

VOICE OF COACHING

eNewsletter of ICF Malaysia Chapter, Kuala Lumpur

Inaugural Issue no. 001 / April 2009 **For Members only**

This is an inaugural issue of eNewsletter of ICF Malaysia Chapter, Kuala Lumpur. The purpose of this eNewsletter is to disseminate information to members to include but not limited to following:

- Plans / events / projects / activities of the Chapter
- Membership: new members, members achieving certification or credentials
- Feedback / comments / sharing from members on their learning experiences, coaching success stories and discoveries
- Coaching (general): books, new developments, coaching schools, etc.
- Articles: coaching related, tools, competencies etc. Members can submit articles

Frequency: Every quarter – 4 per year. Supplementary issues may be issued (within the quarter) when there is a need.

Special Request: Please send your feedback (comments and suggestions) and interesting articles to K K Ng. Email: koonkow@streamyx.com

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Special note: It was originally intended to include a directory of members (Bio and photo) in this issue. However, because of the large file size (more than 4 MB), sending it out would pose a big problem. Hence, we will print out the directory of members on hard copies and send them out to members in May 2009.

1. International Coach Federation (ICF)

Founded in 1995, the International Coach Federation (ICF) is the leading global organization dedicated to advancing the coaching profession by setting high standards, providing independent certification, and building a worldwide network of credentialed coaches.

ICF Core Purpose: To advance the art, science and practice of professional coaching

1.0 ICF Malaysia Chapter

All coaches and persons who are interested in coaching are welcome to attend the meetings and join the chapter as members. The Chapter strives to provide a forum for members to share coaching related information, learn skills and competencies, build a community of coaches, and promote awareness of coaching to the public.

Membership and Meeting details:

Membership Fee: RM200 for 12 months, **Entrance Fee: RM20** (one-time)

Meeting Day: 3rd Thursday.

Time: 7:30pm – 8:00pm Time for Networking / Snacks & Refreshments

8:00pm – 10:00pm Meeting

Venue: Shah's Village Hotel, Lorong Sultan, Petaling Jaya.

Door Fee: Members RM15, Guests RM25.

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Make no mistake,
as you change your leadership style to one of a coach you will face challenges. There will be times when you question why am I doing this. However, you must at all times keep the long term benefits of being a coach at the forefront of your mind."
Byron & Catherine Pulsifer, from Challenges in Adopting a Coaching Style

2. Message from the President, Wai K Leong, CPC

Dear Fellow ICF Chapter Members and Coaches,

Greetings! I'm honored to have this opportunity to welcome all of you to our inaugural newsletter "**Voice of Coaching**". The name for this newsletter was a culmination of pitching seven EXCO heads together mooted by Florence; a wonderful evidence of what we coaches do best, collaboration. This newsletter was first suggested by Koon Kow (affectionately known as KK) in one of our EXCO meetings and he has since then organized it to fruition. Please join me to congratulate him.

I believe that we are in this chapter, not by accident, but by design; our own design. I'm a strong believer of the Law of Attraction and we attracted this into our lives. Coaching is one unique helping profession which is really different from others like consulting, counseling, mentoring, and teaching; the latter works with a mindset that there is something deficient and lacking with their clients while coaches works with the belief that our clients are resourceful and complete. What a great way to empower others and what a wonderful career to have!

I work a lot with corporate clients and I have been constantly asked by managers, "Who makes a great coach?" When I throw this question back to them, some would reply "A person who is respected and knowledgeable." I know that there are many perspectives on this question out there and there is no one right answer.

For me, it is **passion**. Our passion to help; helping unconditionally without expecting immediate rewards. This situation is particularly relevant in the organizational context where managers are torn between delivering results fast versus investing time to develop others. While many can see the long term benefits, few are willing to invest the time. So when I ask them this question, not surprisingly, the typical reply is "Results first, as we are measured and rewarded based on them and then if we have the time, then coach."

This is one way of thinking. A useful mindset to hold is that coaching is not an **event** but a **conversation**. A manager can balance between delivering results and developing people through a coaching kind of conversation. This is possible when the manager do not see himself as more knowledgeable and wiser than his staff but equal; drawing out the ideas and thinking of their staff and then collaborating and synergizing perspectives and ideas from both sides into an agreed way forward. One needs to have the passion to develop others, in order to nurture this mindset. Passion cultivates patience.

The other ingredient is **trust**. To what degree is our ability to build trust? How trustworthy are we? There are two kinds of trust, namely competency and character. Many managers rise to their position through their competencies (and sometimes through "connection"☺); they are highly competent in their field. Character trust on the other hand is developed through values of honesty and integrity and principles such as love. They walk their talk. I believe a great coach (as perceived by others) is one who has high character trust. Powerful questions are useless if our coachees do not trust us. In the absence of trust, there is nothing to listen to.

