

# Leading & Coaching Across Cultures Program *Cultural Orientations Framework (COF) Certification*



**Waterloo (south of Brussels), Belgium**  
**22-24 April 2025**



**with Prof. Philippe Rosinski, MCC**

*The bestselling author of  
'Coaching Across Cultures'  
and 'Global Coaching'*

**GLOBAL TOP  
GURUS 30 2024**  
**COACHING**



Program approved by ICF  
(International Coaching  
Federation)  
30 CCE hours  
*Core competencies*

## Intensive & Experiential Advanced Program

for Leaders, HR professionals, Coaches,  
Trainers, Consultants and Interculturalists

### Course Schedule

22, 23, and 24 April 2025

9:00 – 18:00 CEST

- ✦ **Enrich your leadership and coaching practice with interculturalism**
- ✦ **Leverage cultural diversity for individual, team, organizational, and societal development**
- ✦ **Tackle today's complexity with global coaching**

## PROGRAM OVERVIEW

In our multicultural and fast-changing environment, it is essential to embrace diversity, bridge cultural gaps, learn from cultural differences for more creativity, allowing us to act responsibly, overcome divisions, live meaningfully and strive for internal and external unity.

Leadership and coaching that integrates multiple perspectives is a powerful vehicle for enabling sustainable and global success for ourselves and others. The program focuses on the cultural perspective in the context of a broader vision that also integrates physical, managerial, psychological, political and spiritual perspectives.

The objective of the program is to equip leaders, HR professionals, coaches, trainers and consultants to systematically integrate the cultural dimension into their work. The program is also destined for interculturalists eager to integrate coaching into their practice.

## INTERCONNECTED LEVELS OF APPLICATION

- ✓ **Individual:** one-to-one coaching and leadership development training
- ✓ **Team:** team coaching and development
- ✓ **Organization:** organizational development (e.g., cultural auditing & facilitating integration in Mergers & Acquisitions and alliances)
- ✓ **Society:** contributing to societal progress (promoting unity in diversity and sustainable development)

# PROGRAM DESCRIPTION

In this program, we consider coaching both as a profession and as a leadership philosophy (i.e., the readiness to facilitate the deployment of human potential to achieve important and significant results).

Traditional coaching has implicitly reflected particular norms, values and basic assumptions that do not necessarily hold true universally. However, from notions of time to patterns of communication, all human endeavors are influenced by culture.

Building upon Philippe Rosinski's seminal book "Coaching Across Cultures", this program will allow you to weave culture into your coaching practice so it can become fully effective in today's intercultural environment. Moreover, you will discover how intercultural coaching can be positioned in the context of an even more ambitious vision for coaching, which also integrates physical, managerial, psychological, political, and spiritual perspectives.

You will become certified to use and administer the Cultural Orientations Framework (COF) assessment, a roadmap and tool to navigate the cultural terrain. While still allowing comparison of individual profiles with various national cultures, the COF assessment has a much broader scope. It aims at helping individuals grow by learning from cultural differences of various kinds. Culture here consists of all the characteristics we have acquired along the way, by interacting with various groups of people and being part of different cultural groups (family, generation, profession, company, country, religion, etc.). The COF assessment can be viewed as an equivalent, at the cultural level, to a personality assessment such as the MBTI®.

With its 17 dimensions (and more that can be added on a custom basis), the COF allows us to become aware of our inevitable biases (e.g., how we communicate, think, manage time, organize ourselves, deal with power and responsibility), and to go beyond potentially limiting norms, values, and beliefs.

