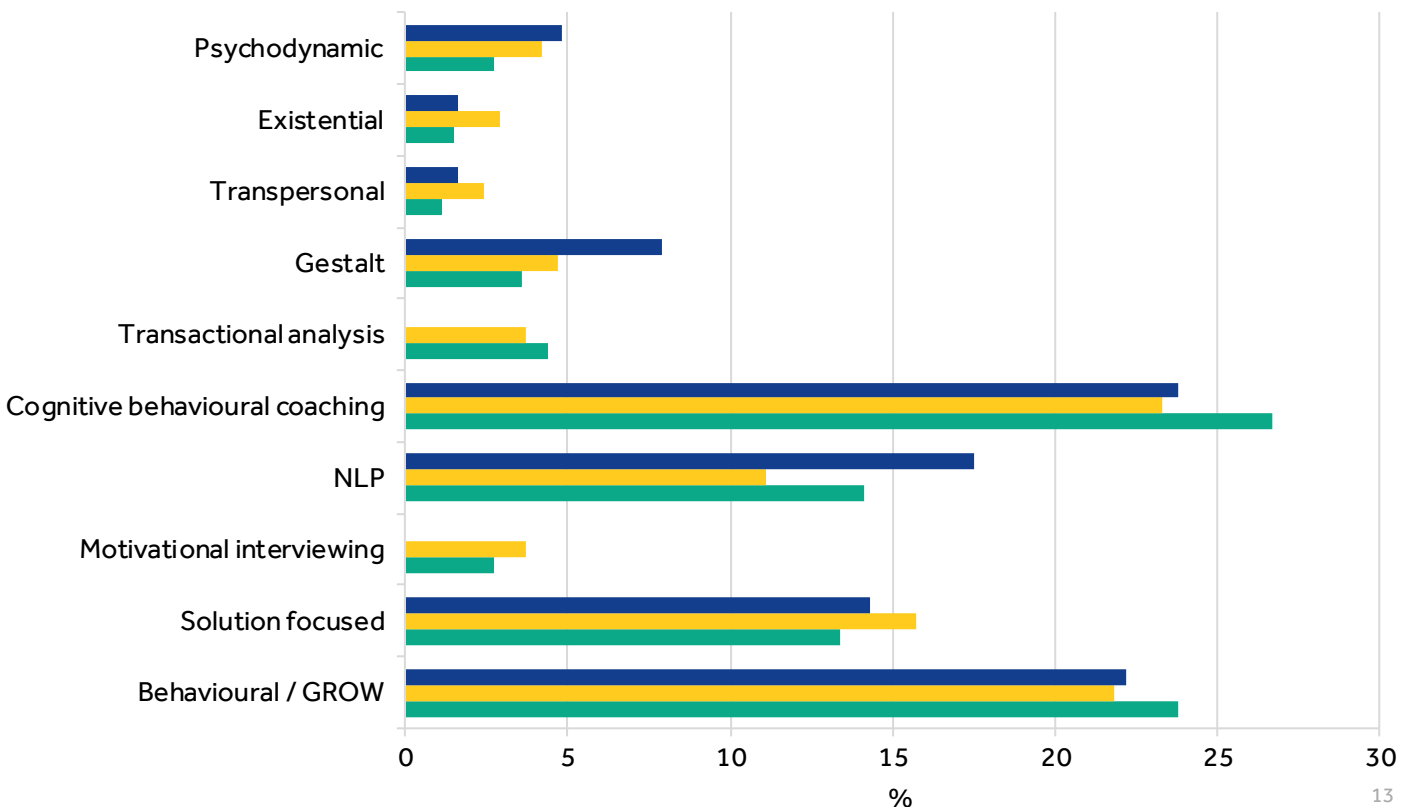
### Diagram 12: Presenting issue 3 – Improving presentation skills

Q. What model do you use with the following presenting issue?



### Diagram 13: Presenting issue 4 – Persistent checking of non-work emails

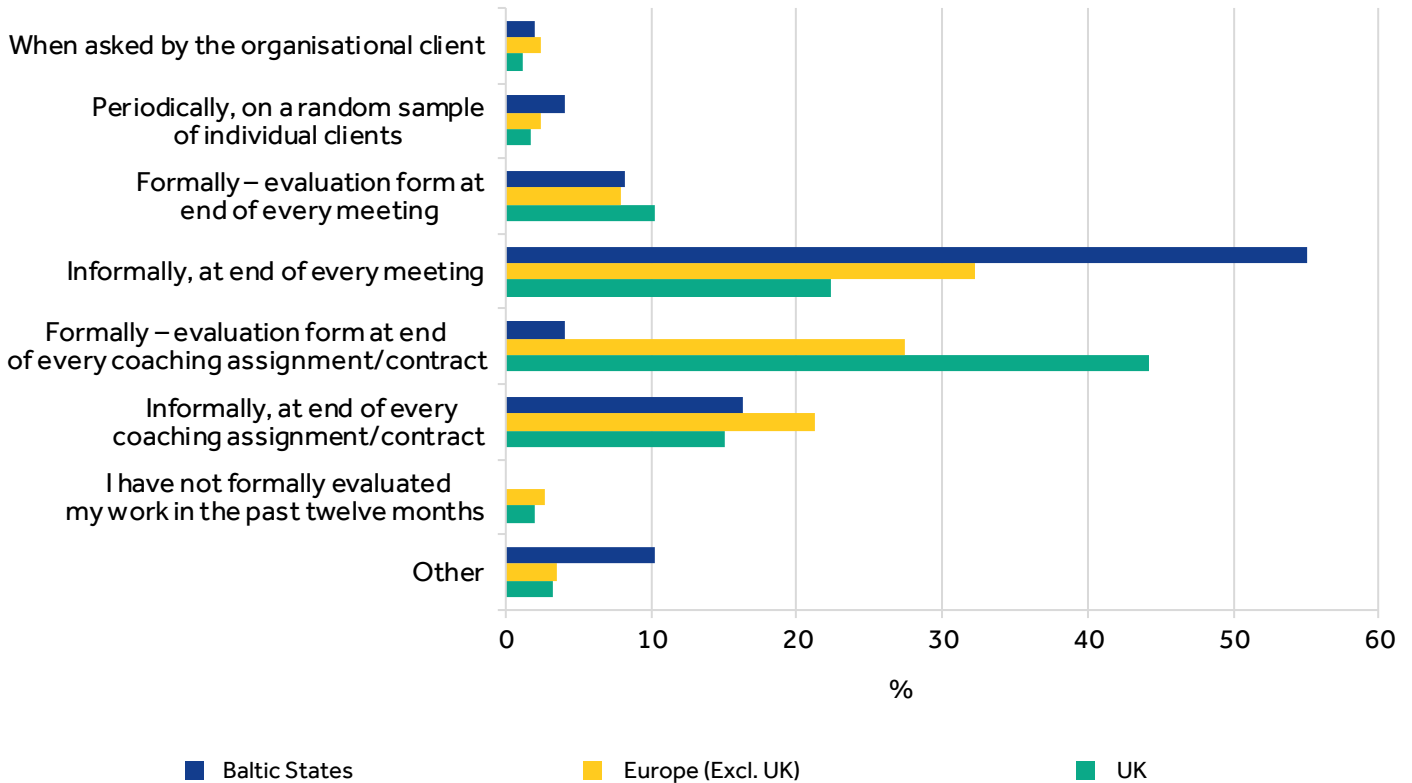
Q. What model do you use with the following presenting issue?



