



A metaphor.....

A Coach is a **RADAR**

When a pilot flies a plane, it is crucial that he has all the accurate and live flight data such as attitude, speed, outside temperature, the flight path, etc.

He continuously sends out messages and receives messages via the radar. In this way he is able to monitor his flight and ensures that his flight is on course and all systems are operating perfectly.

A Coach is like a radar to the Coachee as he continuously receives information from the coachee and gives feedback to the coachee. This is the so called "feedback response" given by the coach to the coachee to help him move forward.

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What People Say About Coaching

Is Coaching the Holy Grail of Performance Management? by Vincent Bouw, MSM CPC

In today's business world we now can compete with each other in a virtual market space where time and space get a whole different meaning. However, amongst all these changes, some things remain the same. Business is essentially still about making money or saving money and therefore about managing the performance of the organization and perhaps more accurately managing the human capital performance.

When we think of human capital performance, coaching is one of the first things that come to mind. In the last decade, coaching has firmly taken its seat in the business world and has proven that it is here to stay. But what is "coaching for performance"? How do you do that? There is still a lot of confusion and misconception around it and people are wondering if coaching really is the Holy Grail of performance management.

ANNOUNCEMENT

Our chapter has been **formally recognized by the Registrar of Societies (ROS)** recently and in view of that, we will be preparing for an inaugural AGM to elect a fresh team of EXCO members. The present EXCO members have decided to have fresh faces in the new line-up and hence all of them will be stepping down with the exception of Kevin Gan who will offer himself for re-election..

UP COMING EVENT

Inaugural AGM / Dinner

Date: Oct 1, 2010

Time: 7pm-10pm

Venue: TBA

Please block off your calendar.

Details and venue to be announced in the Notice of AGM to members.

Having explored performance management, it seems to be mainly a process driven system that is externally imposed on the employee i.e. outside-in. However, introducing coaching creates an inside-out approach, for the power of coaching lies very much in the fact that it works exactly the opposite way. With coaching the employees themselves are the centre and starting point for performance management and they are asked to evaluate themselves. This particularly works well when you have a high-trust culture, helpful systems that are tools not goals in themselves (Stephen Covey, The 8th Habit).

Looking at performance management, it is captured between two extremes; one end can be defined as “managing with the carrot” or using ‘soft’ development techniques and the other end of the scale as “managing with the stick” or using ‘hard’ measurement techniques. Each approach has its own positives and drawbacks. Organizations that have implemented a performance management system will fall somewhere between ‘development’ and ‘measurement’ (Hay Group, 2006)

Most companies are managing for performance through performance measurement (Hay Group, 2006). The traditional way to do that is through performance appraisals (a method by which the job performance of an employee is measured and evaluated), and that is where the performance management system starts to break down.

For many organizations and managers it might feel as a paradox, but it seems that to get your employees to become more self-evaluating, self-developing and ultimately self-managing, you need to loosen the grip and start getting used to being in command but out of control (Malcolm Gladwell, Blink).

We have seen that a balanced approach is needed in performance management, between measurement and development, left and right brain approach.

In coaching, great breakthroughs in reframing an employee’s perception and letting them move forward (i.e. develop) are made when balancing the left and right brain approach to things. The typical left brain dominant person will look at things in a narrow and deep way, while the right brain dominant person tends to take a wide and perhaps more shallow view. The combination of left and right (not necessarily both at the same time, as it can be very powerful to switch sides multiple times) will give the person a wide and deep view.

Therefore a person who is extremely left brained in their view of a certain situation will benefit hugely by shifting their perception through looking at things from a right brain perspective (and visa versa).

So there is only one last thing to do and that is to answer the question... is coaching the Holy Grail of performance management?

Based on my research, the answer is ‘No’, it is not. Although coaching has brought (continue next column)



Is Coaching the holy grail of ...

PERFORMANCE MANAGEMENT

balance to performance management by shifting the focus towards performance development, we also need to be realistic and admit that the corporate world at this point in time is still dominated by the focus on either making money and/or saving money. Therefore businesses will ultimately remain aligned and organized to support that goal.