However, fulfilling the above criteria does not automatically qualify one to be a great coach. This is because our human natural response to helping others is usually by providing a resource may it be in the form of advice, idea or solution. The person still needs to undergo some form of coaching training and gain experience through his/her coaching practice. The converse is also

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true. A person who has been trained as a coach and have some years of experience does not necessarily make him/her a great coach if the heart is not there.

I share these two perspectives to generate some reflections. What is our reason for wanting to be a coach and what is our ability to build trust? I started this journey of wanting to become a coach, when I realized and discovered the many mistakes that I have made during my employment years, the false perceptions about my abilities and role as a leader then. I'm still learning in this journey and coaching has provided me with that wonderful opportunity to learn from others. I'm enjoying my walk and I know many of you are too. Let's express gratitude for who we are.

I hope this newsletter will provide you with a forum to learn from one another and that you will also use it to share your experiences and thoughts. I would like to take this opportunity to thank the new EXCO team for your ideas and contributions and to thank you, members, for your continued support. Let us bring coaching to an even higher level through our joint efforts. Cheers.

"A good coach passes on information quickly.
They do not hold back information that affects my job."
Byron & Catherine Pulsifer, from People's Expectations of a Coach

3. Message from H el ene Seiler, Executive Coach, MCC

Hello Malaysian Coaches!

As I have just joined the Chapter, it gives me great pleasure to say a few words in this Inaugural Issue of E-Newsletter. As I see it, this coincidence augurs well for me.

It all started back in October of last year. My husband had just been transferred to KL by his company. I was on an exploratory trip in KL to figure out whether I could continue my coaching career as a trailing spouse. Wai K Leong had most graciously accepted to meet with me to share his knowledge about the Malaysian market...and autograph his book! Yes, coaching has taking off, and there is a group of experienced and aspiring coaches who believe in the ICF philosophy. This meeting and a few others convinced me that I should give it a try. So, at the end of January, my two teenagers and I joined my husband in a beautiful house in Bukit Damansara. A few weeks went by and I got the opportunity to see for myself how warm and welcoming the coaches community really was! Last month, I was generously invited to make a presentation to the Malaysian Chapter. My topic was listening, one of the 11 core competencies of the ICF. I am not really sure any reminder about the power of listening was needed for our Malaysian chapter! There was such intense listening during and after the presentation that I am still listening to all that listening!

Thank you so much for your generosity. I have decided to join the ICF Malaysian Chapter after the first meeting.

At this juncture my main purpose is to contribute to the development of ICF certified Malaysian coaches by giving my time to assist those interested with the ICF credentialing process and advancing to the next level. I also intend to contribute to Pan-Asian initiatives, such as a regional conference.

H el ene Seiler, Executive Coach, MCC.

One of the most important questions that a coach can ask is, "What did you learn about yourself?"
--- Thomas G. Grane, *The Heart of Coaching*.

4. Everybody needs a Coach

By Nancy H. Verhoeven, Executive Coach, Vincere ([Web: www.vincerecoaching.com](http://www.vincerecoaching.com))

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The latest buzz word in the business world is coaching. The word appears in business reviews, management books, in lectures, corporate brochures, and training sessions. But, the understanding of coaching and its benefits are not as clear and transparent as the apparent desire by managers and executives to use the approach. In fact, the skills required and the process of coaching are not necessarily new to people. However, what is new is the paradigm shift that is often necessary for people to 'be' coaches instead of just 'doing' it.

Potential clients often ask me, "how is coaching different from consulting, counseling, and other areas of people and executive development?" **Some general definitions that you often hear are 'A process of discovery to help an individual (or group) reach their potential'.** Unfortunately, this still leaves many potential clients or those interested in learning more about coaching confused. There are many books in the market and on websites expounding its virtues, but the answer to the question, 'what is coaching' is still not always very clear, especially to the skeptic. It is easy to say what coaching is not... it is not telling people what to do or how to do it, it is not emotional healing or psychotherapy, and it is not a direct transfer of knowledge or skills.

