

C-MAPS in Action



Coaching MAPS Case Study: Sjoerd Feitsma, Platform Director

Introduction:

Sjoerd works as the director of the Dutch national platform for working conditions in the cultural sector, [Platform ACCT](#). Although the organisation itself is relatively small, it works with various organisations which represent different areas of the cultural sector and the needs of the employees and employers that work within them.

Sjoerd leads a small team of direct colleagues but a much larger group of active stakeholders, working on projects as well as within structural groups which work on specific issues affecting the cultural and creative sector. It is important, then, that stakeholders take responsibility for the topic they work on.

Summary:

This case study explains how coaching can help when setting up a new organisation, particularly a network organisation where external stakeholders play a structure role in the organisation's work. A coaching approach can create a feeling of ownership, as well as an open structure where input and dialogue, essential to network organisations, are encouraged and lead to actions.

"As the director of a network organisation, my role is much more about facilitating discussions and ensuring that everyone is pulling in the same direction than making top-down decisions. Finding a way to do this but also ensure we have the impact we want to achieve is essential. At the end of the day, we're here to improve things for the cultural sector."



An open structure for discussion

“Although I’m not actually coaching my colleagues or the various external stakeholders in our workgroups in the traditional sense, much of our way of working has a coaching style,” says Sjoerd.

In particular, the careful focus on how to frame questions in coaching models such as C-MAP are very helpful to bear in mind. *“I have a tendency to jump straight to the solution and be very direct, but when working on a problem as a group it’s sometimes better to take a step back and let others reach their own conclusions. Their solutions are also often better! It also means that the option we go for as a group has been decided by everyone, making it easier to translate into tangible actions.”*

This sense of ownership is particularly important when the actions have to be taken forward outside of your organisation. *“We work for and with the cultural and creative sector, so the only way to achieve a better deal for those working in the sector is to trust that our stakeholders will embrace what we’re working on and run with it.”*

A coaching organisation culture

“Coming into a new organisation as the new director, you have a real chance to set the tone of the organisational culture from the very start. It was important to me that my colleagues can come to me when I need them, but that I trust them to take charge of their own areas of expertise. As a director, much like a coach, you don’t need to be an expert on everything but rather provide the structures that your colleagues need to make the most of their expertise.”

Sjoerd’s team works closely together, helping and advising each other during regular team meetings. *“I think we really coach each other. Perhaps without even thinking about it in terms of coaching. I think that this way of working is the sign of a successful team.”*

Coaching MAPs a project funded by the Erasmus+ programme. The project set out to develop and test a new coaching model called Coaching MAPS. In addition to a set of pre-prepared C-MAPs, there is a handbook and a training course all of which are available in English, Bulgarian, Italian, Dutch and Portuguese.

For further information visit:

www.coachingmaps.eu



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