# Evaluation

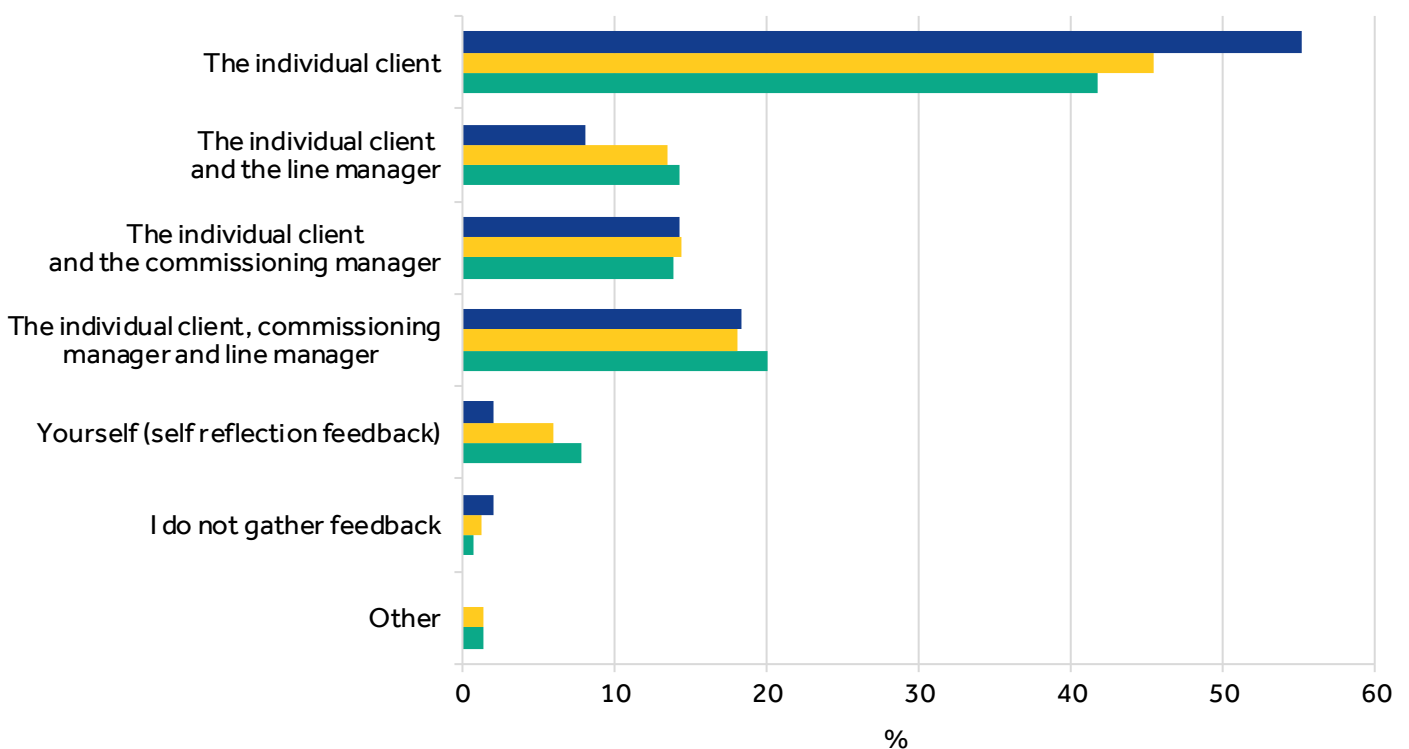
**Diagram 14: Evaluating impact**

Q10.1 How do you evaluate the impact of your coaching



**Diagram 15: Gathering feedback**

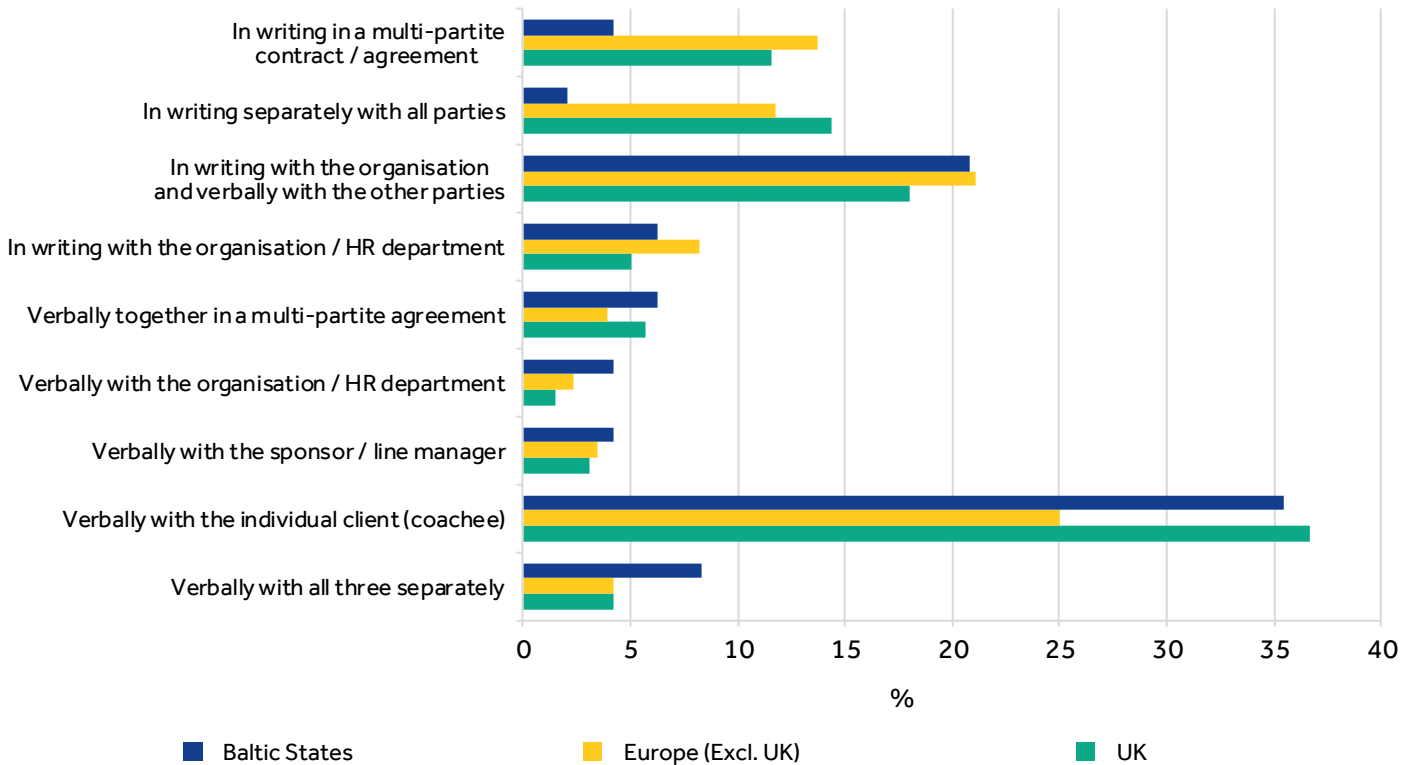
Q10.2 Who do you gather evaluation feedback from in your coaching?