**The COF permits discovery of new options to increase versatility, creativity, and effectiveness. Its underlying dynamic and inclusive view of culture, enables us to build unity in diversity by leveraging cultural differences.**

**In sum, you will learn how to address today's complexities and achieve lasting and meaningful success by integrating diverse viewpoints to build innovative solutions, forge effective partnerships and service multiple stakeholders.**

# PROGAM CONTENT

## **Enriching Coaching with Interculturalism**

Moving beyond cultural stereotyping, you'll hear about a dynamic and inclusive concept of culture. You'll discover that Coaching Across Cultures/Intercultural Coaching enables more effective work across cultures (not only in an international sense) as well as constitutes a more creative and complete form of coaching (challenging our cultural assumptions and propelling us beyond previous limitations). You'll find out about the various attitudes we can adopt vis-à-vis cultural differences (Bennett-Rosinski 7-stage model), culminating with leveraging cultural differences. You'll learn about the Cultural Orientations Framework (COF), a roadmap to navigate the cultural terrain and become aware of salient cultural characteristics for individuals, teams, and organizations.

## **Leveraging Diversity for Individual Development**

You'll practice peer coaching to examine your COF results. You'll become aware of your cultural orientations and how these tend to impact your coaching. You'll discover growth opportunities in the form of underused cultural orientations. Raising your own cultural awareness will allow you to systematically integrate culture and the COF assessment into your one-on-one coaching engagements and leadership interactions. Furthermore, you'll engage in peer coaching to address your challenging situations. This will be an opportunity to practice coaching in a safe environment, to exchange developmental feedback and to uncover links with culture as well as opportunities to integrate culture more intentionally into your coaching.

## **Addressing Complexity with Global Coaching**

You'll discover how Coaching Across Cultures can be positioned in the broader context of Global Coaching. This integrated coaching approach involves coaching from multiple perspectives, which is needed to promote sustainable and meaningful success in today's complexity. You'll find out about how to enhance your coaching practice as well as possibly transform your life by considering six interconnected perspectives: physical, managerial, psychological, political, cultural, and spiritual. You'll learn how your coaching can be informed by various disciplines and cultures, thereby promoting sustainable and meaningful success for you, your clients and all the people you can positively impact.

## PROGRAM CONTENT *continued*

### **Leveraging Diversity for Team, Organizational, and Societal Development.**

You'll discover how cultural diversity can be a double-edge sword in teams, mergers & acquisitions, strategic alliances as well as for the transformative partnerships required to promote the 17 United Nations Sustainable Development Goals. Cultural diversity, when not adequately managed, can hamper teamwork and derail promising organizational development ventures. However, you'll learn about research findings as well as real-life case studies illustrating how intercultural coaching using the COF can promote instead synergies and sustainable success.

You'll find out about three complementary forms of diversity (external/demographic, internal/cognitive and implicit/hidden) and how to get more from D&I programs by unleashing the full potential in diversity.

You'll work on a case study about a merger between two companies, exploring cultural similarities and cultural differences, and pondering specific recommendations to make this venture a success. You'll discuss the case in subgroups, aiming to come to consensus on your analysis and recommendations. In the group debrief, you'll reflect on your team process, exploring your cultural group dynamics and uncovering ways to build unity in diversity. Moreover, throughout the seminar, you'll engage in a team activity, living the challenges of working in a diverse and remote team, and experiencing how to turn the obstacles into an opportunity and the richness that ensues.

### **Becoming COF Certified and part our International LCAC Alumni Community.**

In addition to learning and practicing with the COF in the context of individual, team, organizational and societal development, you'll discover the COF assessment's various features and how to set up and use the tool in practice. Beyond the seminar, you'll have the chance -at no additional cost- to connect with over 500 LCAC Alumni around the world, via dedicated LinkedIn and WhatsApp groups, bimonthly LCAC Alumni online gatherings and the opportunity to become COF Master Certified.

