



## Call for Papers Twelfth ESMT Berlin Coaching Colloquium

### **“DIGNITY AND HUMILIATION: Reflections in Executive Coaching”**

**Friday afternoon & Saturday, December 17 - 18, 2021 on ESMT Berlin Campus**

Following the postponement of the 2020 ESMT Coaching Colloquium due to the COVID-19 Pandemic, we are happy to announce a new plan for our twelfth Coaching Colloquium. We intend to run the event live on Friday-Saturday, December 17-18, 2021 on our campus in Berlin.

The broad theme of the 2021 event is Dignity and Humiliation and their reflection in executive coaching practice. We are planning to explore how coaches deal with cases of clients feeling humiliated or humiliating others, what kind of difficulties working with the topic causes in coaching interactions, and how we respond to instances when others (e.g. clients or coachees) cause humiliation in us. We would also like to deepen our understanding of the phenomenon of dignity in organizational and societal lives and see how coaching can support its maintenance or restoration. **We accepted a significant number of papers for presentation at the eventually cancelled 2020 meeting. Those papers can be transferred to the 2021 Colloquium in their current state or with the author’s adjustments. In the latter case, please observe the deadlines mentioned below.**

**We are also accepting new cases for presentation at the 2021 Colloquium. Please read the Call for Papers carefully, if you would like to submit one.**

We originally designed the ESMT Coaching Colloquium to serve as an opportunity for academics, practicing leadership coaches, HR/L&D professionals, and management consultants to enhance their knowledge, skills, and networks through intensive collaboration and peer-consultation on challenging or unusual cases in the practice of executive coaching. Throughout the years, we have explored hundreds of cases of tricky coaching situations from the perspective of the coach and experimented with our own learning about coaches, coaching, and leadership. Each time we met, we situated our discussion within a broad topic of importance to society, organizations, or the coaching profession. Regardless of the topic, we always went beyond the conventional wisdom and dared to take risks in our discussions, while trying to make it safe to talk about the not so easy things. The power of the Colloquium has always been in the willingness of the participants to bring their *difficult* experiences to the analysis by the others, and to bring *themselves* as tools for working on the questions of interest. The challenge we put on the agenda this time is the nature of the phenomenon that has a strong moral connotation but is still difficult to understand.

During the Colloquium we will be working with real cases presented by real coaches, faculty, and learning and development managers and commented upon by fellow professionals. We will continue building on our previous experience of creating a real coaching development laboratory with an opportunity to learn and to contribute to the learning of others. Participants are expected to maintain confidentiality of the discussions and will be asked to sign a confidentiality agreement with regard to the cases explored during the Colloquium.

To take part in the Colloquium, participants need to submit a short paper describing a difficult, exciting, or unusual leadership coaching case from their practice and a separate description of their way of handling that particular situation. The theme of “Dignity and Humiliation” should allow us to have a deeper look at both the causes, reactions, and recovery and growth opportunities after experiencing or causing the feeling of loss of dignity or self-worth. The issues in the case should broadly reflect the theme of the event, and can reflect the coach’s struggles, temptations, anxieties, hopes, and choices. As usual, we at ESMT are more interested in finding out what is really taking place, rather than what some of our colleagues fantasize about. We particularly welcome cases where the coaching situation made the coach “sweat” and work harder than usual.

As always at ESMT Coaching Colloquia, we particularly emphasize the need for cases that demonstrate self-reflection on difficult and perhaps taboo topics as experienced and perceived by the coach. We would like to explore how coaches can best deal with challenges faced.

#### **The paper should consist of two parts:**

**In part 1**, the authors are asked to briefly describe the context of the leadership coaching intervention, outline the challenge that they faced in working with the particular client, and put together the questions that they may have regarding this particular situation, and regarding their own feelings or behaviour in this situation. Obviously, the authors should take care of the necessary client identity protection measures, while providing enough information for the colloquium participants to be able to work with the situation at hand. Let us emphasize once again: the case is NOT about the difficulties of the coachee, it is about the difficulties of the coach. Please make sure that the description covers the following aspects:

- Description of the setting

- Description of what made it difficult or “tricky” for the coach  
Part 1 should not exceed 2000 words.