# Contracting for corporate coaching assignments

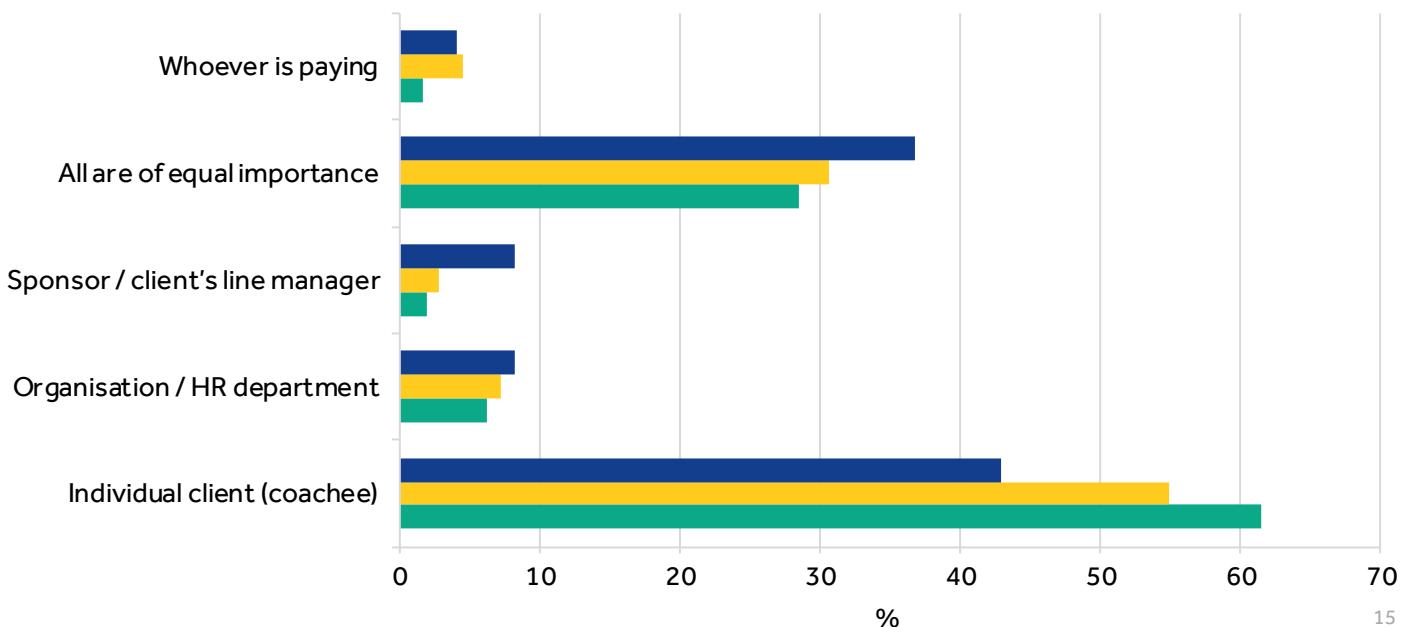
**Diagram 16: Contract partners**

Q11.1 When you enter into a coaching agreement, who do you contract with most frequently?



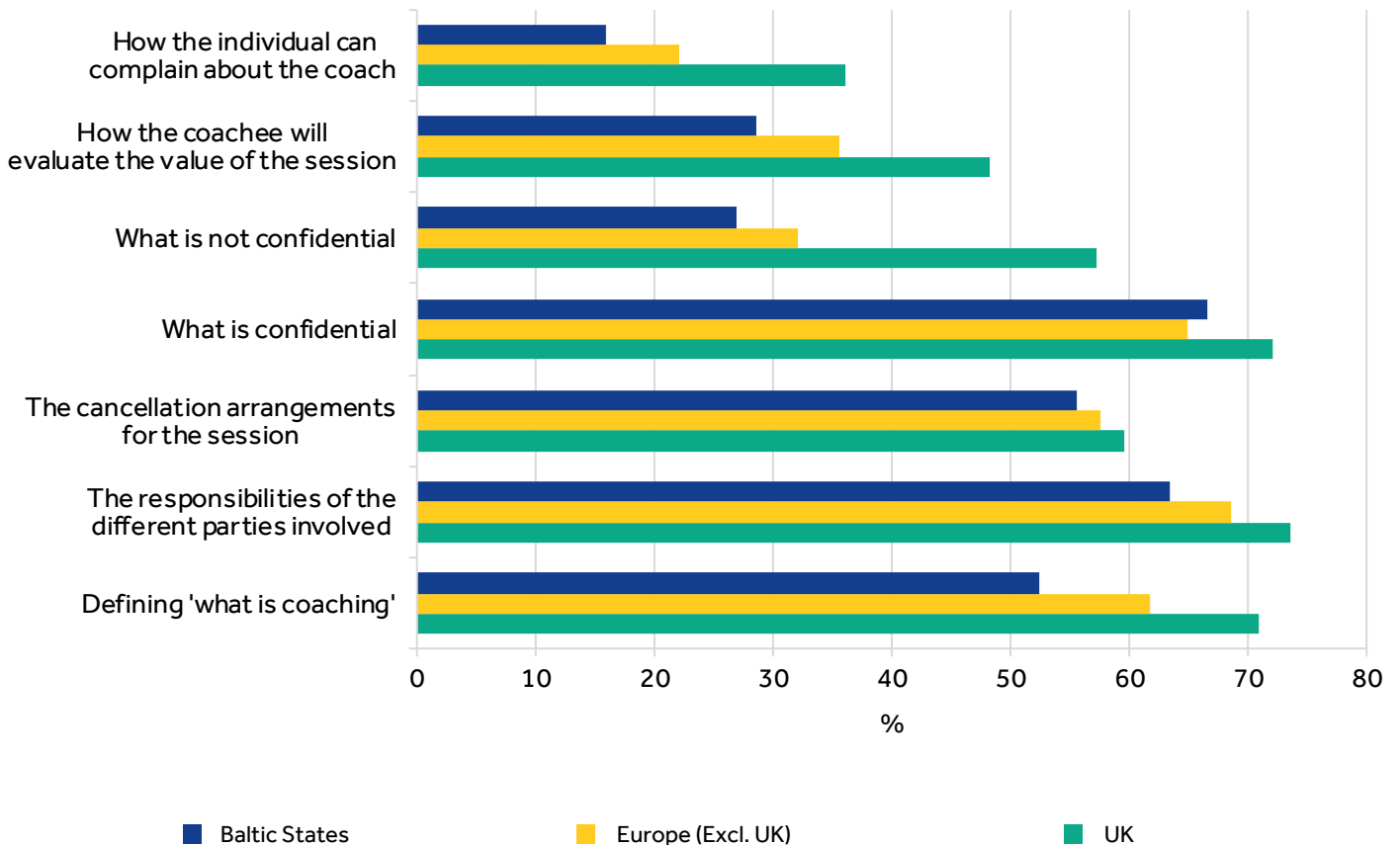
**Diagram 17: The primary partners**

Q11.2 Who do you believe is the primary client when you are delivering corporate/organisational coaching?