# 5 REASONS TO PARTICIPATE

1. **Highest Standard and ICF Approved.** Our program is ICF approved ensuring alignment to the highest global coaching standards. The whole program (COF Certification + COF Master Certification) represents 30 CCE units (Continuing Coaching Education hours) counting toward ACC, PCC and MCC ICF certification
2. **World-class Master Trainer.** Philippe Rosinski, a bestselling author and world authority on coaching global leaders, will be facilitating this program.
3. **Strong Track Record.** This LCAC program has been delivered around the world including in Hong Kong, Shanghai, Singapore, London, New York, Sydney, Paris, Buenos Aires, Oxford, Cambridge, Roma, Prague, Amsterdam and Brussels and won wide acclamations from participants.
4. **Alumni Network.** Graduates from this program will be invited to join a group of over 450 LCAC alumni for ongoing learning, support and networking.
5. **Certification and Qualification to administer COF Assessment.** Become certified to use/administer the Cultural Orientations framework (COF) assessment.

**The program is for you if you want to increase creativity, inclusion, and sustainable high-performance with individuals, teams, and organizations!**

## 6 BENEFITS OF THE PROGRAM

1. Learn how to release full potential in individuals enabling greater and sustainable success by making the most of alternative cultural perspectives.
2. Acquire skills that allow you to extend beyond cultural norms, values and beliefs when leading a diverse workforce or coaching clients.
3. Discover creative solutions to leverage cultural differences and address complex and multidimensional challenges.
4. Gain higher levels of self-awareness and personal fulfillment while enhancing your positive impact on others.
5. Maximize opportunities from diversity and achieve superior results for your organization.
6. Become certified to use and administer the COF online assessment with individuals, teams and organizations.



# PROGRAM AGENDA

## Part 1:

### Integrating the Cross-cultural Dimension into Leadership & Coaching

#### Theoretical Foundations:

- ✓ Global leadership and coaching to address complex challenges in today's interconnected and turbulent environment
- ✓ Global leadership and coaching to achieve sustainable and meaningful success
- ✓ A novel, inclusive and dynamic understanding of culture
- ✓ Explore attitudes vis-à-vis cultural differences from ethnocentrism to leveraging cultural diversity
- ✓ Decipher cultural differences and identify new growth opportunities outside one's cultural comfort zone and through the synthesis of differences, the Cultural Orientations Framework (COF)

#### Activities:

- ✓ Explore your cultures and how they affect your leadership or coaching through an inductive activity
- ✓ (Re)connect with the wisdom in your cultures and discover lessons from others to address complex challenges
- ✓ Debrief of the COF online questionnaire: individual and aggregate results, assets and developmental opportunities are discussed both for individual and group progress
- ✓ Engage in a Diverse Team development action-learning project throughout the program

## Part 2:

### Leading and Coaching of Individuals, Teams and Organizations

#### Theoretical Foundations:

- ✓ Become aware of your own cross-cultural orientations, learn to identify others' orientations and effectively bridge cultural gaps
- ✓ Learn how to leverage differences
- ✓ Global team development
- ✓ Global organizational development through alliances and M&As
- ✓ Diversity & Inclusion 3.0

#### Activities:

- ✓ Role-play challenging scenarios. A chance to practice, and exchange developmental feedback
- ✓ Experiential activities: an opportunity to highlight our inevitable cultural biases and show ways to go beyond present cultural limitations
- ✓ Case study (a cross-cultural merger): participants work individually and collectively to come to problem-solving consensus

## Part 3:

### Engaging in Your Own High-performance and High-fulfilment Journey

#### Theoretical Foundations:

- ✓ The Global Coaching Process to practically engage in leadership and global coaching: develop familiarity with a 3-step process to facilitate a high-performance and high-fulfilment journey with individuals and teams
- ✓ The Global Scorecard: Learn to set objectives that promote business success while encouraging you to take care of yourself, nurture relationships, and serve society at large
- ✓ Art and practice of leading and coaching across cultures
- ✓ Leading and coaching from multiple perspectives: physical, managerial, psychological, political, cultural and spiritual
- ✓ Möbius strip model: achieving unity in diversity
- ✓ Global coaching for sustainable leadership

#### Activities:

- ✓ Group projects presentations: articulate findings and discuss process
- ✓ Case study (a complex case of individual coaching): participants discuss their approach and a multiple-perspectives model is shared to unleash new growth opportunities
- ✓ Participants engage in a self-assessment and become familiar with a goal setting process that enables global success
- ✓ Learning how to use the COF assessment in practice: set up a COF project, generate COF aggregate reports, etc.
- ✓ Peer-coaching: help each other articulate developmental objectives and action plans. integrate insights and feed-back gained during the program into the process
- ✓ Finally, a time for celebration, sharing, and connecting to support each other and build new collaborations on the journey ahead

There are two levels of certification, each with specific requirements and ICF Approved.

