disruption and innovation in coaching

APAC Waves
Coaching as a Tool in Disruptive Workspaces

Conference Focus
Introducing Mumbai: Our Conference Host City
APAC Voice is a digital publication of APAC, published quarterly and distributed through email. It is also available on the APAC Website.

Contents

03 President Speaks
04 APAC Waves
05 3 Reasons It's Time to Disrupt the Traditional Coaching Model
08 How the Emergence of the Disruptive Leader is Changing the Game
13 Is the coaching industry ripe for digital disruption?
17 Creating Trustful Alignment
19 Your presence is your brand: A coach, an observer
21 Coaching as a Tool in Disruptive Workspaces
24 Food 4 Thought
25 Nothing Exists
26 Delight Stop
27 Riddles
28 Conference Focus
29 Introducing Mumbai: Our Conference Host City
31 Speakers
35 APAC Family
36 Welcome
39 The Final Say
Dear APAC Colleagues,

Change is a way of life. The answer to the challenges of tomorrow is the ability to disrupt and innovate continuously. Only individuals and organizations that evolve continuously will sustain, succeed, and transform. Coaches who ensure disruption and innovation as a part of their ways of working will remain relevant, gain stature, and stand tall.

As you are aware, the theme of the APAC2019 Coaching Conference, which will be held in Mumbai, India from 22 – 24 August 2019, is “Coaching in the Age of Disruption & Innovation”. APAC2019 seeks to be a platform where some of the world’s best minds – Coaches, HR Professionals, Industry leaders, Behavioral Researchers - participate, ideate, question, share, and disrupt only to innovate, rediscover, and transform meaningfully, preparing us for tomorrow. Some of our esteemed speakers include David Peterson (Google), Benjamin Croft (WBECS), Viren Rasquinha (CEO, Olympic Gold Quest), Dr. Shiri Ben-Arzi (MCI), Dr Lise Lewis (Bluesky International), and Peter J. Reding (Coach For Life Institute).

The early bird offer will conclude soon, so do please ensure that you register ASAP. We have also negotiated a fantastic offer with the Renaissance Hotel, so that you don’t have to go far to find the perfect place to stay during the conference. For more details, please visit www.apac2019india.com. You can also sponsor and promote the conference. The key benefits of sponsoring the conference include an opportunity to increase your brand’s awareness and gain access to a wealth of coaching information and material. Please feel free to write to me for more information.

APAC, always, goes out of its way to ensure that its conferences are thought-provoking, innovative, meaningful, and full of color and diversity. The theme of APAC2019 is not only relevant but also a necessary instrument for every coach or organization that seeks to thrive and flourish. I am sure APAC2019 will be an unforgettable transformational experience. Sign up and don’t miss being part of this innovative enriching experience!

Cheers,

DR. ANNE DOLLY KUZHIMADATHIL
APAC President
“Without change there is no innovation, creativity, or incentive for improvement. Those who initiate change will have a better opportunity to manage the change that is inevitable.”

- William Pollard
3 Reasons It's Time to Disrupt the Traditional Coaching Model

Me: "Hi, I'm Becky, and I'm a GenX'er." All: "Hi, Becky" Me: "Hi, everyone, have you forgotten about me and my generation?" All: "Mmmm, sorry, what generation were you from, again?"

Ok, that might be a sliiiight exaggeration, but Google search results tell me you have forgotten. News reports tell me you have. Pop culture tells me you have. And yet, I've seen that my generation is at risk. We are the ones that are leading Millennials, and we're used to one model of leadership and that model has since shifted. And some of us are stuck. We're stuck on the critical leadership competency of influence. So what happens to productivity, innovation and retention at your organization when GenX managers "aren't prepared to lead"?

I have an opportunity to share a new idea, it flips the traditional coaching model on it's head, and it's critical to the success of your organization.

The old model of coaching (which is actually still the existing model which is antiquated, IMHO): Coaching as a privilege for those that hit the "C" suites. So there are organizational KPI's and then there are the contributing factors that drive those KPI's, like empathy, presence, being a conscious leader, conversational intelligence, etc. And one has to wait to be a part of the leadership or executive team to get a coach.
And yet, I'm wondering, what would happen if we didn’t wait? What if we start to give real, consistent, support at an earlier stage to engage employees and help drive the business KPI’s forward from the inside out?

Here’s 3 Reasons to Disrupt the Traditional Coaching Model and Start Focusing on NextGen Employees:

1. **Drive Productivity from the Producers** - What about a little pre-season training? What would it mean if they could hit the ground running at C-Level instead of waiting for coaching? Everyone is naturally creative, resourceful and whole of course, but what would it look like to work out the ‘opportunity areas’ at an earlier stage of a high potential’s career path, to optimize their potential early on? What would that bring in terms of productivity? How would that impact your organization?

2. **Innovation** - When you have NextGen employees that feel fully supported with coaching they have the space to have a “strategic time out” to think, become inspired, and are then engaged with new ideas that can help drive the business forward. A decision to implement coaching at this level serves as the spark that can ignite new ideas and increase productivity that helps the organization meet it's objectives as well.

3. **Increase Engagement (i.e. Retention)** - GenX'ers are latch-key kids. Remember that term? We're not going to scream for resources, because that's not how we were raised. Independence is our thang. Ever heard something like "no, I got it, I'm fine," "I can handle it on my own, I'm good." They're not going to tell you when they need help. So GenX'ers are both driving productivity forward and figuring out how to best understand influence and navigate these new waters with teams of Millennials underneath them. Could be stressful right? Might that stress impact productivity, might it make them simply leave the organization? GenXer’s want to get it right, but based on my research some have cross-generational leadership figured out and some don't. I have a specifically designed short-term coaching program that supports NextGen engagement and retention for this reason.

We know that Millennials will be 75% of the workforce in about 9 years. Are you equipped with an approach that fosters productivity, innovation and engagement among the leaders of your NextGen team?

It's important to hit business objectives and goals, right? So, the focus should be on execution. If execution is critical, then starting a program with coaching support at the NextGen level has the potential to have a multiplier effect on the business results produced.