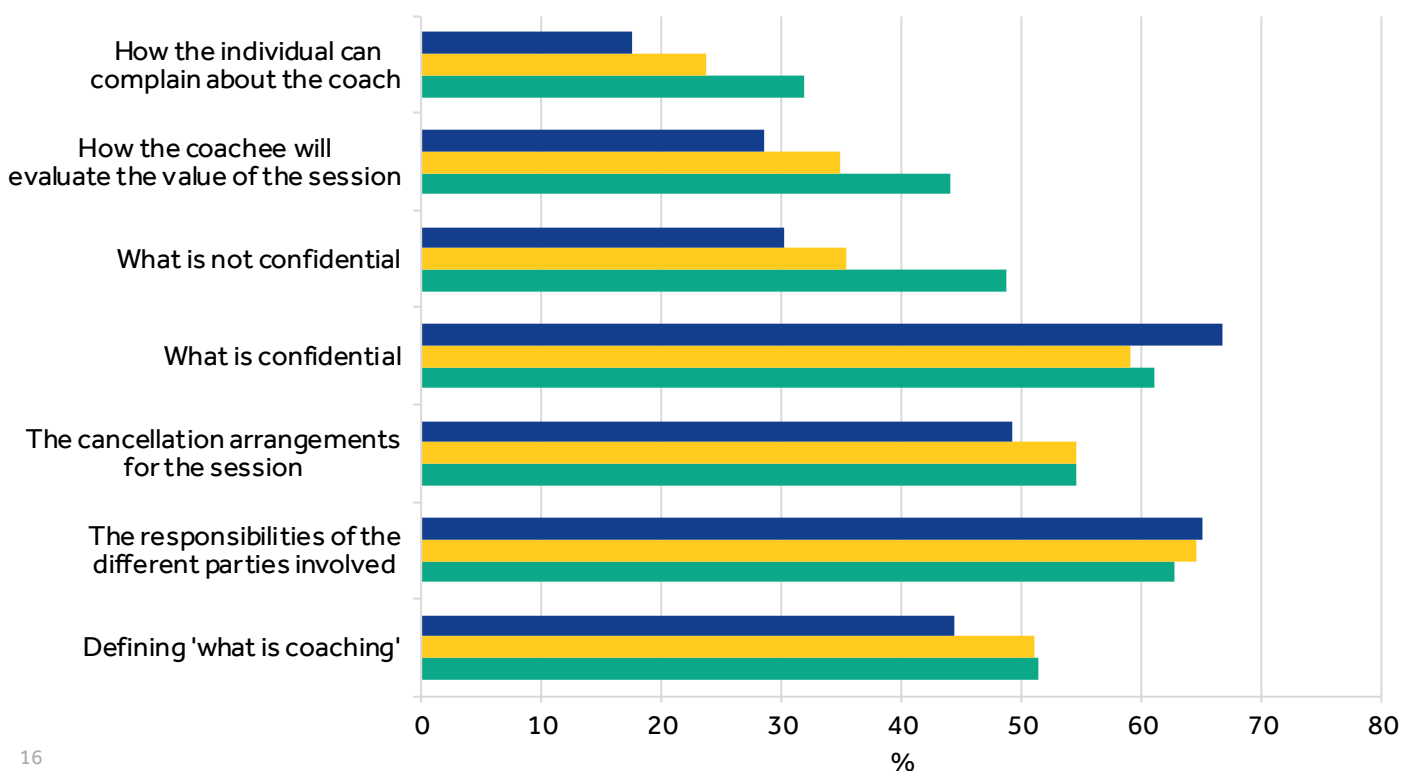
## Diagram 18: Contract clauses – Individual client agreements

Q11.3 What aspects are explicitly included in your contract with the individual?  
(You can select as many as appropriate)



## Diagram 19: Contract clauses – Organisational client agreements

Q11.4 What aspects are explicitly included in your contract with the organisation?  
(You can select as many as are appropriate)

