



QforScan

Dare - explore design change

Auditor: Alexandra De Nil

Date: 14-11-2017



 **CertUp** CertUp nv - Ninoofsesteenweg 1078 bus 2 - 1080 Brussels, Phone: +32 2 412 04 00
Information about Qfor: <http://www.Qfor.org>



DataScan

Date of certification: 21-11-2017

Presentation of the organisation

Official name of the organisation:	Dare - explore design change bvba
Registered office:	Acacialaan 48 2610 Antwerp - Belgium
Contact address:	Acacialaan 48 2610 Antwerp - Belgium
Telephone:	0032495382622
Email address:	po@dare.pro
Web site:	www.dare.pro
Start year of audited activities:	2014
Current legal form:	bvba
Name of director, position:	Patricia O - manager
Contact person, position:	Patricia O - manager
Audit date:	14-11-2017
Audit responsible:	Patricia O
Recognised by:	-
Company number:	BTW BE 0550.642.274
Place(s) of business:	B-2610 Antwerp - Belgium

General presentation

Dare offers support - by means of coaching, training programmes and workshops - to organisations and companies wishing to upgrade the leadership skills of their managers as well as their ability to lead and implement organisational change. Its services are aimed at high-level professionals who are often involved in international and multicultural environments. Pragmatic methods, the use of valid models and concepts and the implementation of context-specific solutions are characteristic of Dare's approach. Dare has a strong, professional and international network of executive consultants, facilitators and coaches in various and complementary fields of expertise. Patricia O, founder and director of Dare, assumes the roles of facilitator, coach and trainer/consultant.

Activities

The audit is limited to the following services:

Learning: Customised, executive programs and workshops focusing on leadership development, change leadership and organisational transitions in multicultural environments. Executive coaching.

Assets of the organisation

- Dare has acquired extensive experience and expertise in multicultural contexts working with managers in both local and global organisations.
- Every intervention starts with a situational analysis and needs assessment, taking the client company's history into account
- Dare typically creates a learning community with its clients serving the purpose of openly sharing and spreading knowledge
- The concepts, insights and models used by Dare are based on scientific research and have been fine-tuned by Patricia O.

History and structure

Patricia O studied organisational psychology and started her professional career in 1986 in a Belgian recruitment and selection agency. In the first five years of her career, she mainly occupied HR functions. Next she became customer service manager at L'Oréal Denmark and followed an education in logistics. In 1995 she joined PA consulting Group DK, where she worked in the department of People and Organisational Change. For the next seven years, she worked as a consultant in the field of Organisational Development and Organisational Change. From 2001 on, she combined her own consulting activity with a Master in architecture, which she successfully finished in 2006. From 2006 to 2010 she worked as an architect. At the same time, she kept doing consulting work and made it a full-time activity again from 2010 on. In 2014 Patricia O founded Dare, a limited liability company. Dare clusters all acquired expertise and specialises in People Potential Management, Leadership Development, Change Leadership and Executive Coaching. The organisation is based on values such as purpose, authenticity, validity, simplicity, respect and utility.

Patricia O is founder and director of Dare. She is also an associate of a number of national and international networks. She teams up and performs assignments for clients in the framework of these partnerships.

Future developments

In the months to come, Dare wishes to further strengthen its position in the market and to enhance its visibility. To that purpose a new website will be launched in the first half of 2018. Dare also wants to consolidate its existing activities and to reinforce them wherever possible. Finally, Dare remains operationally committed to the continuing development of organisational skills and the sharing of expertise with its clients.

Size of the audited activities

Size of the activities expressed in number of hours

Fields	in-company courses	Total
Strategy and Management	737	737
Leadership	639	639
Coaching	98	98
Total	737	737

Client base

Number of different clients

2016:	XS (11 - 25)
2015:	XS (11 - 25)
2014:	XS (11 - 25)

Language

expressed in: number of clients

Dutch:	31 %
Danish:	25 %
English:	25 %
French:	19 %

Type of clients

expressed in: number of clients

Direct final clients:	44 %
Clients for whom the organisation works as subcontractor:	56 %

Profile of persons

expressed in: number of clients

Top management:	33 %
Middle management:	67 %

Activity sector

expressed in: number of clients

Industry:	31 %
Sales and distribution:	25 %
Other services:	25 %
Public authorities:	19 %

Size of businesses/bodies

expressed in: number of clients

fewer than 50 employees:	19 %
50 or more but less than 250 employees:	12 %
250 employees or more:	69 %