It's time to let go of the same old same old. Get yo’ disruptive hat on and provide the resources that will support both your business goals and the right approach your next generation employees are looking for.

By Becky Thomas, PCC, Next Generation Coach™

https://www.linkedin.com/pulse/3-reasons-its-time-disrupt-traditional-coaching-model-becky-thomas
Help create the environments where teams and leaders thrive

The Global Leadership Wellbeing Survey (GLWS) is helping coaches all over the world address the challenges of mental health in the workplace.

“The GLWS accreditation workshop opened my eyes to how a seemingly simple profiling tool quickly opens up deep conversations about many different layers of wellbeing. Profound and actionable results were the outcome. I highly recommend GLWS for those interested in improving their client’s performance and wellbeing”

Ingrid Messner, Wellbeing and Performance Expert

Find out more | www.glwswellbeing.com | Register now

Get GLWS accredited in 2019

Introduce the powerful leadership wellbeing survey to your coaching toolkit.

Delivered by Neil Cowieson, Managing Director, HumanScope.

Workshop Date
10am - 5pm, Sept 19th, 2019

Venue
TBA, Central, Hong Kong

Register now:
www.glwswellbeing.com/register

Enquiries to:
pennie@human-scope.com

How the Emergence of the Disruptive Leader is Changing the Game

The new face of leadership

In 2019, disruption driven by technology, consumers and artificial intelligence (AI) will accelerate. Disruption is no longer just a catchphrase.

Cultivating leadership for this unpredictable environment is not only required, but it is also essential for survival. For leaders, disruption typically takes place on two levels.

Firstly, long-standing business models are disrupted and, secondly, self-disruption takes place. Self-disruption is a natural outflow, as the two concepts are inseparable, according to KPMG’s Global CEO Outlook.
Every day, leaders must deal with many competing priorities. They have to:

• Act and deliver – with speed, urgency, and decisiveness
• Interpret and visualize the future, engaging employees and key stakeholders
• Lead from the front with humility
• Have an adaptive mindset in a disruptive environment with the ability to continually re-position the business

Constant change, even in uncertain times, is becoming increasingly necessary for business success.

Progressive companies will focus the development of their leaders through non-traditional models.

The future trends in developing leadership are discussed in a white paper by the Center for Creative Leadership. In summary, they propose that leadership development will take the following direction:

• More focus on vertical development – rather than receiving training from a single expert (horizontal development), vertical development will be earned i.e. self-development.
• Transfer of ownership for development to the individual – the leader becomes responsible for their own growth.
• Greater focus on collective, rather than individual, leadership – leadership development becomes an inclusive process spread throughout networks of people.
• Much greater focus on innovation in leadership development methods.

As we look at 2019, what will continue to be the key business disruptors globally?

"Customers. Foremost, this is likely to continue to be the biggest driver of global disruption."

How customers want their products, in what form, where and when will continue to drive disruption of any business model.

• Technological advances. Better and smarter technology allows for more efficient production processes.
• Competitors. The rapid rate of disruption and emerging competitors in sectors previously protected by patents and high entry costs.
• Where and at what rate customers want their products will continue to have a massive impact on distribution channels and methodologies.

Disruption will continue, but what business trends can we expect in the future?

Ian Altman’s Forbes article – The Top 10 Business Trends That Will Drive Success In 2018 – identified key business trends. Some of the relevant thoughts for this article are:

• Artificial intelligence (AI) drives customer experience – innovative leaders realize that AI in performing repeatable and redundant tasks, doesn't avoid human interaction, it enriches it.
• Communities embrace live interactions over social media – top companies realize that building greater communities engenders brand loyalty. Nothing drives strong communities better than in-person and live interactions.
• Social learning outperforms remote learning – social learning takes place through peer social interaction. Successful companies develop mentoring and coaching tools that leverage internal expertise organically.
• Live streaming video content gains momentum – customers demand real connections with real
Gen Z consumers are the first ones born with devices in their hands, so smart leaders are racing to understand the impact of Gen Z both a consumer and an employee.

**Organic growth is required for leaders to thrive in disruption.**

See Figure 1.

The new face of leadership is one of organic and transformational growth.

It is about the emergence of disruptive leaders, leaders that thrive and grow in disruption. And
growth starts with self-awareness. Growth that moves away from positional power, to a leader of influence.

Leaders have things they know about, that keep them up at night, and some stay awake concerned about what they don’t know.

Organizations get flatter, information is more readily available, and empowerment becomes increasingly critical to succession.

These elements continue to democratize leadership to all levels of the organization.

See Figure 2.

Cultivating disruptive leadership for this unpredictable environment is not only required, but it is also essential for survival.

Leaders should respond to this environment by not perceiving disruption as having a negative impact, but as an opportunity to be embraced.

To achieve this, consider the following strategies:

"Challenge your own leadership and your role."

Is your role one of positional power, or do you empower and influence your team to cultivate innovation, risk-taking, and creativity?

The key findings from the PwC Global CEO Report explains the impact of robotics and AI on people, and how chief executive officers (CEOs) should respond.

“Twenty years ago, there were fewer than 700,000 industrial robots worldwide; today there are 1.8 million, and the number is expected to soar to 2.6 million in another two years.

“More than three-quarters of CEOs globally believe technology will cause job losses over the next five years."
“The role of the CEO is to not see this as a threat, but recognize the window of opportunity to rethink and redesign the way they employ, manage and interact with people.”

"Many senior executives are spending more time than ever on self-development and self-management strategies."

Understanding what drives you and what derails you, has great benefits.

- Stay focused on leveraging your core business and, at the same time, develop strategies for entering future growth.
- Build organizational resilience in your leadership and your employees.

A disruptive environment has a big impact on employee well-being and the ability to manage their work life. Steven Worrall, managing director of Microsoft Australia, said: “New technology is exacerbating people’s already demanding lives.

“So, empathy is critical for senior leaders to enable their employees to be more efficient and productive.

“I want to ensure my team and my clients are not overwhelmed.