Imagine someone listening to every word you say and listening for every nuance behind your words. Imagine someone asking you questions that will help you towards solutions instead of pointing blame. Imagine a relationship where the focus is totally on you and the other person is only concerned about your success. Imagine a relationship with someone who will be totally honest with you and give you feedback about your strengths and also where you sell yourself short. These are the kinds of things you should expect from a coaching relationship and they are what make it so successful and different from other aspects of people development or counseling. **Coaching is a forward moving process where the client chooses the focus, the coach asks powerful questions, provides objective feedback and helps the client to find themselves the most effective, long-term solutions.**

Inherent in a coaching relationship is trust, commitment, mutual learning, risk and, perhaps of greater importance – belief. There must be belief from the coach that the client has the potential to achieve and succeed. Without this belief, the relationship and outcomes will always be limited.

But why could every manager/executive benefit from a coach? Because It Works! Over and over again, I hear this phrase from people who are experiencing coaching! So why is it successful? Because it is perhaps **the only form of people development that is individually personalized, based on a relationship of utter trust, focused on action and goals, challenging and self focused.**

Like most things, experience is what can really make a difference and help the understanding stick. For anyone who is curious about coaching, but not quite sure if you want to invest in something that is still a relative unknown, I highly recommend asking a coach if he/she will give you a trial session. Most coaches will oblige. Coaching is still a new profession and the better it becomes known, the more it will be used.

So why else does every manager/executive need a coach? Because everybody has the ability to improve themselves and achieve results which might seem out of their reach. How can this be achieved? First of all, you have to be open to being coached. Then, you need someone who believes in you. Someone who gives you the encouragement and faith to succeed. Secondly, you need someone who will challenge you, challenge your self-limiting thoughts, challenge your decisions and your assumptions. Thirdly, you need someone to help you find the solutions yourself so that you are committed, responsible and clear about what you need to do, when you need to act and how you will achieve the results. **So why do you need a coach if the answers come from yourself?** Because we are humans and humans do not always see our self-defining assumptions or the endless options that exist. In fact we usually see things from a limited perspective and **an experienced coach can facilitate a process that allows the client to expand those perspectives and become clear about how to find the answers.**

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Who are the people hiring coaches?

In fact, coaches are being hired in and out of the workforce. Supervisors, managers and senior executives are the most common to be hiring coaches within organizations. As people are promoted into people management positions, they often find that they are not prepared for the different and changing demands of having responsibility for the development and growth of their people in addition to their results. In these situations a coach can offer an individual or a team the support and guidance to achieve their goals and greater. Executive coaching relationships are usually recommended to begin with a minimum of 6 months commitment with the frequency of meeting dependant on the client situation.

Outside of the workforce coaches are being hired to support people through difficult transitions, career changes, for spiritual growth and also for self development. Personal or Life coaches usually begin with a minimum of 3 months commitment.

It is important to remember that the client should not become dependant on the coach. A coaching relationship can in some cases continue over 1 year period but it is important to make sure that the client is learning how to solve his/her own problems in the future. The changes and development in coaching is meant to be sustainable and not fix-it solutions or answers.

How do you decide on a coach?

There are more and more coaches in the market nowadays and the coaching profession is becoming more formalized through organizations such as the International Coaching Federation (ICF), a virtual organization operating out of the United States. Many coaches in the marketplace call themselves coaches but have never received official coach training. Coaching as a profession is still quite new and forming, so many coaches have been successful through personal references and using their experience as credentials. As the profession develops, I believe that there will be more of a need to receive official coach training or education and certification to even practice, just like a lawyer or psychologist needs.

Before hiring someone it is important to get an idea of the coach's experience, credentials, references and then it is critical to find someone who you trust and respect. Some people say that almost everyone is 'coachable' but not by every coach, so by all means, make sure you choose someone you are comfortable with because in order to achieve the fullest, you need to be honest with yourself and honest with your coach.

Most coaches will specialize in an area, such as executive / business / career / life / personal / spiritual coaching. So, first you would benefit from deciding what area would be of most interest for your development.

6. How to Give POWERFUL Sample Sessions *(That Get You Hired)*

By Steve Mitten MCC, www.acoach4u.com / www.principalevolutions.com

For a moment, put yourself in the position of your potential prospect.

- They may be nervous.
- They may not know or trust you yet.
- They may not know what the benefits of coaching will be.
- They may be worried about costs.

These are all concerns that need to be addressed and overcome for anyone to decide to proceed with coaching. The sample session is your principal opportunity to address these legitimate concerns and offset them with something of greater value.

After years of experimentation, I offer a rough recipe outlining some of the key components that will help you deliver powerful sample sessions. As a cautionary note, remember coaching is most

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powerful when it is fluid, natural, and unscripted. So don't try to impose these steps in a mechanical way. Think of them as guidelines that you can naturally weave into the conversation where appropriate and when the opportunity presents itself.