**The second part** of the paper should contain a description of the steps taken by the coach and the out-come of those steps. Please make sure that part 2 covers the following aspects:

- What was the approach taken to handle the challenge?
- What could or couldn't the coach deal/cope with?
- What are the questions that still remain unresolved for the coach?

Part 2 should not exceed 1000 words.

All the submitted papers will be reviewed by the Colloquium Convenors for acceptance for discussion at the 12th ESMT Coaching Colloquium. Acceptance will be based on the perceived match of the submission with the topic of the Colloquium and expected interest for those who attend it. Authors of the accepted papers may be asked for additional revisions or editing of their submissions for actual presentation at the Colloquium. The Convenors reserve the right to reject submitted papers without explanation. Please note that the submission of the paper means the submitter's willingness to have their case made available to other participants of the Colloquium and to have it discussed as part of the event.

For reference purposes, examples of cases presented in the past Colloquia can be found in:

Korotov, K. & Bernhardt, A. (Eds.) (2018) Cases in Executive Coaching: From the Annals of the ESMT Coaching Colloquia. Berlin: ESMT Center for Leadership Development Research. ISBN: 9781790860722.

Korotov, K., Kets de Vries, M.F.R., Florent, E., & Bernhardt, A. (2012). Tricky Coaching: Difficult Cases in Leadership Coaching. New York: Pgrave McMillan. ISBN: 9780230280229.

Authors of accepted papers will be able to register for the Colloquium at a reduced “Participant” fee. On the first evening of the Colloquium, attendees will be assigned several papers authored by other people and will be asked to be prepared to discuss on how they would have handled the described situations. Submission of the case for review means that the author has taken necessary measures to protect the interests and privacy of the client, and the coach is willing to have her/his case presented and discussed at the colloquium.

#### **Important Deadlines for 2021:**

##### **Final Deadline for Submission of Papers (new or revised 2020 submissions)**

Notification of the Authors of Accepted Papers (submitted in 2021)

Submission of Final Accepted Papers (in case of requested revisions)

Early-bird registration for the Colloquium

Registration for the Colloquium

**August 15, 2021**

October 1, 2021

October 30, 2021

October 30, 2021

November 15, 2021

#### **Colloquium Participation Fee and Logistics:**

Understanding the need for professional development of coaches, ESMT Berlin establishes a minimal **EARLY BIRD** fee for participation in the event. Authors of the accepted papers are offered a heavily subsidized “Participant” fee of Euro 299 for participation in this event. Regular “Participant” fee is EURO 369.

A very limited number of coaches, academics, consultants, HR and L&D professionals, as well as interested executives may be accepted to the Colloquium as Observers. An “Observer” fee for taking part in the Colloquium is Euro 1500. To be considered for admission as an Observer, please send a request to [coaching@esmt.org](mailto:coaching@esmt.org)

Participants will be responsible for their own travel arrangements. A contingent of rooms at preferential prices will be reserved at a nearby hotel. Participants will be responsible for making their own hotel bookings using a provided code.

**Please send your paper or address enquiries to [coaching@esmt.org](mailto:coaching@esmt.org)**

#### **Colloquium Convenors:**

**Prof. Konstantin Korotov**, Professor of Organizational Behavior, Faculty Lead EMBA, ESMT

**Andreas Bernhardt**, Executive Development Advisor & Lead Coach, ESMT

**Prof. Manfred Kets de Vries**, Distinguished Affiliate Professor, ESMT, Distinguished Professor of Leadership Development and Organizational Change, INSEAD, and Partner at Kets de Vries Institute

**Dr. Carol Kauffman**, Founder, Institute of Coaching, Founding Editor-in-Chief of Coaching: An International Journal of Theory, Research and Practice, Assistant Professor, Harvard Medical School

**Joanna Radeke**, Manager, Center for Sustainable Business and Leadership, ESMT