## COF CERTIFICATION



- ✓ After completing the 3-day program, you will obtain the COF Certification.
- ✓ You will be able to use and administer the COF online assessment.
- ✓ You will be invited to join the group of LCAC alumni.

Approved by ICF (International Coach Federation)  
21 CCE hours Core Competencies

## COF MASTER CERTIFICATION



- ✓ After obtaining the COF Certification, you will have the possibility - at no additional cost - to become COF Master Certified.
- ✓ You will be invited to join the group of LCAC Masters.
- ✓ You will essentially need to use successfully the COF assessment in a substantial client project (e.g., one intercultural team coaching, five individual intercultural coaching).

Approved by ICF  
9 CCE hours Core Competencies

# ABOUT THE COF™ ASSESSMENT

## Preferred choice for many users

'We selected Rosinski's COF as a conceptual framework and primary assessment tool for several reasons (cultural categories transcend typical categorization, team profile can be utilized for future initiatives, cost effectiveness...). Other models were considered, however the COF framework seemed particularly designed for coaches to have coaching conversations that facilitate leveraging cultural differences and creating new possibilities.'

*Dr. C Carr, PCC and L Seto, PCC (Canada), International Journal of Evidence Based Coaching and Mentoring*

## Multidimensional and flexible

With its 17 dimensions (more can be added on a custom basis), the COF allows us to become aware of our inevitable biases (e.g., how we communicate, think, manage time, organize ourselves, deal with power and responsibility), and to go beyond potentially limiting norms, values and beliefs. The COF allows discovery of new options to increase versatility, creativity and effectiveness. Its underlying dynamic and inclusive view of culture, enables us to build unity in diversity by leveraging cultural differences.

## Different scope from traditional intercultural assessment tools

While still allowing comparison of individual profile with various national cultures, the COF assessment has a much broader scope. The COF assessment aims at helping individuals grow by learning from cultural differences of various kinds. Culture here consists of all the characteristics we have acquired along the way, by interacting with various groups of people and being part of different cultural groups (family, generation, profession, company, country, religion, etc.). The COF assessment can be viewed as an equivalent, at the cultural level, to a personality assessment such as the MBTI.

The COF assessment is available in Chinese, Dutch, English, French, German, Japanese, Portuguese, Spanish, Russian and Czech.



# Leveraging cultural diversity to promote creativity and innovation in teams

“One of our central themes is the immense importance of diversity, not necessarily along demographic lines, but in terms of ideas and perspectives. We are speaking above all of *cognitive diversity*.

One of the particular advantages of diversity and dissent is that they promote two things that institutions need: *creativity* and *innovation*.”

*Cass Sunstein (Harvard University Professor) and Reid Hastie - "Wiser - Getting beyond groupthink to make groups smarter" (2015)*



## From Culture as a threat to Culture as an opportunity in M&As

“Cultural integration is hard. Nearly 50% of our respondents listed cultural fit or difficulty integrating management teams as a primary reason why their past deals had failed.”

Bain & Company, 2023

*M&A Practitioners' 2023 Outlook Survey*

“The problem is not the cultural differences per se; it is being unprepared to deal with them. In the preparation phase of a deal, it is important to assess firms' respective cultures, and design the M&A process to bridge any gaps.”