“They need to have a sense of well-being and balance to thrive in the complex environment, but to also have a rich and full life with their families.”

"Focus and exploit cognitive technology – this refers to AI such as robotics, speech recognition, and machine learning.”

Cognitive technology will most certainly impact headcount levels, but smarter, more technological ways of doing business will act as counter and open avenues for job creation.

Start by developing and leading yourself in order to grow. Personal growth is a powerful tool and leads to greater influence.

Working with disruption as an opportunity, rather than a threat, builds leadership agility and, as a result, will future-proof leaders and their businesses.

It is the new face of leadership.

It is the emergence of the disruptive leader.

And it is happening now.

This article first appeared on www.leaderonomics.com

By Anton van der Walt. He is the author of two books – The Transformational Leader and Leadership Through My Lens. He has spent more than 20 years working in corporate positions across the globe, including China, the Middle East, South Africa, Europe, Australia and Thailand. “How people work with people” is the driving force behind a lot of Anton’s thinking and teaching. He is passionate about inspiring people and guiding business leaders to best develop themselves, their teams, and the business.

He combines his years of personal experience, along with those of the many highly successful people he has worked with, to create tools and innovative techniques that inspire and motivate. Anton firmly believes that great leaders are truly passionate about what they do. This passion brings out the best in those they lead.
Is the coaching industry ripe for digital disruption?

We have seen a host of industries from food delivery to cab driving disrupted by digital developments. Coaching is not immune. International coaching expert Revel Gordon looks at the developments this industry could face.

The disruption and uncertainty that leaders face in the current business climate has been a boon for the coaching industry.

More and more, organizations engage coaches to help executives and their teams step up to meet the challenges and opportunities of this volatile, uncertain, complex and ambiguous world.

However, the coaching industry itself is not sheltered from the seismic shifts that affect business and society more broadly; it too faces major change and the threat of disruption.

Simple beginnings

According to the Cynefin Framework, an approach that enables executives to make better decisions by seeing things from new viewpoints, disruption tends to start in simple systems.

As soon as a process or industry becomes ubiquitous and standardized, it is ripe to be thrown into chaos by an innovative competitor. The taxi industry was traveling along very nicely, for example, until Uber launched in 2011.

So where is disruption most likely to impact the coaching industry first? The simplest coaching modality — skills coaching — is ground zero.

There are four broad categories of one-on-one coaching: skills, performance, developmental and remedial.

As its name suggests, skills coaching helps people learn how to do new things. Presentation coaching, negotiation coaching, and training people on how to handle difficult conversations are all examples of this.
Skills coaching is most common in middle management and emerging leader programs, so there is real advantage in a technology solution that can be delivered at scale. This, combined with its relatively simple and linear nature, makes skills coaching the delivery method most susceptible to disruption.

As an example, take training in how to have challenging conversations. This can take a while to master in real-life situations, but the basic concepts can easily be taught via video or interactive module, and then practiced in a group environment.

This is a more scalable and cost-effective solution than trying to have each person coached individually, and we are seeing more and more interactive learning modules used to support this type of training.

**More complex coaching**

Performance coaching helps people get better at using capabilities they already have.

It tends to be more complex and nuanced than skills coaching, because one needs to understand the unique circumstances of the individual so they can truly help them to improve. Consequently, performance coaching is less susceptible to disruption in the short term.

Developmental coaching is the most complex form of one-to-one coaching engagement. It aims to help people change how they see their world, and in so doing, deliver a return on investment to both the individual and the organization.

Most senior and executive-level coaching engagements are developmental in nature (though they may also include components of performance and skills coaching).

Again, the bespoke and non-linear nature of this work means it is unlikely to be disrupted by technology any time soon.

Finally, remedial coaching aims to help the coachee address serious issues that are impacting their performance. Think of this as coaching’s “last-chance saloon”. The coachee needs to change… or else.

Frankly, the research is clear that remedial coaching is not typically a good investment, and companies would be better off allocating resources to helping their top performers become even more effective, rather than trying to retain people who may not be a good fit for their role or the organization.

**What about team coaching?**

Teams are the core structure within which things get done in organizations, so it’s not surprising that team coaching is on the rise.

"The coaching industry itself is not sheltered from the seismic shifts that affect business and society more broadly; it too faces major change and the threat of disruption."

Coaching teams to work more effectively as a unit – as well as helping them to engage more effectively with other stakeholders – has a highly leveraged impact on the organization.

Team coaching is therefore likely to be a key growth area in the coaching market.

This does not replace “traditional” one-to-one coaching. In fact, the two modes complement each other perfectly.

An increasingly common approach is for development engagements to have both team and individual coaching components supporting each other.
The team works together on overall values, norms, goals and actions, while each member of the team has one-to-one coaching to focus on their individual development areas.

However, while team coaching is incredibly powerful, it is also significantly more challenging to carry out than “traditional” one-on-one coaching.

An eight-person team is an inherently more complex system to work with than a one-to-one situation.

Effective team coaching requires the skills of a facilitator and the capabilities of a seasoned coach.

Most one-to-one coaches have little or no experience in the team coaching space, with many finding the very idea of team coaching to be confronting.

However, the increasing demand for team coaching will start to attract more coaching professionals into this area over time, and this will continue to be one of the fastest-growing parts of the coaching market.

**Rise of the virtual coach**

As virtual coaching using video conferencing technology increases, we may see a concomitant growth in labor and exchange rate arbitrage, whereby highly trained and experienced coaches in lower-cost locations provide virtual services to coachees in high-cost locations.

For HR departments looking to purchase coaching services in markets like New York or London, this would be something to seriously consider, particularly for coaching programs with many participants.

---

**EQ-i 2.0 & EQ360 Certification Course by Kandidata Asia Pte Ltd**

**16 & 17 September 2019 in Singapore**

The EQ-i has been the leading test for measuring Emotional Intelligence for more than a decade and continues to be a unique psychometric tool for assessment & development of EQ. It is based on over 20 years of research and has gone through extensive independent validation, is positively reviewed by Buros, and used by well-known organisations like Google, American Express and more.