However, coaching has not just shifted the balance, it is very much shifting the balance towards performance development and focus on people. It might just be a matter of time before we reach the tipping point, that magical moment when the concept of coaching has reached a critical mass and tips the scales. How far we are removed from that moment is unsure, but perhaps later in hindsight we are able to say... ‘Yes’ coaching was indeed the Holy Grail, not just for performance management but for the entire corporate world.

If you like to receive a copy of the full research paper covering this topic, please contact him.

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Do I have the Key Traits and Attributes of a Coach?

by Dr. Chin Yook Kong, Ph.D., Business / Executive Coach

Coaching is a conversation with a purpose. The end objective is to bring our client from their present position to their desired position or designation. From this definition, coaching is analogous to a journey from a present position to a future desired destination. The destination or end point is what our client wants their life, their career, their business, their relationships to add up to?

My life took an interesting and sudden change when I retired in 2005. My daughter then was working overseas which meant that in the house, it was just my wife and I. I was surfing the newspaper when I chanced upon an advertisement offering the opportunity of being certified as a Professional Coach, a person who could make a difference in the life of others. Since then I come to realize that “the lives of others” could be our staff, colleagues, friends, relatives – in short those we appreciate and love. Coaching would in part align us back with our nurturing side, the side that says life is not only about receiving and making money. Each and every one of us has much to give even though in our hurried, busy, and competitive life we sometimes forget. The idea of being a "Professional Coach" makes sense plus the thought of making a little extra cash at something I knew I'd be good at was appealing. How do I know I would be good at being a “coach”? There are many tools for us to examine our strengths and talents. There are personality profiles and job suitability profiles of various details. A note of caution is to choose carefully the instrument you use.

The certification course (Certified Professional Business/Executive Coach from University Malaya) I attended used one of such profiles to alert us to the traits we are presently exhibiting and thereby pointing me to the strong and not so strong traits. In the absence of such a tool, we can still examine, analyze and then develop our coaching abilities. *The Executive Coaching Handbook*, available free from the internet (Google Executive Coaching Forum) list a set of tasks that an executive coach needs (can also be viewed as specific skills that an executive coach can develop and hone in) under a six phrase executive coaching process. The six phases are: **Building and Maintaining Coaching Relationships; Contracting; Assessment; Development Planning; Facilitating Development and Change; and Ending Formal Coaching and Transitioning to Long-term Development.**

To execute these tasks, *The Executive Coaching Handbook* points out that an individual who demonstrates the following key traits / attributes: **Mature Self-confidence; Positive Energy; Assertiveness; Interpersonal Sensitivity; Openness and Flexibility; Goal Orientation; Partnering and Influence; Continuous Learning and Development; and Integrity**, may be more likely to be effective as an executive coach.

If you are seeking evidence on your suitability as a coach, reading *The Executive Coaching Handbook* would be a starting point. It cannot be denied that coaching oneself would not be without difficulties. But then again ICF Malaysia offers free peer coaching services. Have you avail yourself of this service?

At this juncture, it might be useful to remind fellow members of ICF Malaysia that successful coaching can cause us to have a renewed appreciation of new life (should we have lost it), along with a sense of meaning and purpose for life. As coaches we generally do not teach and advice others on how to solve their problems even if we have the ability. Coaching is a communication approach where we raise our client's awareness and get them to take responsibility for their own problems.

To help me coach my clients I find it useful to be guided by my Coaching Model **PAPA**, a 4 steps approach to coaching:

P is for Clarify **Purpose** i.e. clarify what is our client's intention, topic of interest or issue at hand.

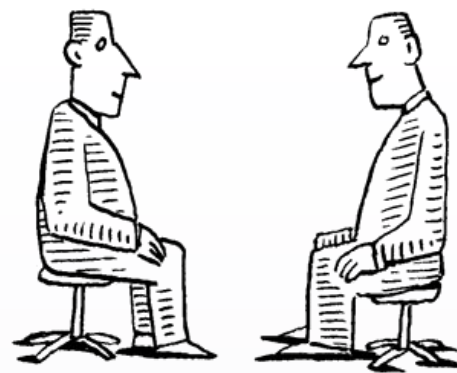
A is for Check **Actuals and Achievables** i.e. check their present position / situation with respect to their Purpose and any agreed upon observable and achievable objectives and goals.