How to Capitalize On the Coming M&A Wave

Nuno Fernandes, HBR.org, February 2021

# Enabling successful transformational partnerships to advance SDGs

“The irony is, the more different organizations are, the more potential there is for bigger gain but at the same time, the more difficult it will be to implement the partnerships.”

Ricardo Bosshard, WWF Chile





## Philippe Rosinski

*Lead Executive Coach Trainer*



Prof. Philippe Rosinski, MCC is a world authority in executive coaching, team coaching, and global leadership development. He is the first European to have been designated Master Certified Coach by the International Coach Federation.

He has pioneered a global approach to leadership and coaching that leverages multiple perspectives for greater creativity, impact, fulfilment and meaning.

Philippe has also developed an integrative coaching supervision approach, which he practices on a one-to-one basis and with groups.

The Harvard Business School chose his ground-breaking book *Coaching Across Cultures* (published in twelve languages) as its featured book recommendation in the category of business leadership. His innovative approach of bringing the crucial intercultural dimension into the practice of coaching has won him worldwide acclaim. His book *Global Coaching* (published in six languages) has been described as “having moved the art and science of coaching to a new level”.

Since 1999, he is the principal of Rosinski & Company, a consultancy based in Belgium with partners across the globe, which helps leaders, teams and organizations unleash their human potential to achieve sustainable high performance.

## Unique contribution: Philippe is considered the pioneer of intercultural and global coaching



Since 2008, Philippe is a professor in the MBA program for global managers at the Kenichi Ohmae Graduate School of Business in Tokyo, Japan. He intervenes in several other academic institutions including the University of Cambridge and Harvard University.

He has also contributed to several books: Evidence Based Coaching Handbook (2006), Excellence in Coaching (2006), Best Practice in Performance Coaching (2007), The Routledge Companion to International Business Coaching (2008), The Coaching Relationship (2010), The Psychology of Coaching and Mentoring (2013), 52 Activities for Successful International Relocation (2015), Positive Psychology in Coaching (2015), Leading School Improvement (2016), Mastering Executive Coaching (2019), L'art et la pratique du coaching professionnel (2019), Succeeding as a Coach (2021), Positive Psychology Coaching in the Workplace (2021), La Revanche du Cerveau Droit (2022), Coach Me! Your Personal Board of Directors: Leadership Advice from the World's Greatest Coaches (2022), The Ethical Coaches' Handbook (2023), and Becoming a Credentialed Coach (2024).

Prior to his 30-year career in coaching and leadership development, he spent six years in the engineering field as a software engineer in the Silicon Valley, California, and as a project manager in Brussels.

He received an Electrical and Mechanical Engineering degree from the Ecole Polytechnique in Brussels. He holds a Master of Science degree in Electrical Engineering from Stanford University and the Executive Master in Management degree from the Solvay Brussels School of Economics and Management. He is certified to use a variety of psychometric instruments and is the author of the Cultural Orientations Framework (COF) assessment. He has received numerous awards including the Thinkers50 Marshall Goldsmith Leading Global Coaches Award (London, 2019), the ICF Circle of Distinction (2022), and has been listed among the Global Gurus Coaching Top 30 since 2021.





## Tessa Brijs



Tessa Brijs is an intercultural coach and HR consultant with 28 years of international experience, driven by learning and organizational development, communication and intercultural awareness, team coaching and training of soft skills.

She has a broad experience as trainer in leadership programs in Europe and South America, facilitating several in-house development programs. **Tessa is Master COF Certified and has delivered the Leading & Coaching Across Cultures/ COF certification in South America with participants from several countries in the region.**

Her experience in multinational companies as well as public organisms and NGOs and having lived in 5 countries throughout three different continents, allows her to share good practices of intercultural coaching and diversity.