EQ is proven to be a key factor for personal, professional and leadership success and an extremely useful tool for coaching clients.

This program leads to a certification to use the EQ-i 2.0 and EQ360. Participants will acquire in-depth understanding of EQ, how it can be measured & developed as well as how to use the EQ-i effectively in HRD/OD and coaching.

Coaches receive the following CCE credits: Core Competencies 9.25, Resource Development: 6.75

Workshop: (price in SGD) SGD 2,800.00 for the certification course
APAC members receive 15% discount.

**EQ-i Certification Course Dates in**
**Jakarta:** 18 & 19 September 2019
**Kuala Lumpur:** 21 - 23 October 2019

For more information and enquiries, please contact: stef@kandidataasia.com or +65 6232 2868
It can be financially beneficial to fly suitably experienced and capable coaches out to meet the participants and then have them deliver the bulk of the program virtually from a lower-cost location.

We are starting to see virtual worlds being used in therapeutic environments, and these have the potential to be used in corporate coaching as well.

For example, ProReal has developed a product that can help the client create a virtual world to externalize and visualize the issues they are facing.

The technology has been used primarily with teenagers in therapeutic situations, but ProReal claims to have also used it in executive coaching settings as well.

The technology is still somewhat “clunky” and, at this stage, does not replace the coach, but instead provides another tool for the coach and coachee to use when working together. However, rapid advances in artificial intelligence may change this equation, so watch this space.

**Professionalizing the coaching profession**

We are seeing an increasing demand in the market for coaches to be able to demonstrate that they have had appropriate training and relevant experience.

Organizations such as the International Coach Federation and the European Mentoring and Coaching Council are growing in acceptance as the global standards for coaching certification.

There are also a number of highly respected masters-level coaching qualifications worldwide, including several in Australia (which is a world leader in this area).

In the UK, professional coaches are now expected to undertake regular supervision in order to be considered for inclusion on most coaching panels.

All of these trends point to an increasingly professional, rigorous and evidence-based industry.

The threat of disruption in the coaching industry is real and, as with every other industry, change is constant. HR departments looking to purchase coaching services have more options and factors to consider than ever before.

Coaches that make a conscious effort to evolve and disrupt their own ways of working are maximizing their chances to thrive. Stand still, and they will soon be left behind.
We seem to be living in an increasingly disjointed and separated world. A new normal of tension, mistrust, and conflict. Trust and alignment with our respective governments and leaders on the wane. Organizations, of all sizes, found to be acting unethically and without integrity. Cheating their customers, employees, suppliers, or society at large. It is challenging to find evidence of collaboration in today’s world.

There are various definitions of what is collaboration. For me, the core of being collaborative is trustful alignment - of being openly on the same page together. I strongly believe that this is a natural human state. A way of being that we want to experience. Our challenge comes from living in situations and environments, which I call ones of distrustful misalignment. I have just returned from a two-week vacation in London. Time spent with British family and friends listening to them sharing their stories. Sharing their experiences of the impact of the impending Brexit. Of family members at loggerheads. No longer sharing Christmas lunches together. Of work colleagues no longer on speaking terms. Torn apart by being on different sides of the Brexit debate. Unable and unwilling to collaborate. Believing that things will never return to how it was.
Looking forward, I am very optimistic. Super confident that through our coaching work we make a massive difference. That we can remind ourselves and our clients of the power of collaboration. Helping them re-connect with their own longing to have trustful alignment with those around them. For a coach, this re-connecting is in 3 parts:

1. **Understanding what it means to be genuinely trusting and aligned.** To tap into our own personal experiences. Of moments where genuine collaboration exists. Being reminded of its benefits and positives. Bringing yourself to each coaching engagement as a role model of collaborative being. Ensuring that every coaching session embodies this, through establishing and maintaining a relationship of trust.

2. **Helping clients to cope, when living with poor collaboration.** Appreciating that where trust and/or alignment is lacking, one must first cope before creating something new. To make an extra effort to understand our clients’ challenges and difficulties, through truly engaged listening. Processing really well what they are trying to express.

3. **Encouraging our clients to visualize a better world, beyond one of distrustful misalignment.** Reminding clients of their potential to be collaborative. For those who may have spent years in non-collaborative relationships and environments, we can help them to invite possibility and to have the highest of intentions. To give them hope and positivity, when others may be doing the opposite.

Through rekindling trustful alignment with each client, in every coaching engagement, we change the world. One client at a time. Helping them to step away from simply coping with an absence of collaboration. Instead, energizing all of them to spread positive trust and alignment.

---

By **Nigel Cumberland.** He is the co-founder of The Silk Road Partnership, practicing coaching and mentoring globally. He is an extensively qualified executive coach and leadership training professional. He was a Founding Fellow of the Institute of Coaching, is a Master accredited coach and mentor with the European Mentoring and Coaching Council (“EMCC”), and is a certified Marshall Goldsmith Stakeholder Centered Coach. He is the author of best-selling self-help and leadership books.
Your presence is your brand
A coach, an observer

“All I’ve learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel.” - Maya Angelou

All human beings are gifted with the ability to observe the existence of life within and consciously choose their expression. A coach is the observer or authentic self that expresses itself through different mediums such as sports, music, art, photography, writing, dance, etc.

As we consistently express ourselves authentically, our presence becomes expansive and reflective of the Observer. Our egoistic and conditioned thoughts block our ability to access the observer. We can express ourselves authentically by anchoring our emotions internally.

Our presence or way of being is like a personal signature that people experience and take away. A powerful presence has the capacity to pull people into our life and act as a catalyst to awaken the curious observer in another.

About 13 years ago, I awakened to the existence of the observer. Till then, I had been living through my perceptions, and my narrative had become my truth. Feeling tossed around by the wavering perceptions, my emotions had become agitated, and I was desirous to rediscover the sense of contentment and feeling of control over my life. A conversation with my mentor coach helped in realizing that I was stuck in a loop of seeking others acceptance.
Reflecting deeply, I realized that I needed to learn to trust myself. I remembered that my intuition had always served me well, and it was time to start finding a way to listen more to that inner voice.