Recent references mentioned by the organisation:

Alfa Laval - Axa - Benjamin Media - Danmarks Radio - DSM - EIT Health - European Space Agency - Ferring Pharmaceuticals - L' Oréal - Uitgeverij Van In

Human resources

Summary table of staff members

	Permanent staff members		Regular and occasional staff members		Total
	#	fte	#	fte	fte
Consultants	1	0,70	0	0,00	0,70
Non-Consultants	0	0,30	0	0,00	0,30

Legend: #: number of different individuals; FTE: number of full time equivalent

Stability of the team of permanent consultants

Average seniority of consultants (in years):	31,00
Number of consultants who have left over the last 12 months:	0
Number of consultants recruited over the last 12 months:	0

Overview of consultants' learning and professional background

The director has an academic background as an Organisational Psychologist (Master 1996) and as an architect (Master 2006). On top of this, she regularly upgrades her skills by following more or less short trainings. She recently obtained a 'Purposeful Series' certificate. She has gathered 31 years of company experience.

Patricia O is certified to use the following psychometric tools: The Gordon Personal Profile-Inventory, GPP-I; Survey of Interpersonal Values, SIV; Survey of Personal Values, SPV; Wonderlic Personnel Test; Perception and Preference Inventory, PAPI-I and PAPI-N; Sixteen Personality Factor Questionnaire, 16PF, Catell; Raven Progressive Matrices IST-2000R; Belbin Team Roles; MBTI (expert user).

Internal quality monitoring

The organisation takes several measures to ensure the quality of its services. To start with, Dare has developed a benchmarked method to build up its coaching roadmaps and training programmes. The first step is to perform a situational (needs) analysis and to map the history of a group, a team and/or an organisation. The next step is to formulate the purpose and the objectives for the coaching/training and, from there, to define the approach.

Secondly, Dare closely co-operates closely with the client in all stages of the assignment; engaging in an open exchange, permitting to fine-tune expectations and objectives during the design, facilitation and implementation phases.

Thirdly, Dare shares its knowhow and expertise with its clients and stakeholders. They are granted access to the tools and instruments used and are encouraged to read additional information about the topic. The director regularly upgrades her own skills and introduces new insights in her training and coaching services. The other way around, experiences and best practices are integrated to further fine-tune the concepts.

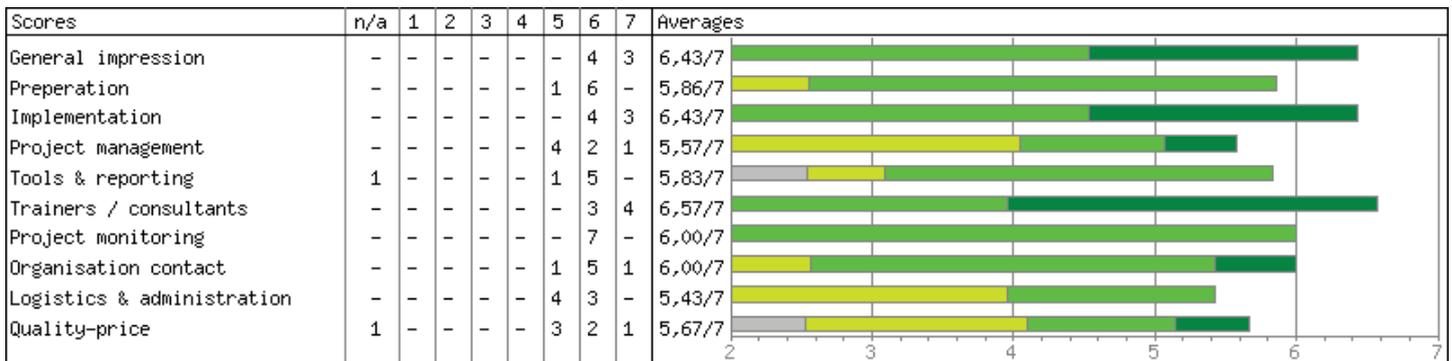
Qfor ClientScan

Learning

This summary is based on the answers of a sample survey selected by the auditor out of a complete list of clients for the period of 01/07/2016 to 31/06/2017. Number of clients selected and questioned by the auditor: 7. Client satisfaction survey period: from 27-10-2017 to 13-11-2017 inclusive. From contacts with clients it emerges that clients are satisfied to very satisfied with the organisation Dare and the services that it provides.

The organisation and its learning activities meet the Qfor ClientScan version 4 standard.

