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Our Quality Assurance

Coaching according to MiL Institute

The coaching offered by MiL Institute is a structured form of conversation support, based on a broad analysis of what the needs are during an introductory conversation, a careful choice of coach, a well-balanced number of personal conversations, and a final evaluation together with another person than the coach.

Several of the coaches at MiL hold different types of certificates and diplomas, but to be accepted as an MiL coach there are two additional requirements that must be fulfilled: Our recruitment criteria must be met and active participation in our on-the-job training programmes is required.

Recruitment Criteria

MiL coaches are recruited on the basis of four criteria:

1. *A worthy MiL representative.* This means that the coach shares our basic values and views on humanity, and is qualified to inform and answer questions about MiL Institute and its work.
2. *Conversational competence*, with good conversation methods acquired through long training, and *cultural competence*, i.e. the ability to, in a very short time, familiarize oneself with a company's work, and also with irrational and emotional aspects of its culture.
3. *Personal maturity*, not too self-centred or absorbed in his or her own vanity or merits, with life experience enabling him or her to meet the other person with insight but also with perspective.
4. At least one *special competence*, giving initial legitimacy, adding further depth to the work as a coach, and strengthening the personal profile even more.

The coaches at MiL represent, as a group, both diversity and competence. A *diversity* of professional and life experiences, with people from different companies, organizations and cultures.

Competence gained from qualified studies in technology, economics, law, communication, HR, journalism, ethics, theology, psychology and psychotherapy.

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Further Development

As a MiL coach it is necessary to meet the recruitment criteria and possess a certain basic competence, but this is not sufficient. Knowledge and skills must be further developed and expanded, or may otherwise become rigid and antiquated.

In order to maintain and strengthen their competence, the MiL coaches meet regularly in three different groupings:

- *Guidance Trios.* Groups of three meet for mutual guidance and competence support. The trios are put together with the aim of broadening knowledge and creating opportunities for discussions across professional boundaries.
- *Experience Groups or so-called Erfa groups.* MiL coaches connected to a certain region meet to work with generalized experiences from working in the trio, and to further develop methods and attitudes.
- *Training Days.* Several times every year all active MiL coaches come together for a few days to refresh their knowledge and make new contacts across regional borders.

After each completed series of conversations with an MiL coach, an evaluation is made by another person than the coach. The purpose is to continuously evaluate the usefulness and the value of the completed conversations, and also to get new ideas for improvements of the concept and of the work done by the MiL coach.

MiL Institute's Views on Leadership and Coaching

MiL's views on leadership emanate from a Scandinavian and humanistic tradition. This means that we look at leadership primarily as a relation and less as a function of position or personal qualities. Personal leadership is in our opinion the synthesis between one's own personality, the leadership task, and one's relation to the situation in which one is placed to act.

We look at leaders and co-workers as subjects guided by their own will. Each person carries a responsibility for his or her own choices. When it comes to leadership, this leads to, among other things, the idea that each leader has a responsibility to develop his/her own views – for instance concerning good leadership – and an obligation to take charge of his/her own learning and development. In addition, every person also has a responsibility towards other people and towards our environment.

That is why our leadership starts only in co-operation with others. Methods, techniques, decision support, and formalized processes can aid us in our leadership, but should remain subordinated to one's own personal leadership.

In our leadership role, we can not manage without various means of assistance. However, if these are allowed to take over, our relation to co-workers and to the leadership task will be ruined. Leadership is above all a question of an active approach – not of technique based on instruments. This is why coaching to us means becoming aware of one's inner potential and formulate essential needs, discover how fundamental patterns and impressions shape one's actions, and choose how to relate to them and to the work one is set to lead.