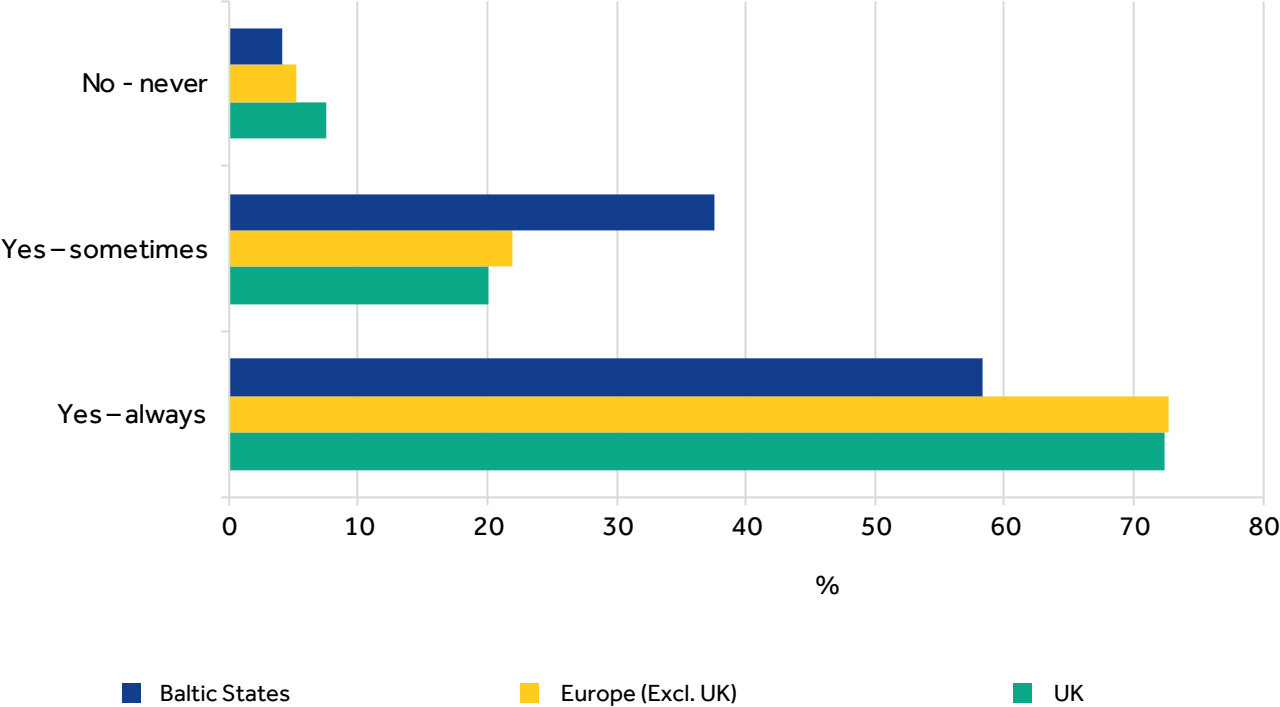




# Coaching ethics

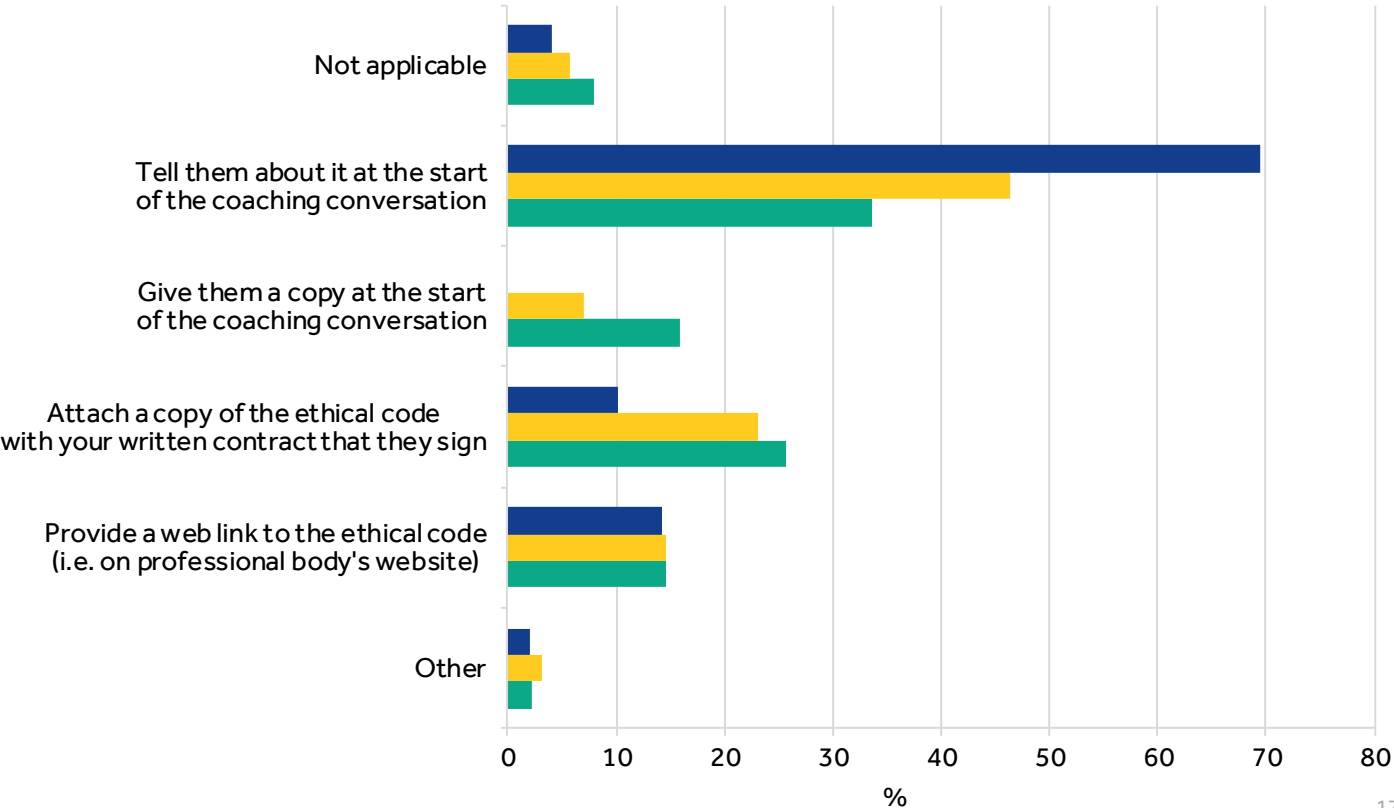
**Diagram 20: Sharing ethical codes – 1**

Q12.1 Do you share your ethical codes with individual clients?



**Diagram 21: Sharing ethical codes – 2**

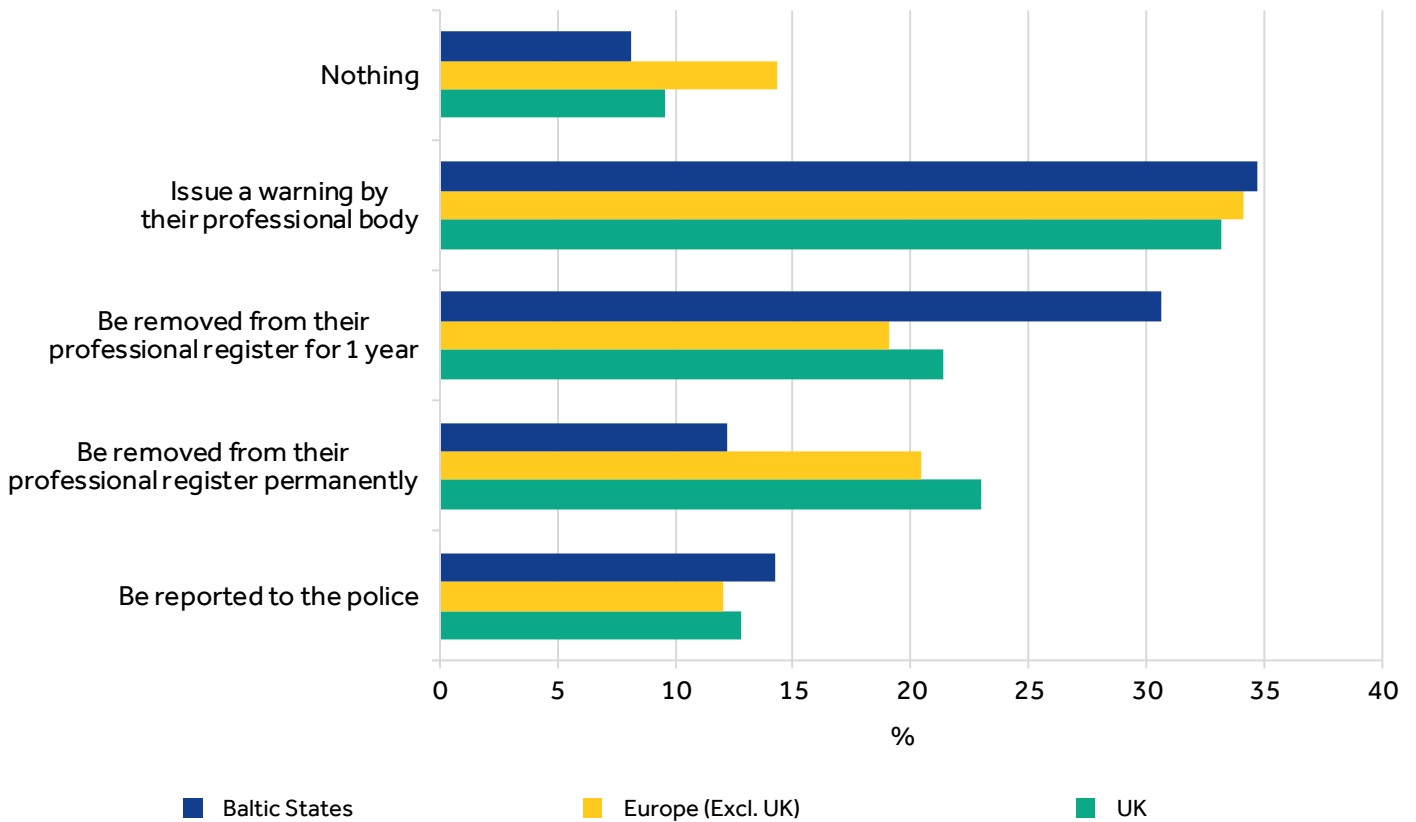
Q12.2 How do you share the ethical code with individual clients?