Committing to listen to my inner voice, I discovered my inner calling as a coach. To develop the observer, I started focusing on my feelings and questioning my thoughts. Each time I felt off balance, I would contemplate on my emotions and thoughts to understand the source of the anxiety. Additionally, when I was unable to help myself, I would take support from a person who reflected the quality that I was seeking to unfold. Gradually, I discovered several paradoxes, assumptions, expectations, judgments. Each insight redefined my perspectives to life and helped to unravel the genesis of the thoughts. As I shed layers of thoughts, my emotions got anchored internally, and the curious observer started to come alive.

To anchor internally, I read several books, attended many courses, spent hours and hours contemplating by chanting mantras, singing bhajans, listening to discourses, going for long walks, using various techniques of meditation, engaging with spiritual masters, doing yoga, learning singing and theatre and many more techniques. Befriending the inner voice, I took many leaps of faith and continued to experiment by applying each insight, sometimes getting it right and sometimes not. Living constantly with awareness of my existence I started expressing myself professionally as a coach, writing books, doing motivational speaking engagements, engaging on digital media, becoming the founder president for the Chapter of coaches in Mumbai and more. The change in quality of relationships in every dimension of life has been a constant affirmation to persevere on the path of living in alignment with awareness. Each act of trust of expressing the observer authentically has helped in expanding my presence. Now, life has transcended to be a series of experiences since every moment offers an opportunity to express anew.

When we are authentic in our expression, our words and actions are in sync with what we think and feel. When we ask ourselves, ‘am I honestly expressing my opinion’ or ‘am I being honest with my inner self’ and ‘doing what is right’ rather than ‘staying attached to being right’, we are able to establish trust in our interactions. The deeper the trust, the more powerful and fearless is our expression. Such an expression that has the capacity to inspire and influence others effortlessly and effectively.

The significance and impact of the core competency Coaching Presence is not limited to the boundaries of a coaching conversation. It goes beyond that space into all our interactions and influences how we are perceived and known in the world. Our presence defines our brand and becomes our greatest marketing tool. We can express our brand identity through different mediums such as website, digital media, logo, courses, talks, books, blogs. When our brand identity is congruent with ‘who am I’, we can powerfully carve a niche for ourselves in the market.

When we act with trust in the observer or awareness, we experience an alignment internally and our presence, words, and actions resonate with grace and strength.

“Knowing others is intelligence; knowing yourself is true wisdom. Mastering others is strength; mastering yourself is true power.”
- Lao Tzu

By Ashu Khanna, PCC. Director, Arka Capital Advisors Pvt. Ltd.
Coaching as a Tool in Disruptive Workspaces

Today, many organizations are compelled to cope and survive in a Volatile Uncertain Complex and Ambiguous business environment, also known as the VUCA environment. One of my clients was experiencing this and saw a need to engage a team coach to support their senior leadership team. The organization wanted this team to embrace, accept, as well as leverage these VUCA changes. They wanted this team to adopt certain new behaviors and strategies such that they are able to drive their own respective teams to take advantage of the changing business environment.

As their team coach, I had several conversations to understand what the outcome was to be at the end of the team coaching engagement. After gaining clarity and ensuring both of us understood the timeline as well as the success measure of the engagement, I did a reflective practice on myself to see where my energy was with respect to this topic. I gained certain insights, and I crafted a plan of action to undertake this project.

Firstly, I worked on my energy level. I explored how I could build up my capacity of disruptive energy such that I could be able to transfer this to the senior leadership team. I identified the various activities that I enjoyed doing, and I decided to stretch those activities even further such that I disrupted their current level to a much higher level. These activities included cooking, painting, traveling, mode of working, and how I maintain my personal style. I also identified some of the activities that I was afraid of doing, such as being near animals or touching animals. I'm proud to share that I managed to reap my stretched goals in all these areas. I was able to disrupt my previous pattern of thinking and believing in myself and what I could achieve to reach a much higher level of self-belief and confidence.

Secondly, I worked on building the mindset of the senior leadership team. This team of leaders had been experiencing a comfort zone of complying to standard operating procedures. Hence a disruptive workspace presented to them numerous challenges, shocks, denials, and rejections. They were struggling to embrace this new reality in their workspace. As their team coach, I used various activities to enable them to build their levels of curiosity, courage, clarity in the midst of chaos, as well as build their quality of collaboration. I sourced models from Edward Hess (Learn or Die, 2014) as well as Beverly Jones (Think Like an Entrepreneur, Act Like a CEO, 2016) to enable these leaders to embrace rejection, accept failures, build up their vulnerabilities as well as their self-belief and self-confidence.
Thirdly, I worked on the project. I researched and found various exciting models that were created to build a culture that embraced disruption. Based on my research, I designed a three-part framework for this 3 month long project. The three parts focused on:

1. Building the Tribe (using the mindset models)
2. Creating a Trusting Workspace (using the communication models)
3. Seizing New Business Opportunities (using the design thinking models)

### 1. Building the Tribe

Carol Dwek (2017) shared that to embrace and drive changes successfully, the organization needed to have people with the right mindset, which is commonly referred to as the GROWTH MINDSET. I used a video to enable the senior leadership team to assess to what extent they had a growth mindset versus the fixed mindset. They analyzed and shared their findings. As their team coach, I enabled them to identify which aspects they needed to work on to build up the level of growth mindset in their teams, to take them to the next level. Several interventions were designed, and they worked on.

### 2. Creating a Trusting Workspace

Judith Glaser (2016) shared how leaders in organizations can gain extraordinary results if they emphasize their energy on building high trusting communication levels where the focus is on ‘sharing and discovering together as a tribe’. This is a pertinent quality or attribute in the VUCA business environment because the leader is not the key source of knowledge. The speed at which knowledge is being generated is astounding. Hence the leader has to leverage on his tribe to have their noses to the ground and feed rich information sources for informed and speedier decision making purposes. Some activities were conducted to assess their level of trust in the current communication system. After a review, new initiatives were shared to enable these leaders to strengthen and enhance the trust levels among their tribe.