P is for Chart **Pathways and Possibilities** i.e. chart different possibilities, options and alternatives that are available for our client to choose to move towards their desired objectives and goals.

A is for Commit to **Actions** i.e. gain client's commitment by developing plans and actions which are to be monitored for their implementation progress. The end result is that you, the coach bring positive hope and light up your client's life path – the **PAPA** way.



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The Power Pause: A Tool For Effective Conversation by Rajiv Mathews George, PCC

A "Power Pause" comes after a question not a statement. If you attempt a power pause after a statement, quickly recover with a question and then go back to the "Power Pause." By simply using this technique over and over, you will gain confidence in your pitch and increase your close ratio. The same applies in coaching a client, managing a staff or having a great conversation with your friend or companion.

Here are the benefits of pausing. The first is that you avoid the risk of interrupting the prospect or coachee if he or she has just stopped to gather his or her thoughts. Remember, your primary job in the conversation is to build and maintain a high level of trust, and listening builds trust. When you pause for a few seconds, you often find the prospect or coachee will continue to speak. He or she will give you more information and further opportunity to listen, enabling you to gather more of the information you need to make the sale or to get the coachee moving.

Coaching Journal

- What outcomes do you want to see at the end of your conversation?
- What changes do you need to be more effective in you conversation?
- What steps will you take to bring the changes and how do you ensure you did it?
- What is the key to powerful questioning? How will use the Power Pause to bring results?



The Seven Wonders of the World

A group of students were asked to list down the “Seven Wonders of the World”. Although there were some disagreements, the following received the most votes:

- 1) Egypt’s Great Pyramids
- 2) Taj Mahal
- 3) Grand Canyon
- 4) Panama Canal
- 5) Empire State Building
- 6) St. Peter’s Basilica
- 7) China’s Great Wall



While gathering the votes, the teacher noticed that one quiet student hadn’t turned in her paper yet. So she asked the girl if she was having trouble with her list.

The girl replied: “yes, a little. I couldn’t make up my mind because they are so many.” The teacher said, “well, tell us what you have, and maybe we can help.”

The girl hesitated, and then read: “I think the Seven Wonders of the World are.....:

1. To see
2. To hear
3. To touch
4. To taste
5. To feel
6. To laugh
7. And to love.”



The room was so quiet you could have heard a pin drop. The things we overlook as being simple and ordinary, and that we take for granted, are truly wondrous.

Isn’t that what coaching is all about? As coach we use all our senses, feelings and positive emotions to coach others to get the coachee’s desired outcome!

Extract from “The Naked Coach” business coaching made simple, by David Taylor, the bestselling author of “The Naked Leader”

ALL OF US POSSESS THE **7** WONDERS
see hear touch taste feel laugh LOVE



A Summary of Comparative Mindsets

From 'The Heart of Coaching' by Thomas G. Crane



Pushes / Drives	Lifts / Supports
Tells / Directs / Lectures	Asks / Requests / Listens
Talks at people	Engages in dialogue with people
Controls through decisions	Facilitates by empowering
Knows the answer	Seeks the answer
Triggers insecurity using fear to achieve compliance	Stimulates creativity using purpose to inspire
Points to errors	Celebrates learning
Problem solver / Decision maker	Collaborator / Facilitator
Delegates responsibility	Models accountability
Creates structure and procedures	Creates vision and flexibility
Does things right	Does the right thing
Knowledge is power	Vulnerability is power
Focused on the bottom line	Focused on the process that creates the bottom-line



Coaching Conversations (Extract from "Masterful Coaching" by Robert Hargrove)

Coaching happens in conversations – in business, sports, in the performing arts. Coaching conversations are special conversations and they need to be distinct. First of all, a coaching conversation is not a conversation of chitchat, mere opinion, or advice. It is not a conversation where people indulge themselves in gossip and rumour or cynical comments. It is not even a conversation where people set reasonable goals, make plans, and seek to deliver on them through their Winning Strategies. And it is not a conversation where people listen for what's wrong with others or sit back and play "here goes the judge."

