

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



**Waterloo (south of Brussels), Belgium**  
**23-25 April 2024**



LCAC group Waterloo 2023

**With Prof. Philippe Rosinski, MCC**

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



*How to Leverage  
Diversity, Promote  
Creativity, Inclusion and  
High Performance?*

**Intensive & Experiential  
Advanced Program**

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

**Course Schedule**

**23, 24, and 25 April 2024**

**9:00 – 18:00 CEST**

*‘Global leaders need to navigate increasing complexity in organizational culture, management practices and recruitment of top talent — the very domains human resources professionals are charged with developing. This requires a whole new mindset for leadership: Global Mindset.’*

*Mansour Javidan and Jennie L. Walker, Thunderbird School of Global Management*

*‘One of the particular advantages of cognitive diversity is that it promotes two things that institutions need: creativity and innovation.’*

*Cass Sunstein, Harvard University Professor*

## 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
- ✓ **Organization:** organizational development (e.g., cultural auditing & facilitating integration in Mergers & Acquisitions and alliances)
- ✓ **Society:** contributing to societal progress and harmony

Program approved by ICF  
(International Coach  
Federation)

30 CCE hours

*Core Competencies*

# 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 48 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, 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.

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.

The screenshot displays the COF Assessment website interface. At the top, the Rosinski & Company logo is on the left, and navigation links for 'Home', 'My Assessments', 'My Profile', and 'Administration' are on the right. A large group photo of diverse individuals is featured prominently. Below the photo, the main content area is divided into several sections:

- WHAT IS THE COF ASSESSMENT?**: A text box explaining the Cultural Orientation Framework (COF) as a tool for understanding diverse cultural orientations.
- WHAT IS YOUR COF ASSESSMENT?**: A table with columns for 'What assessment? APPROACHES', 'APPROACHES', 'NUMBER OF DIMENSIONS', 'METHODS OF APPLICATION AND ADMINISTRATION', and 'ADMINISTRATIVE SUPPORT'. It lists 'Learn more' and 'View' options.
- COACHING ACROSS CULTURES**: A section with text describing the COF model and a book cover titled 'COACHING ACROSS CULTURES: THE KEY TO EFFECTIVE CROSS-CULTURAL INTERACTIONS'.
- TAKE THE INDIVIDUAL COF ASSESSMENT**: A section with text and a 'Participate' button.
- PROJECT MANAGEMENT**: A section with text and a 'Manage projects' button.
- GET COF CERTIFIED**: A section with text and a 'Learn more' button.

# PROGRAM CONTENT

## 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

#### 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

#### 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





## 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, fulfillment and meaning.

The Harvard Business School chose his groundbreaking 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”.

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

# MASTER COACH TRAINER (cont'd)

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.



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 Henley Business School, 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), and The Ethical Coaches' Handbook (2023).

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 – [www.COFassessment.com](http://www.COFassessment.com). He has received numerous awards including the Thinkers50 Marshall Goldsmith Leading Global Coaches Award (London, 2019), the ICF Circle of Distinction (2022), and is listed among the Global Gurus Coaching Top 30 (#7 in 2023).



## Tessa Brijs



Tessa Brijs is an intercultural coach and HR consultant with 27 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 fill out, scan the registration form and send it to us by email. Once we have received your registration, we will send you bank details for payment.

Our contact details:

**anne@philrosinski.com**

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

### Participant Information:

Name: \_\_\_\_\_ City: \_\_\_\_\_

Organization: \_\_\_\_\_ Country: \_\_\_\_\_

Profession / Title: \_\_\_\_\_ Email: \_\_\_\_\_

Address: \_\_\_\_\_ Mobile: \_\_\_\_\_

Zip code: \_\_\_\_\_ WeChat: \_\_\_\_\_

### Billing address if different:

Name: Ms./Mr./Dr. \_\_\_\_\_ City: \_\_\_\_\_

Organization: \_\_\_\_\_ Country: \_\_\_\_\_

Profession / Title: \_\_\_\_\_ Email: \_\_\_\_\_

Address: \_\_\_\_\_ Mobile: \_\_\_\_\_

Zip code: \_\_\_\_\_ WeChat: \_\_\_\_\_

### How did you find out about the LCAC program?

\_\_\_\_\_

I confirm my participation in the Leading & Coaching Across Cultures three-day program to be held on 23-25 April 2024 from 9:00 (CEST) to 18:00 (CEST) in Waterloo Belgium at the Hôtel Le Côté Vert, Chaussée de Bruxelles 200 G.

I accept the Terms and Conditions stated on the following page of this brochure.

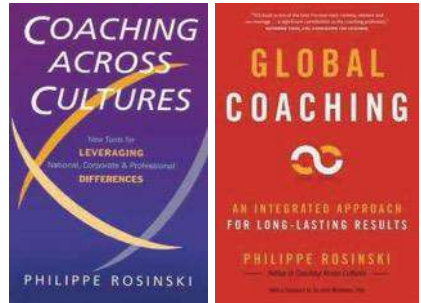
Date and Signature: \_\_\_\_\_

# INVESTMENT

- ✓ EUR 1,950 per participant (registration until 23.02.2024)
- ✓ EUR 2,350 per participant (registration after 23.02.2024)

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.



# TERMS & CONDITIONS

1. Participation fees include the three-day COF certification seminar, course materials, lunches, coffee breaks, and the possibility to become COF Master Certified after the three-day seminar.
2. Prices do not include 21% VAT. VAT tax is added if your billing address is in Belgium or if your billing address is elsewhere in the European Union and you don't have a valid VAT number.
3. Possible bank transfer charges are to be paid by the participant.
4. The participant shall not record any session of the program.
5. If the participant is unable to attend, a substitute delegate is welcome to participate at no extra cost.
6. Participant fees will be paid in full amount and an invoice will be issued upon receipt of full payment of the participant fees.
7. We reserve the right to cancel the program if there are insufficient bookings or under exceptional circumstances. A full refund of the paid program fees will be given in this instance. No other compensation will be due.
8. Cancellation policy: program fees for cancellations received after 14 April 2024 will not be refunded. If a cancellation is received between 24 March to 13 April 2024, 50% of the fees are payable. For cancellations made before 23 March 2024, a full refund will be given, excluding a charge for bank transfer.
9. The number of participants is limited. Participation is conditional on the fact that the limit number has not been reached. We encourage you to enroll as early as possible to avoid disappointment!



## 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:

Standard room, single occupation: 160€/night, breakfast included (instead of 170€)

Executive room, single occupation: 180€/night, breakfast included (instead of 190€)

However, it is important that you mention in your e-mail that you participate in the LCAC seminar on 23, 24 and 25 April 2024. 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>

We encourage you to book early to secure your room!