## Diagram 22: Ethical dilemma 1 – Coach pays a fee to secure contract

Q13.1.1 What do you think should happen in the following scenario?

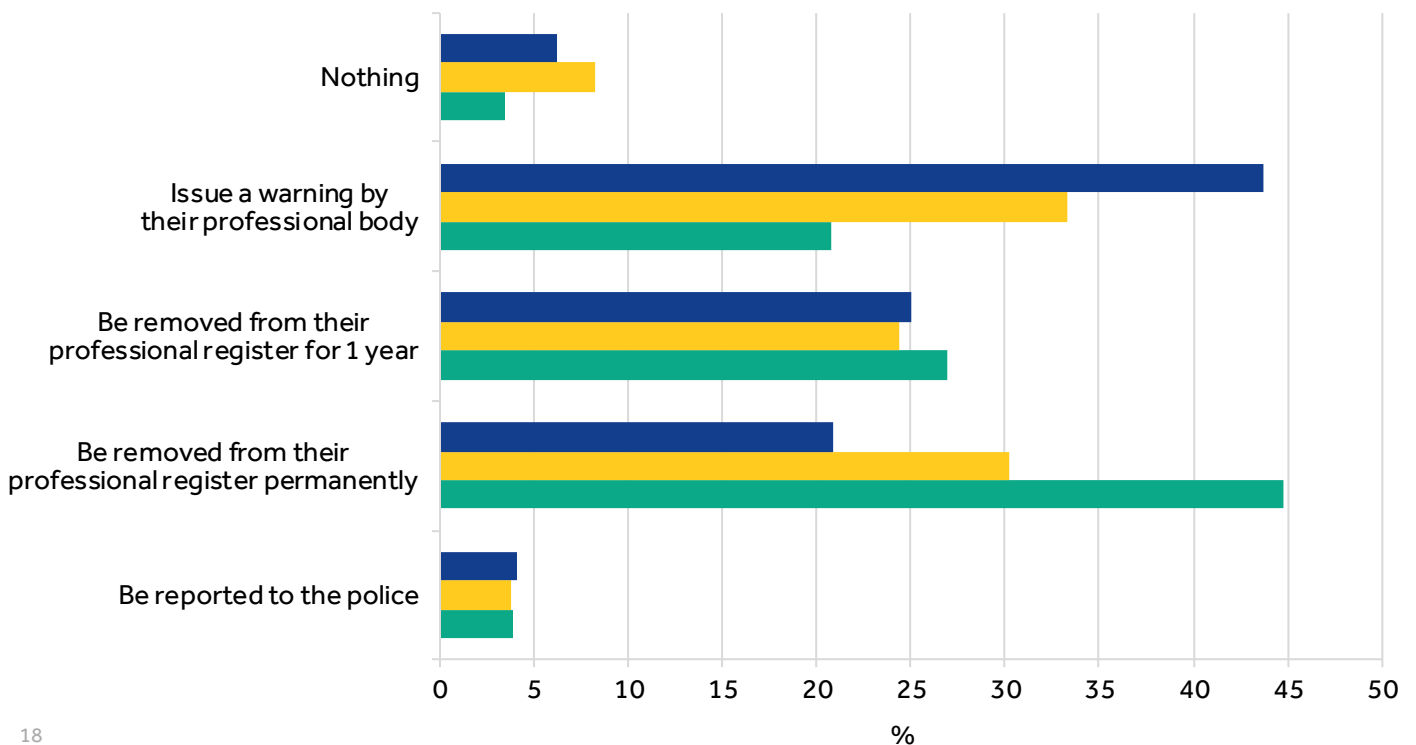
A coach pays a fee to an individual to gain a coaching contract with an organisation



## Diagram 23: Ethical dilemma 2 – Coach enters sexual relationship with client

Q13.1.2 What do you think should happen in the following scenario?

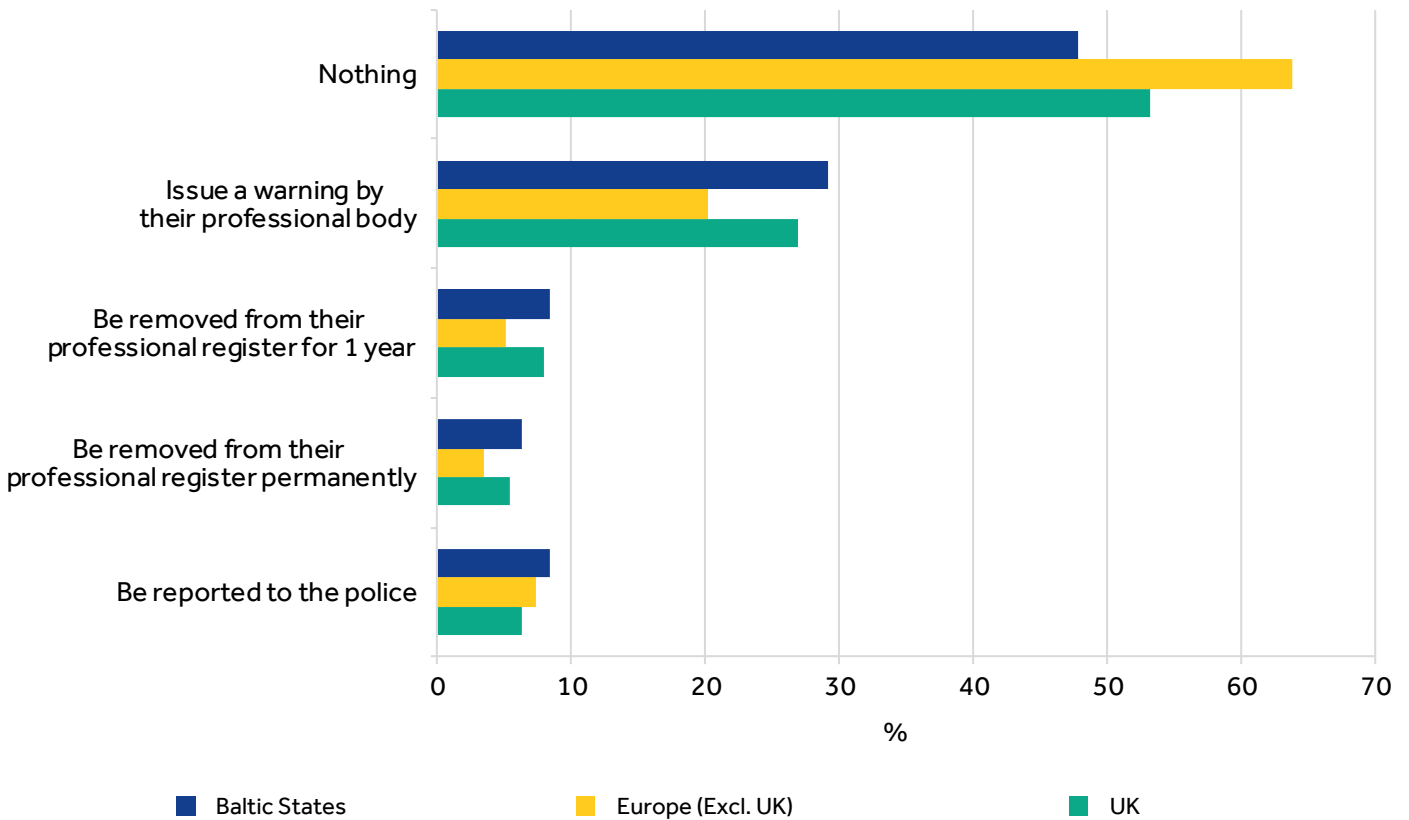
A coach enters into a sexual relationship with a client during a coaching assignment