### 3. Seizing New Business Opportunities

Tim Brown (2019) used design thinking processes to support organizations to leverage on the opportunities that were available in the business environment. By using his theory, I shared models and examples to the leaders. This encouraged the leaders to think of ways in which they too could use these models to take advantage of many business opportunities that were inherent in their business environment, though untapped until today. These models provided the impetus that these leaders were seeking.

At the end of the three months, each of the senior leadership team members shared how they had seen results from the interventions they had made. Each of them was happy and proud of their own team’s effort. They felt they had challenged themselves and their team members (tribe) to build up higher levels of curiosity, courage, and collaboration in a high trust workspace.

**References:**

- Mindset by Carol Dwek
- Conversational Intelligence by Judith Glaser
- Change by Design by Tim Brown
- Learn or Die by Edward Hess
- Think Like an Entrepreneur, Act Like a CEO by Beverly Jones

By Frances Penafort, PhD, MCC. Director, GPS For Professionals.
Diploma in Coaching Supervision

Singapore - starts February 2020

- 7 workshop days (February 2020 and October 2020);
- 9 webinars;
- tutorials;
- 8 practice groups;
- 5 supervisees (25 hours);
- own supervision;
- Pre-course book club.

Participants enjoy focused learning support from dedicated tutors and a highly experienced delivery team throughout this deep, challenging and transformative 12month programme.

Not sure? Join our FREE introductory webinars.

For information and to join webinars contact Sam Fremantle CSA AP Programme Manager:

E: sam@csa-ap.com
W: http://coachingsupervisionacademy.com/singapore-diploma-course/

CSA is a world leader in providing supervision training for coaches, OD/HR consultants and senior managers.

7th Asia Pacific Programme
“The whole of life, from the moment you are born to the moment you die, is a process of learning.”
- Jiddu Krishnamurti
Yamaoka Tesshu, as a young student of Zen, visited one master after another. He called upon Dokuon of Shokoku.

Desiring to show his attainment, he said: “The mind, Buddha, and sentient beings, after all, do not exist. The true nature of phenomena is emptiness. There is no realization, no delusion, no sage, no mediocrity. There is no giving and nothing to be received.”

Dokuon, who was smoking quietly, said nothing. Suddenly he whacked Yamaoka with his bamboo pipe. This made the youth quite angry.

“If nothing exists,” inquired Dokuon, “where did this anger come from?”

Source:
https://lifehacker.com/seven-zen-stories-that-could-open-your-mind-1767039967
“Never, ever underestimate the importance of having fun.”
- Randy Pausch
Riddles

1. A boy was at a carnival and went to a booth where a man said to the boy, "If I write your exact weight on this piece of paper then you have to give me $50, but if I cannot, I will pay you $50." The boy looked around and saw no scale so he agrees, thinking no matter what the man writes he'll just say he weighs more or less. In the end the boy ended up paying the man $50. How did the man win the bet?

2. You live in a one story house made entirely of redwood. What color would the stairs be?

3. There are 20 people in an empty, square room. Each person has full sight of the entire room and everyone in it without turning his head or body, or moving in any way (other than the eyes). Where can you place an apple so that all but one person can see it?

4. What runs around the whole yard without moving?

5. What goes up when the rain comes down?

6. One day, the police found a man dead inside a hut. In his left hand, he's holding a gun. In his right hand, he has a recording. When the recording is played, the police hear the man talking about how horrible life is and how he wants it to end. The recording ends with a gunshot. The police are about to call it a suicide until you point out a very important clue. What is it?

ANSWERS:
1. The man did exactly as he said he would and wrote "your exact weight" on the paper.
3. Place the apple on one person's head.
4. The fence
5. An umbrella
6. The recording played a gunshot inside it. If the man committed suicide, he wouldn't have been able to stop the recording after he pulled the trigger.

Source: https://www.riddles.com/best-riddles
CONFERENCE
FOCUS
APAC2019
Coaching in the Age of Disruption and Innovation
Introducing
Mumbai
Our Conference
Host City

Mumbai, the city that never sleeps, is India’s most cosmopolitan city, its financial powerhouse, and the nerve center of India’s fashion industry. It generates 25% of India’s industrial output, 5% of India’s GDP, 70% of the total capital transactions that take place in the Indian economy, and 40% of the maritime trade. Besides being the home to all major financial bodies, Mumbai also houses the popular Bollywood industry.

Mumbai creates millionaires and paupers overnight. The very name of the city brings to mind the glamour of the Bollywood, cricket matches in the weekends, double decker buses, enjoying bhel puri on the golden beaches, rollicking nightlife and a selection of the best food found in India.

Mumbai is among the most well connected cities in India. Extensive rail and road network connects the city to every corner of India whereas airways connect it globally.

www.apac2019india.com
Notable tourist attractions include:

**Gateway of India**

The Gateway of India was built during the British Raj in Mumbai. Located on the waterfront in the Apollo Bunder area in South Mumbai, the monument is companioned by the Arabian Sea. The Gateway is a basalt arch, 26 meters (85 feet) high and lies at the end of Chhatrapati Shivaji Marg at the water’s edge in the harbor of Bombay. Previously a crude jetty used by the fishing community, it was later renovated and used as a landing place for British governors and other prominent people. In earlier times, the Gateway was the monument that visitors arriving by boat would have first seen in the city of Mumbai. The monument was erected to commemorate the landing on the Apollo Bunder of their Majesties King George V and Queen Mary.

**Prince of Wales Museum**

The Prince of Wales Museum of Western India is the main museum in Mumbai, formerly known as Bombay. It was founded in the early years of the 20th century by prominent citizens of Bombay to commemorate the visit of the then Prince of Wales. The museum is located in the heart of South Mumbai near the Gateway of India. The museum was renamed in the 1990s after Shivaji, the founder of the Maratha Empire. The museum building is built in the Indo-Saracenic style of architecture, incorporating elements of other styles of architecture like the Mughal, Maratha, Jain, etc., and the museum building is surrounded by a garden of palm trees and formal flower beds.