Tessa has a Master Degree of Applied Economic Sciences, University of Leuven (Belgium) and has a Master in Direction of Human Resources at Uniactiva, Mediterranean University of Science and Technology (Málaga, Spain). She certified through several coaching organizations, among others:

- Certification in Executive Coaching, Corporate Coaching, Personal Coaching and Team Coaching - TISOC (Barcelona, Spain).
- Practitioner PNL - Fundación Quantum, Argentina.
- Certification Coaching by Values™ - Simon Dolan.
- Certified LeadershipByValues™ - Simon Dolan & David Alonso García.
- Certification Conversational Intelligence C-IQ – Judith Glaser.
- Certified Team Performance Coach CTPC - Team Coaching International.

# TESTIMONIALS



'Having had the chance to participate in this program, I can only wholeheartedly recommend it for the quality of the interventions and the pertinence of the transcultural approach developed by Philippe Rosinski. This interactive certification program is for any person in a leadership position and/or supporting individuals and teams, eager to liberate the potential residing in cultural diversity. We know that building team cohesion and synergies is not straightforward. This program has the merit of offering concrete ways and powerful tools to explore and capitalize on cultural differences, and to transform these into sources of learning and cooperation.'

Martine Neyen | Consultant, Luxemburg

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'A very interesting session that not only provides practical tools but also opens up mind and generate inspiration.'

David Chen | Chief Human Resources Officer SUEZ Asia, Hong Kong

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'I had the pleasure to participate in Philippe's COF certification seminar. With several other international coaches and HR specialists we experienced high qualified learning and exercising. Philippe is combining theory and pragmatic examples in a unique way. He is an expert in his field and connects in a wonderful way to his audience. I enjoyed every minute..'

Dr. Bettina Al-Sadik-Lowinski | Author, International Executive Coach, Germany

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'It is an amazing tool that Philippe is bringing into the world. It helps families, teams and organizations to really start to understand each other, to appreciate & leverage similarities and differences, and to become more powerful in the way that they work together.'

Lesley Lee | Professional Coach, Peru

# ENROLMENT FORM

## Register now to secure your seat!

Please scan the QR code below or go to <https://forms.office.com/r/NJbWYLFxS> and fill out the form. You can find the Terms & Conditions on that form. Once we have received your registration, we will send you bank details for payment.

Our contact e-mail (Anne Goldblatt):  
[anne@philrosinski.com](mailto:anne@philrosinski.com)

Please feel free to contact us for any question or support regarding the program.

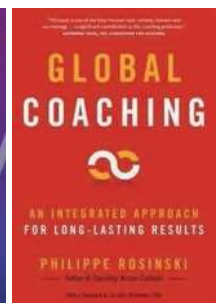
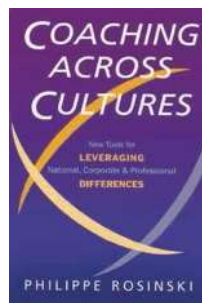


# INVESTMENT

- ✓ EUR 1,950 per participant (registration until 22.02.2025)
- ✓ EUR 2,350 per participant (registration after 22.02.2025)

Each participant will receive complimentary copies of Philippe Rosinski's books 'Coaching across cultures' and 'Global coaching'

The registration is valid once the payment of participation fees has been received.



## VENUE - HOTEL

The seminar will take place at the **Hôtel Le Côté Vert** in Waterloo (south of Brussels), Belgium.

You can contact the hotel directly at [info@cotevert.be](mailto:info@cotevert.be) if you wish to stay at the hotel.

Le Côté Vert has guaranteed the following prices for LCAC participants (subject to availability - we encourage you to book early to secure your room!):

Standard room, single occupation: 170€/night, breakfast included

Executive room, single occupation: 190€/night, breakfast included

(refundable in case of cancellation – exact terms to be agreed with the hotel)

However, it is important that you mention in your e-mail that you participate in the LCAC seminar on 22, 23 and 24 April 2025. If you book the hotel room directly through the hotel's website instead of writing this e-mail, Le Côté Vert cannot guarantee the reduced prices.

You can find out more about **Le Côté Vert** by visiting <https://cotevert.be/?lang=en>