### Diagram 24: Ethical dilemma 3 – Coach fails to report low-level drug taking by their client

Q13.1.4 What do you think should happen in the following scenario?

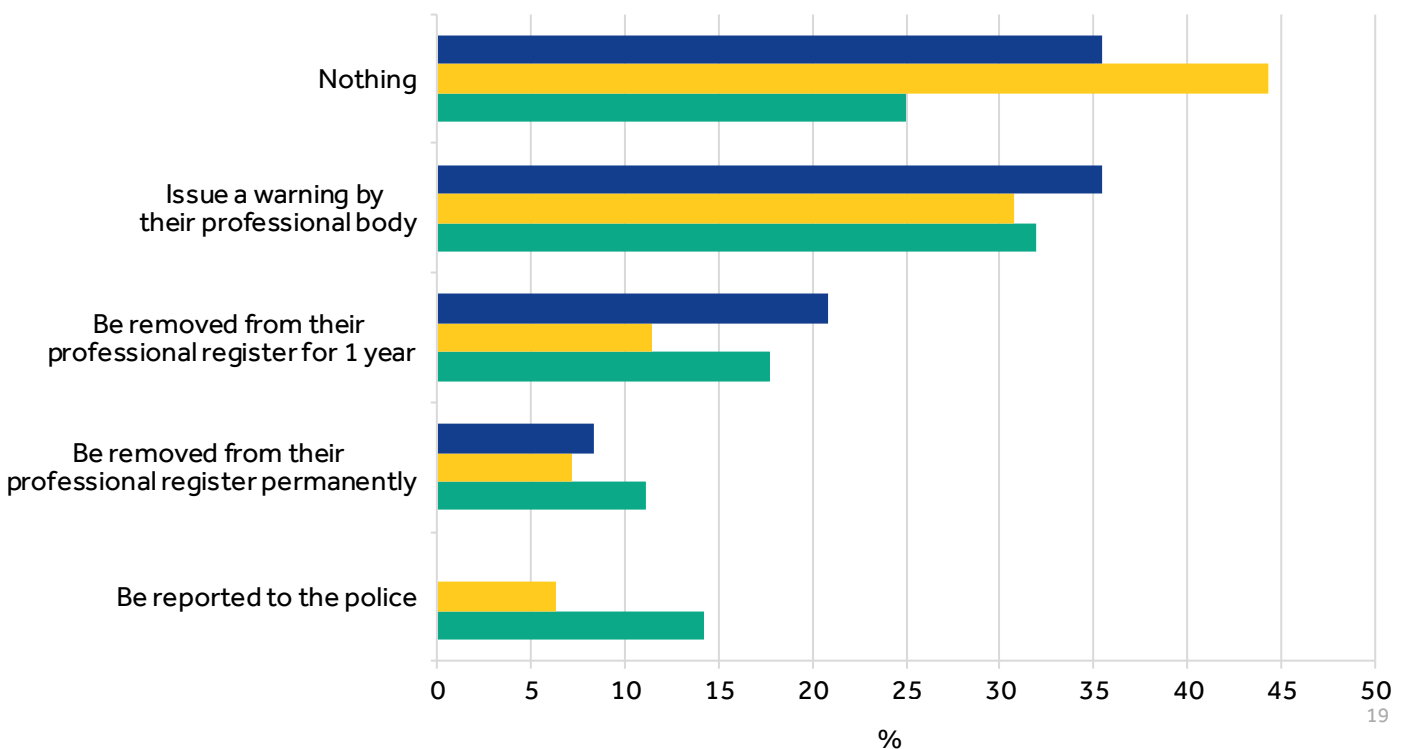
A coach fails to report to the appropriate authorities a client who is using low-level illegal drugs



### Diagram 25: Ethical dilemma 4 – Coach fails to report theft of commercial information

Q13.1.5 What do you think should happen in the following scenario?