**Juhu Beach**

Juhu Beach is one of the most famous beaches in Mumbai, as this beach may be accessed from the suburbs of Vile Parle, Santacruz, and Andheri. Many tourists make it a point to visit the beach when they come to Mumbai, as it is a relatively uncrowded free space in the city. Juhu is famous for its Mumbai street food, notably bhel puri, panipuri, and pav bhaji. The food stands are relatively hygienic, and Italian food is also very popular in Juhu with many Italian restaurants. Juhu Beach is also a very popular place for watching aircraft as planes from the Chhatrapati Shivaji International Airport usually takeoff directly over the beach towards the sea.
Speakers

Here is a preview of some of the notable speakers for the conference.

David B. Peterson
Director, Executive Coaching & Leadership at Google

Pioneer in the field of coaching, Director of Google’s Center of Expertise on Leadership Development, and author of best-selling books on coaching and development. Vikki Brock’s history of coaching names David as one of the primary influencers in the field, both for his early impact on the emergence of executive coaching and for continuing to shape the field as someone “on the cutting edge of the profession, doing and saying surprising and thought-provoking things.”

David Goldsmith
Executive Director, 7 Paths Forward

One of the founders of the coaching profession, David worked closely with Thomas Leonard, served as the first president of Coach U and later went on to lead CoachInc.com. He trained the first Japanese coaches, wrote the Dear Coach column for the Sunday London Times and co-founded the Foundation of Coaching which later became the Institute of Coaching at Harvard.
Peter is a Master Certified Coach, trainer, speaker, author, visionary, and pioneer in the fields of professional coaching, learning, and personal transformation. He co-founded Coach For Life, a spiritual-based training school, offering two ICF fully accredited coach training programs, and has been teaching coaching since 1996 – including at the graduate school of Johns Hopkins University.

He trains top leadership in for-profit and non-profit organizations in the USA and India. He has helped draft the original core coaching competencies for the International Coach Federation, is one of the original 8 co-founders of ACTO the Association of Coach Training Organizations, and has served two terms as the Chairman of the Independent Ethics Review Board for the International Coach Federation. He has written ‘Positively Brilliant Self-mastery’ and ‘Reclaim Your Authentic Self Now’, the hardcover & Kindle editions are available at Amazon.com. Peter currently coaches World-changing visionaries.

Ashu, a pioneer coach in India, has successfully transformed over 250 individual leaders and several senior management teams in India and globally. Her incisive and direct approach facilitates self-awareness to unlock hidden potential in all dimensions of life. She has been the Founder President of the Mumbai Chapter of International Coach Federation (ICF) and actively contributed at ICF India, Regional and Global committees. Ashu’s clients include several Indian and multinational companies. She has been a Speaker at Leadership seminars for corporates and industry associations. Ashu has written 3 books sharing insights from her journey of inner transformation and is currently working on her 4th book. She serves at various NGOs. Ashu is a Chartered Accountant and has worked in India and South East Asia. A mother to 2 grown up sons, Ashu loves traveling and is passionate about learning and reinventing herself, coaching, writing, music, reading, and fitness.

Ben is a multi-award winning entrepreneur, specializing in the business and executive coaching industry. He is President of the World Business & Executive Coach Summit, Co-Founder of Conversational Intelligence for Coaches and five
other partner companies. WBECS group has grown to become the world's leading event for the industry with 41,000 attendees from 151 countries attending in 2018. In 2018, WBECS group was named the fastest growing education company in the UK by INC 5000. Ben is also the Founder and Chair of EthicalCoach, the philanthropic arm of WBECs.

Elena G. Espinal  
*MCC, Team Power*

Elena has thirty years of experience in leadership development and coaching, future design, and team building. She founded the first School of Coaching acknowledged by the Secretary of Education in Argentina, a Mastery in the University of London (Mexico), and Team Power, a company dedicated to executive and organizational coaching. She has worked with people from different cultures and in more than 30 countries of all continents with individuals and organizations of the Fortune 500 companies, Governments, and NGOs. She is committed for establishing Diversity and Inclusion in Companies and Governments and has formed more than 60 blind coaches creating an organization for generating work for them, called: Coaching con Visión with her partners. Elena has a Doctorate in Dentistry (PhD), a Master in Pathology, and is Lic. in Psychology. She wrote the book Crafting the Future and has been a keynote speaker in coaching conferences across the 5 continents.

Magda, as she is fondly known, brings experience in fundraising, coaching, and consulting and association management. Currently, she offers her vision and strategic direction as the CEO and Executive Director of the International Coach Federation (ICF), where she acts as a partner to the ICF’s Global Board of Directors. Magdalena has also held positions with the Council of State Governments, where she was the Assistant Director of National Policy and Director of Development. The U.S. Department of Agriculture’s Economic Research Service has also utilized Magdalena’s international business acumen, bringing her in for coordinating technical assistance programs and implementing special projects in four European countries.

Magda is a trained professional coach and systems’ facilitator. Magda is a frequent speaker on subjects of trends in coaching and leadership development as well as regulation and ethics. She received her M.S. in Economics and International Trade from the Warsaw School of Economics, Poland. She also graduated from the Copenhagen Business School’s Advanced Program in International Management and Consulting. She is a member of the Women’s Foreign Policy Group, Forbes.com Council on Non-profits, ATD, and serves as a Vice-Chair of the International Section Council of ASAE.
Kiran’s most fulfilling experience has been to enable, develop, and co-create with facilitators and business leaders. More recently, he is contributing to leaders in education and social entrepreneurs. The idea of CoEvolve is to learn as he teaches, to receive as he gives and to serve as he leads. Synergistic Partnerships are at the heart of his work. He loves to work with high leverage ‘nodes’ to enable collaboration. Enabling connections amongst exceptional people and visions, bridging people with ideas and possibilities is unfolding an ecosystem of sorts. The approach is gentle and emergent. His vision is to co-manifest transformation in the spaces of business leadership, careers, education, health, and community in a way that is sustainable and scalable. His specialties include developing emotional & spiritual intelligence, enabling co-creative partnerships, coaching CEOs, inspiring leader-facilitators.