What then is a coaching conversation? It is a conversation where you are burning with intention to have an impact. It is a conversation where you are speaking and listening from a total commitment to cause that person's success. It is a conversation where you extend people an "A" (see their greatness), even when they disappoint you or make mistakes. It is a conversation where you provide the kind of insightful feedback that rips the blinders off. It is a conversation where people see new possibilities and breakthrough barriers, showing up in an entirely new way. And it is a conversation where people walk away feeling inspired, empowered, enable to act.



Receiving Coaching

The following story is a powerful example of what can happen when you do not accept feedback.

A ship was sailing through a heavy fog when its crew sighted a faint light through the mist. The radioman signalled :
“Please divert your course 15° to the north to avoid a collision.”

The reply came: Impossible. Recommend you divert your course 15° to south to avoid a collision.”

The signalman signalled again: “This is a U.S. Navy ship. I say again, divert your course.” The radioman was surprised to get the response: “No can do. I say again, you divert your course.”

The radioman consulted with the ship’s captain. The captain got on the radio and said: “This is the Captain of a U.S. Navy aircraft carrier. Divert your course now!” The response came: “This is a lighthouse. Your call.”

This story can offer some lessons to coaches:

- If you can imagine the captain’s tone of voice, what message do you think accompanied his or her words?
- What would you project as the emotional state of the captain?
- Have you ever caught yourself acting like the captain?
- What happened the last time you were absolutely certain that you had all the facts you needed to proceed?
- How do you tend to react to those who use a “telling” style?

“Crashing into the lighthouse” is a great metaphor for how we sometimes treat feedback (and the people who bring it).

Receiving feedback is important to coaching because of the mutual nature of the coaching relationship. You cannot be an effective coach if you learn how to give feedback but never learn how to graciously accept and respond to it. You are not going to encourage your direct reports to provide feedback if you react badly to it. Don’t shoot the messenger.

(Extract from “The Heart of Coaching” by Thomas G. Crane)

*Confidence comes from seeing so many sides, angles, views, and tangents.
Because when you do select an approach or direction, you are doing so with
better/ more complete information.*

When people are inspired, they don't need motivation.

--- Thomas Leonard (Originator of Coaching as we know it today.)



Quotes by Mark Victor Hansen

Get started – take the first step forward

"Don't wait until everything is just right. It will never be perfect. There will always be challenges, obstacles and less than perfect conditions. So what. Get started now."

"With each step you take, you will grow stronger and stronger, more and more skilled, more and more self-confident and more and more successful."

ICF Malaysia Chapter Activities Update

"Leader as Coach Workshop" held on July 31, 2010 (Sat).

Total Participants:	87
- Outside participants:	55
- ICF MY Chapter members:	31 (include EXCO & Speakers - 8)
- Volunteer in Registration;	1

It was well received by all. Based on the feedback of 63 participants, the average rating was 7.6 / 10.0

Editorial

The views and opinions expressed by contributors / authors in this eNewsletter are strictly their personal views and opinions. They do not reflect the views and opinions of ICF Malaysia Chapter.

Please submit your comments, feedback and contributions to K K Ng,
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Editorial Team: K K Ng and Tang Wee Hen

What People Say About Coaching

"At times, we all become overwhelmed. An effective coach, however, has to be able to help people see the end goal, to take one step at a time, rather than being overwhelmed by the issues."

Byron & Catherine Pulsifer, from [Common Traits of a Coach](#)

"One common thought Managers have is that they will lose their power if they take on a coaching role. What they don't realize, is that they end up with more power by being a coach rather than a manager."

Byron & Catherine Pulsifer, from [What Are the Benefits to Me?](#)

"The best coaches really care about people. They have a sincere interest in people."

Byron & Catherine Pulsifer, from [What Are People's Expectations of a Coach?](#)

"Got a nagging feeling that your life could be more fulfilling? Want to

change direction but aren't sure how to do it? Here's how to jump start your new life today ... Hire a personal coach." --- Modern Maturity

"Who exactly seeks out a coach? Winners who want even more out of life."

--- Chicago Tribune