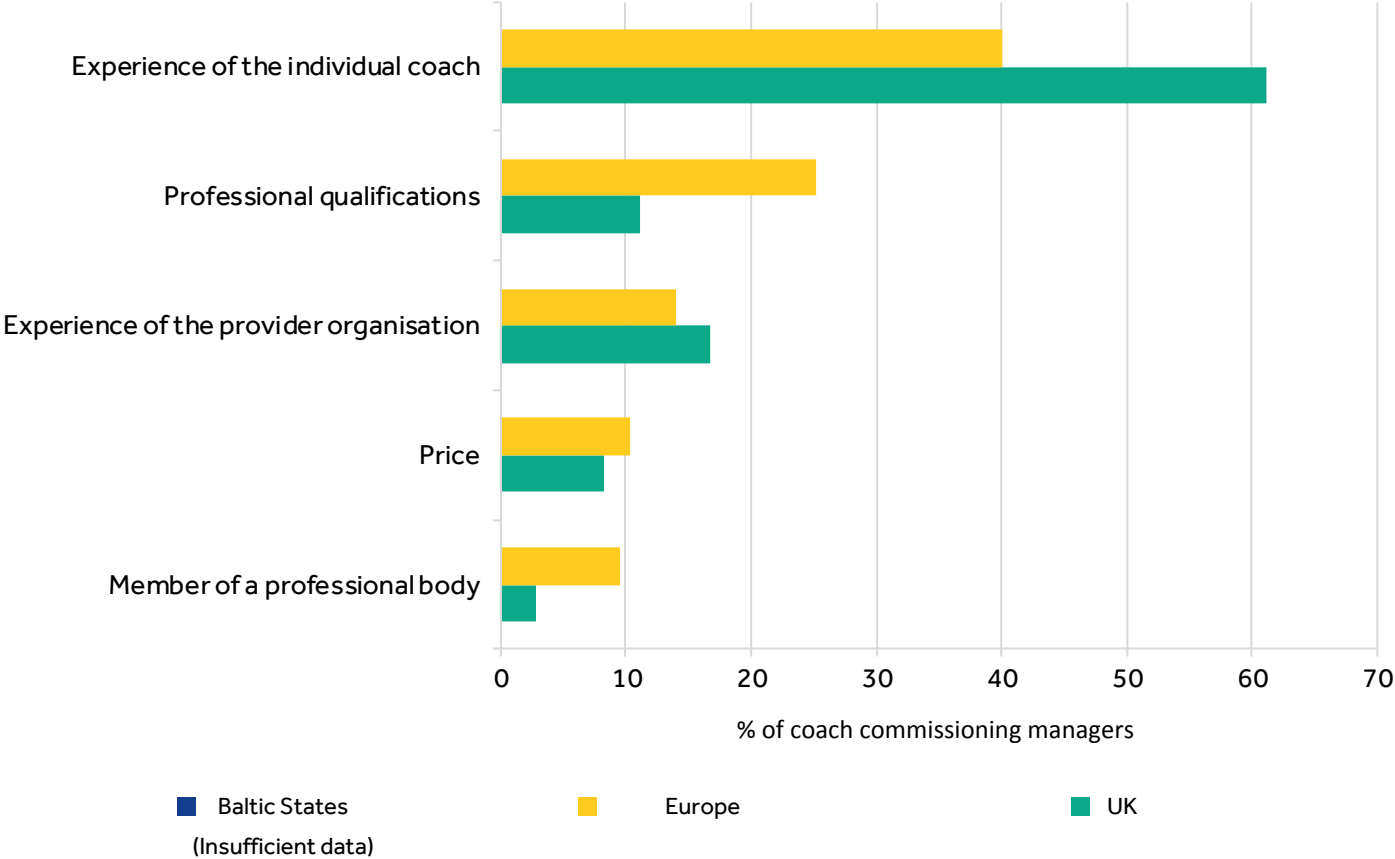
A coach fails to report the actions of a client who has disclosed commercially sensitive information, which has affected the value of the company



# Commissioning coaching

Diagram 26: Criteria in coach selection

Q16.1 When commissioning coaching, what are the most important factors (in order of importance)?



# Research partners

Our thanks go to our research partners who made this research possible. In total, over 100 organisations and individuals collaborated in the research, sharing the research link with their members and encouraging their members to participate.

## International research partners

- European Mentoring and Coaching Council International
- International Coach Federation
- Association for Coaching (Global)
- Worldwide Association of Business Coaches (WABC)

## National research partners

- Oil & Gas UK
- Chartered Institute of Professional Development (CIPD)
- British Psychological Society (BPS)
- British Association for Counselling & Psychotherapy (BACP)
- Association of Business Mentors (ABM)
- Association of Professional Executive Coaches & Supervisors (APECS)
- EMCC UK
- Association for Coaching (UK)
- EMCC Poland
- The Coaching Chamber (Poland)
- ICF Poland
- Mentors Association PROMENTOR
- International Mentoring Association
- Collegium Civitas University
- WSB Universities
- Novo Coaching
- Trainers Association MATRIK
- Norman Bennett Group
- Cognitivistic Institute Bennewicz
- Institute of Leadership & Management (ILM)
- Tischner European University
- Noble Manhattan Coaching
- Polish Coaching Association
- University of Social Sciences and Humanities, Laboratorium Psychoedukacji (SWPS)

- Irish Management Institute (IMI)
- CIPD (Channel Islands)
- Bulgarian Association for People Management (BAPM)
- ICF Bulgaria
- Croatian Coaching Association
- Croatian Psychological Association
- HR Centar
- Société Française de Coaching
- SCY (Finnish Coaching Association)
- Suomen Mentorit (Finnish Mentoring Association)
- Suomen Coaching-yhdistys
- ICF Finland
- Johdon työnohjaajat Ry
- Henry Ry
- Deutscher Bundesverband Coaching (DBVC)
- Deutsche Coaching Gesellschaft eV (DCG)
- ICF Greece
- ICF Hungary
- OHE National (HR Association)
- EMCC Hungary
- Associazione Italiana Coach Professionisti (AICP)
- ENI Corporate University
- SCP Italy
- Federprofessional
- Ridler & Co.
- Edinburgh Napier University
- University of South Wales (USW)
- University of East London (UEL)
- Sheffield Hallam University
- Oxford Brookes University
- American Chamber of Commerce in Kosovo
- ICF Slovak
- Slovenská Komora Psychológov

- HRComm (Association for Management and Development of Human Resources)
- Slovak Association of Coaches (SAKO)
- ALKP (Association of Lectors and Career Counsellors)
- Coaching – Theorie und Praxis (Journal)
- Swiss Society for Coaching Psychology
- Federation of Swiss Psychologists (FSP)
- ICF Switzerland
- EMCC Switzerland
- Berufsverband für Coaching, Supervision und Organisationsberatung (BSO)
- Associations of Psychologists of Andorra
- Hellenic Coaching Association (HCA)
- Coaching at Work (Magazine)

- ICF Lithuania
- ICF Sweden
- ICF Czech Republic
- EMCC Czech Republic
- CAKO (Czech Association of Coaches)
- QED Group
- Life Coach Italy
- Telecom Italia
- WPG Ukraine
- Ekonomika Communications Hub, Ukraine
- Natalia Romanenko, Ukraine
- Integral coaching, Ukraine
- ICF Chapter Ukraine

### International research partners

- |                          |                              |                              |
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| • Genoveva Bakardjieva   | • Agnieszka Kaseja           | • Philippe Rosinski          |
| • Maciej Bennewicz       | • Agnieszka Kasprzycka       | • Marita Salo                |
| • Krystyna Błocka        | • Helena Kekoni              | • Gill Smith                 |
| • Frank Bressler         | • Eva Klimová                | • Paul Stokes                |
| • Zoltan Csigas          | • Katarzyna Konieczna        | • Anna Srebrna               |
| • Eve Menezes Cunningham | • Tuija Laitakari            | • Peter Štefanyi             |
| • Joel Digirolamo        | • David Lane                 | • Reinhard Stelter           |
| • Grzegorz Dobek         | • Loanna Lordanou            | • Rafał Szewczak             |
| • Boris Dobiš            | • Lise Lewis,                | • Adina Tarry                |
| • Kerrie Dorman          | • Robert Łęzak               | • Dave Tee                   |
| • Gilles Gambade         | • Emília Jányová Lopusníková | • Katharine Tulpa            |
| • Adam Gieniusz          | • Jeannette Marshall         | • Christian van Nieuwerburgh |
| • Aleksandra Glinka      | • Małgorzata Mazur           | • Peter Vaneyk               |
| • Rafał Ignasiak         | • Paul McIntee               | • Branislav Vargic           |
| • Laura Ihamuotila       | • Liz Merrick                | • David Webster              |
| • Wendy Johnson          | • Artur Michalski            | • William Wong               |





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