Results



Legend

Observations have revealed that for this point the organization is:



Percentage general satisfaction : 100%

Percentage of interviewed customers whom satisfaction is minimum 4/7.

The above-mentioned percentage is comparable to the percentage of the version 3 of Qfor.

The percentages mentioned hereunder correspond to the version 4 of Qfor and do not exist in version 3. A comparison is not possible.

Global satisfaction: 87%

Weighted average that expresses the global satisfaction

Level of homogeneity: 79%

Level of cohesion of the results of the individual customers with the global satisfaction

Qfor Score: 86%

Revised score based on measurement type, calibration and type of service.

Summary:

The clients that were interviewed came in touch with the organisation Dare or its director Patricia O through the latter's network or via a co-operation partner or on the occasion of a positive reference. The majority of clients have a long-standing co-operation with the organisation or have been in touch with Patricia O for a longer period. According to the surveyed clients, the preparation phase of the intervention is carried out in a thorough manner. The director starts by analysing the specific professional context of the clients in order to suggest a solution in the next step. Some clients appreciate Patricia O's rapid understanding of the situation. Several clients mention the multiple contacts (by telephone, during consultation talks or by e-mail) in the run-up to the mission.

As to the execution of the service itself, the clients' feedback is positive or very positive. They generally indicate that the content and approach of the coaching and workshop sessions fully met or even exceeded their expectations. Dare's approach is generally described as analytic, to-the-point, result-oriented and efficient. Several clients point out that they are very satisfied with the output of the service. The coaching sessions are focused on the coachee's specific issues and adjusted to the needs in a flexible manner.

All clients are also satisfied or very satisfied with the practical organisation. The majority signals that the practical agreements made are strictly respected. They appreciate the director's flexibility. Some of them emphasise that she has a busy schedule and that it takes planning to organise meetings. Others indicate that the coaching and training formulas are decided jointly.

The tools and training material used are positively evaluated by the surveyed clients concerned by the topic. Most of them say they worked with the MBTI model and see this as a positive element. Several clients point out that the director uses her own concepts based on scientific literature. They all agree that the tools and instruments are selected and put to use on a contextual basis and consider this to be a tremendous asset.

All clients are very satisfied with the qualities of Dare's director as a coach/trainer/facilitator. Several clients express their appreciation of her engagement and skills in superlative terms. They generally describe her as a person having the capacity to make a very correct analysis of a situation in a short time and offering solutions leading up to results, together with the clients, in a thoughtful and pragmatic manner. Her direct approach, openness and professionalism are undeniable assets. Also the fact that she has experience with multicultural and international environments is highly appreciated by the clients.

During and after the coaching and training sessions, Patricia O organises debriefings with the clients. The communication remains direct and open throughout and after each intervention. All surveyed clients still work with Dare or intend to do so in the future.

All clients are satisfied or very satisfied about the contact with the director. They appreciate her availability, notwithstanding her busy schedule. Some of them appreciate her ever rapid reaction to e-mails. Moreover, she says when she will call back when she cannot do so right away.

As to the administrative follow-up, most clients consider the invoicing procedure to be smooth and in line with what had been agreed. The coaching can also take place at Dare's office.

The price-quality ratio is considered to be totally legitimate by all clients. Most of them point out that the service prices are rather high. With the exception of one person, who feels this to be a difficulty in internal discussions, all clients agree that the quality more than sufficiently justifies the price. A number of clients state that they find the service quality exceptionally high.

Dare leaves a very good or excellent impression to all people interviewed. Four clients are very satisfied about the co-operation and three clients feel their expectations have been exceeded. Patricia O's skills are appreciated and pointed out by all clients. They consider her result-driven approach, analytical insight and emphatic skills to be enormous assets. Several clients indicate that they will continue to work with the organisation. All clients would recommend it and some do so regularly.

General

Audit scope

The audit is limited to the following services:

Learning: Customised, executive programs and workshops focusing on leadership development, change leadership and organisational transitions in multicultural environments. Executive coaching.

Visit to the organisation

During the visit, the auditor has verified by random sampling the information stated in this QforScan as well as the completeness of the client list on which this QforScan is based.

Qfor Certification

On the basis of controls conducted by the auditor, the Certification Commission has decided that the audited organisation and its activities meet the Qfor ClientScan standard version 4.

Date of certification: 21-11-2017

Validity period: from 21-11-2017 to 21-11-2020.

The validity period is the maximum duration of validity.

Auditor

Alexandra De Nil