“Unity is strength… when there is teamwork and collaboration, wonderful things can be achieved.”
- Mattie Stepanek
A **WARM WELCOME** to the (18) new members who joined us since the last APAC Voice in April to July 2019! We wish you a long and fruitful association with APAC!

Our **SINCERE THANKS** to the introducers as well! Thank you for supporting us in continuously growing this professional, diverse, learning, serving, and engaging community. Your help is highly appreciated!

### Individual Membership (18):

<table>
<thead>
<tr>
<th>LOCATION</th>
<th>NAME</th>
<th>INTRODUCED BY</th>
</tr>
</thead>
<tbody>
<tr>
<td>CHINA</td>
<td>Fan Ji</td>
<td>Catherine Wu</td>
</tr>
<tr>
<td>GERMANY</td>
<td>Isaac Katz</td>
<td>Christopher Rauen</td>
</tr>
<tr>
<td>INDIA</td>
<td>Ashutosh Garg</td>
<td>Chand Das</td>
</tr>
<tr>
<td></td>
<td>Vinod Wadhwani</td>
<td>CFI Mumbai</td>
</tr>
<tr>
<td></td>
<td>Rajasekharan V.M.</td>
<td>CN Murthy</td>
</tr>
<tr>
<td></td>
<td>Pushpendra Singh</td>
<td>Rajasekharan V.M.</td>
</tr>
<tr>
<td></td>
<td>Manoj Bhatia</td>
<td>Rajasekharan V.M.</td>
</tr>
<tr>
<td></td>
<td>Santanu Banduri</td>
<td>Rajasekharan V.M.</td>
</tr>
<tr>
<td></td>
<td>Jeeva Balakrishnan</td>
<td>APAC</td>
</tr>
<tr>
<td></td>
<td>Rahul Baswani</td>
<td>Uma Arora</td>
</tr>
<tr>
<td></td>
<td>Vimala Seshadri</td>
<td>Uma Arora</td>
</tr>
<tr>
<td></td>
<td>J Rajagopal</td>
<td>Suman Nair</td>
</tr>
</tbody>
</table>
**Individual Membership (18) (cont.):**

<table>
<thead>
<tr>
<th>LOCATION</th>
<th>NAME</th>
<th>INTRODUCED BY</th>
</tr>
</thead>
<tbody>
<tr>
<td>MALAYSIA</td>
<td>Suyin Ong</td>
<td>Fenny Ang</td>
</tr>
<tr>
<td></td>
<td>Vijayakumar Rajagopal</td>
<td>Rajasekharan V.M.</td>
</tr>
<tr>
<td>PHILIPPINES</td>
<td>Frank Holz</td>
<td>ICF Philippines</td>
</tr>
<tr>
<td>SINGAPORE</td>
<td>Alka Chandiramani</td>
<td>Jasveer</td>
</tr>
<tr>
<td></td>
<td>Rosalind Wong</td>
<td>Foo See Luan</td>
</tr>
<tr>
<td></td>
<td>Demetris Booth</td>
<td></td>
</tr>
</tbody>
</table>

As of July 16, 2019, APAC has 155 current members.
JOIN US AND HELP APAC GROW!
Share your benefits and recommend your colleagues to join us today! Share your skills and experience and become a sub-committee member! Contact us on membership@apacoaches.org

- Coaching voice of Asia Pacific
- Unique regional community
- Professional development & support
- Pro bono coaching and R&D projects
- Newsletter – APAC Voice
- “Find a Coach” listing
- APAC Coaching Conference

FIND US ON:
Website: http://www.apacoaches.org
LinkedIn: https://www.linkedin.com/groups/1957098
Facebook Page: https://www.facebook.com/APACoaches
Facebook (Members Only Group): invitation will be sent upon joining APAC

MEMBERSHIP RENEWAL
By renewing your APAC membership, you are supporting APAC in giving impact to society through Coaching.

NO. OF CURRENT APAC MEMBERS

<table>
<thead>
<tr>
<th>Country</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Australia</td>
<td>12</td>
</tr>
<tr>
<td>Canada</td>
<td>1</td>
</tr>
<tr>
<td>China</td>
<td>7</td>
</tr>
<tr>
<td>France</td>
<td>1</td>
</tr>
<tr>
<td>Germany</td>
<td>1</td>
</tr>
<tr>
<td>Hong Kong</td>
<td>3</td>
</tr>
<tr>
<td>India</td>
<td>16</td>
</tr>
<tr>
<td>Indonesia</td>
<td>30</td>
</tr>
<tr>
<td>Japan</td>
<td>7</td>
</tr>
<tr>
<td>Korea</td>
<td>7</td>
</tr>
<tr>
<td>Malaysia</td>
<td>9</td>
</tr>
<tr>
<td>Philippines</td>
<td>12</td>
</tr>
<tr>
<td>Singapore</td>
<td>39</td>
</tr>
<tr>
<td>Sri Lanka</td>
<td>1</td>
</tr>
<tr>
<td>Taiwan</td>
<td>1</td>
</tr>
<tr>
<td>Thailand</td>
<td>3</td>
</tr>
<tr>
<td>UK</td>
<td>4</td>
</tr>
<tr>
<td>US</td>
<td>1</td>
</tr>
</tbody>
</table>

TOTAL: 155 members
Hello Everyone! As we bid farewell to July and welcome August, it is now conference season! APAC is famous for organizing some of the best coaching conferences around the region.

In the spirit of the theme for our conference, I have disrupted this issue’s newsletter with different layouts and focused on the theme of the conference as a bit of a prelude for you.

I hope you have enjoyed the articles I have carefully curated for your reading pleasure and look forward to your participation in our conference in Mumbai in August. The learning from there will be invaluable to your career as a coach, or even just to you as a person. See you there!

Michelle Woo
PR Committee Chair

The International Coach Federation (ICF) and PWC are conducting the 2019 Global Coaching Survey. This survey is one of the most ambitious pieces of global industry research that has ever been conducted on the field of professional coaching, so please do participate via:

www.coachingsurvey2019.com