1. Take Your Prospect Deep (Coach on Something Important)

Sometimes when you engage a prospect in a sample session and ask them what they want to work on, they will reply with some superficial topic. They might say, "I need to organize my garage." Respond by affirming you both could certainly spend time on that, then inquire if they might have something a little more important—perhaps a dream, challenge, or change they want to make—for which they would like some coaching. Even if you are successful in helping them organize the garage, it won't be seen as an important enough benefit to justify hiring you as a coach. However, if you can help them make a breakthrough on a dream or some big challenge they are facing, the prospect will more fully appreciate the value of coaching.

2. Take Them out into the Future

Let's say a person wants coaching on a big goal or dream. Ask: **"If you are really successful with this, where will you be in XYZ months?"** (You want them to create and experience a very clear vision of the most successful outcome.)

3. Find the Meaning

Once a prospect has described where they would be if the coaching was hugely successful, explore the meaning of that goal. **"What is important about this goal to you?"** or **"What will achieving this goal give you?"** (You are beginning to move them out of their thoughts about the goal—which have a short shelf life—into the more powerful realm of the meaning and emotions associated with the goal.)

4. Explore and Embody the Emotions

Once you have a prospect in touch with his most desired outcome, continue to explore the emotional payoff. **"What will you be feeling when you know your dream has come true?"** Ideally, you want the prospect to see, touch, taste or otherwise embody the emotional reward. Again you are building the prospect's emotional connection to the goal; this emotion will fuel the actions needed to overcome all the obstacles in the way. (Naturally, there will be situations - perhaps a business client who is not comfortable in discussing emotions with you yet - where you might wisely choose not to explore the emotions associated with a goal.)

5. Coach the Person, Not Just the Circumstances

Remember the most powerful work you will do is in coaching the prospect, not the situation. So don't forget to explore who the prospect wants to be—the qualities they need to bring forth—to achieve the desired outcome. For example if the prospect wants to get into a leadership position in their career, explore what leadership qualities they need to bring out or develop to become the best possible leader. And wherever possible, coach the prospect to a place where they feel and physically embody these qualities. If you get your prospects to this place, nothing will stop them.

6. Find the Payoff

Find out what would it be worth to your prospect if they were successful in achieving their

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desired outcome. ***"So if you do find a job that you love, (double your sales, lower your stress, improve your health, etc.) what would it be worth to you?"*** The answer to this question may or may not be financial, but as long as the prospect connects with or reflects on the value or importance of the changes they might make through coaching, they will be far more likely not to begrudge paying for your services.

7. Bring the Prospect Back to the Present and into Action

Once the prospect has seen and experienced the outcome they want, and experienced the associated meaning and emotions, bring them back to the present and wrap up the sample session by asking: ***"So what is the next—or first—step forward?"*** (toward the great dream or outcome they have described). Coach the person to break off one tangible first step and set up some accountability, so the step gets taken.

8. Ask for the Business and a Referral

Once you have taken a prospect through a powerful sample session, you and they will have a sense of whether there is a fit. From your side, you simply need to confirm you would like to work with this prospect (and that they can afford to hire you). You can say, in your own words, with 100% integrity and authenticity, ***"That is a powerful vision you have for your future. If you are serious about realizing it, I would love to be your coach."*** Or you could say something like this, ***"I really enjoyed coaching you. If you want some support in reaching your dream, I would love to be your coach."***

Find a way to point out that knowledge and intention alone does not translate into changing behavior. (Otherwise everyone would be keeping their New Year's Resolutions.) Everybody has had the same experience of wanting to change, but never seeming to get around to it.

The format of coaching allows the focus, accountability and growth necessary to make changes happen and stick. If you can get this point across, you will get your share of enthusiastic clients.

6. TITBIT: COACHING TIP

Often when I am coaching, I let the client know from the outset that my role is not to give advice or counsel and that therefore I don't need any background information of the problem at hand. I simply ask the person to start thinking out aloud about the problem and to allow me to "eavesdrop" on their thought process. I will ask questions or make comments intended to help the person clarify or advance their thinking. This relieves the client of the burden of briefing the coach on the complete picture, and more important, it does not invite a shifting of the responsibility for solving the problem to the coach. The client just starts thinking aloud, and the coach's job is to help the person gain mobility towards his or her desired outcome. Once this understanding is in place between client and coach, the conversation for mobility can usually be completed in a fraction of the time it takes using the traditional model of the coach as problem solver.

--- **Tim Gallwey, The Inner Game of Tennis**

The Inner Game provides principles, methods, and tools to learn to get out of your own way so you can express your full potential in whatever your chosen activity. The fundamental methods for overcoming self-interference described in the *Inner Game* are similar, no matter what outer game is being played.