



## Message from the founding President

Dear fellow coaches,

We are pleased to launch the inaugural issue of APAC's Newsletter: **The Coaching Voice of Asia Pacific**. Our aim is to make this newsletter a platform to not only tell what APAC is, but more importantly, what APAC is about. We hope you enjoy reading it.

The Asia Pacific Alliance of Coaches (APAC) was registered as a Society in Singapore on October 23, 2007. Since then we have made good progress in a number of areas:

- Strong membership growth
- Well-supported monthly talks
- Vision, mission & values statement was crafted
- Website was established
- Peer Coaching Group was successfully launched
- Pro bono coaching initiated by APAC members in Singapore
- First Asia Pacific Coaching Conference planned for 1, 2 & 3 September, 2010 in Singapore, in partnership with ICF Singapore Chapter.

And now, as Founding President of APAC, I am very pleased to pass the baton of leadership to Dr Woraphat and his new EXCO team. Congratulations to all. I am confident that collectively they will take APAC to new heights.

Foo See Luan PCC  
APAC Founder President.

## APAC's Community Outreach Programme: Coaching to promote education

As part of APAC's mission to "inspire new heights of human potential, achievement and creativity", we have initiated a program to use pro-bono coaching to promote charitable causes throughout the Asia Pacific region.

A group of Singapore-based coaches and APAC members have kicked things off, providing executive coaching to secondary school teachers who would not normally be able to benefit from this sort of thing. They started at St. Anthony's Canossian Secondary School, Singapore. Coaches Gerald Abeyawardena and Dolly Yeo said they were happy to receive positive feedback from the teachers whom they coached one-on-one.



... the major breakthrough came when the coachee gained clarity in her Personal Mission.

**Gerald Abeyawardena**

Gerald Abeyawardena coached a woman who teaches English and Humanities to 13 and 14 year olds, and who also heads a team of teachers. He says he was pleased by her progress in a number of areas of her life – especially how she is now able to view challenges from different perspectives.

During the sessions Gerald encouraged his coachee to reflect on and clarify her real needs. A guided framework was useful in helping the coachee realize what she could and could not control.

"By reflecting on what's within her control she has made improvements in how she does things", says Gerald. "That motivates her and negates the disappointment she previously felt when she struggled to fix things that were not within her influence, blaming herself for failure."

Throughout the coaching session the coachee was able to articulate her thoughts, and with guidance and words of encouragement she emerged inspired. She has now gained a better understanding of team dynamics and individual behaviour and has already started using these principles to inspire a 'leadership team' at work.

The coachee is now able to push her thinking process further by focusing on aspects of leadership such as individual and team development cycles, motivation of self and others.

"She has commenced helping others around her in things she does well that others might not but are keen to learn" Gerald says.



"Dolly's ability to tell stories; use of analogies to drive home a point; and skill in simplifying complex theories have made it an enlightening experience for me."

**Dolly Yeo**

Below is an excerpt from Dolly Yeo's coachee who shared her thoughts on her experience:

*"I learnt what it means to have a sense of purpose as well as to have a set of principles and values to guide my actions. Most importantly, I found out how useful it is to set goals, a challenging process at first, as it forces me to think really hard about what I want. Now, I am much clearer about the process and see the advantages of establishing goals. They allow me to pace myself and direct me to accomplish what I set myself out to do.*

*Coaching has helped me gain conscious awareness of myself, i.e. my strengths, passions, personality, peculiar dislikes etc. It also revealed to me my areas of weaknesses. It was insightful to discover how some of my strongly held beliefs drive my behaviour in situations and interactions with the people in my life. It also deepened my understanding of other concepts such as the need for power, achievement and accomplishment in life.*

*Having a coach who is able, patient and willing to share personal stories helps bring the discussion to another level. It enables me to link the theoretical aspects with real life events and experiences. Dolly's ability to tell stories; use analogies to drive home a point; and skill in simplifying complex theories have made it an enlightening experience for me.*

## APAC-EXECUTIVE COMMITTEE MEMBERS

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## Our first Asia Pacific Coaching Conference !!!! Looking for Volunteers!!!

We are looking for more volunteers for our first Asia Pacific Coaching Conference to be held here in Singapore on **September 2-3, 2010**. In particular we are looking for someone to chair the sponsorship committee and the marketing/sales committee. Please get involved. **Contact Nancy Verhoeven** at [nancyv@vincerecoaching.com](mailto:nancyv@vincerecoaching.com)

Email to editor: [apaceditor@gmail.com](mailto:apaceditor@gmail.com)

## Dynamics of the Coaching Relationships India Experience

**The phenomenon of 'Executive Coaching' and 'Life Coaching' is new in India but is gaining popularity with select people and organizations.**

I have been coaching for the last 22 years as a leader and manager; my first professional assignment in coaching started in 2005 when the HR Head of a client, one of the leading Telecom Companies in India, called me to say they were looking for sustainable results in a particular business line to enhance 'customer satisfaction levels' at the division responsible for taking care of their 'premium customers.'

We met and devised an intervention which consisted of training and coaching the entire team. Our hypothesis was that employee engagement leads to customer satisfaction. If we want to enhance customer engagement we need to look at what is causing unhappiness among the employees: the relationship between managers and their front line executives was critical in the process. Our coaching process started with a group session, followed by one-on-one sessions with all the managers and stakeholders.

One of the things we observed during our interactions was that the feedback process in one-on-one meetings was a stressful one. Employees were being given 'corrective feedback' based on the mistakes they had made in the previous two weeks. We coached the team leaders to reverse this process and started a 'strengths based' process. The focus shifted from 'learning from failures' to 'learning from success'. This boosted the whole group's energy of the entire group, increasing engagement and therefore raising customer satisfaction.

Organizational coaching is commonly part of the overall performance management process but it is not always perceived positively. For instance, in one case we observed that after the performance appraisal process, few executives were identified for one-on-one coaching. They perceived this as a 'punishment' which was imposed on them to 'fix them'. The challenge of the coach in such scenarios is to create personal rapport and develop trust in order to make any worthwhile impact on the coachee's behaviour or performance.



**Good coaches are the kind of people who get to the core of the coachee's issues and help them find the right resolution quickly.**

**Uma Arora**

I have come across the following coaching scenarios, especially with reference to organization sponsored coaching:

**Behavioral Coaching – Fix it scenarios:** The person is a good performer, he/she is highly skilled, but his/her behaviour is not acceptable to the team. He/she is not a good team player, does not cooperate and has some form of behavioral problems with colleagues, clients, peers etc. Such people are usually defensive and listen to the coach only after he/she is able to establish his/her credibility in their eyes. This calls for patience from both the organization and the coach. In many cases, the organizations may give up mid way. However, when done diligently and with persistence, the results are phenomenal.

Sometimes, though, it is not worth trying. We worked with one extremely good deal-maker who was contributing a lot to his company but whose freedom was so important to him that he would not follow any group norms. Eventually we recommended that he be hired on an 'independent contract' allowing him to continue doing what he wanted to without making any significant changes to his working style.



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[www.fredricroberts.com](http://www.fredricroberts.com)  
 Author-Photographer of *Humanitas, Volume One* and *Humanitas II*

*Executive coaching is slowly gaining popularity in India. On one side there are big corporate houses and multi national companies who prefer to engage big international brand names for coaching and development. On the other side, there are a number of coaches who take up assignments in coaching as independent consultants. This industry in India is largely an unorganized industry having several boutique kind of setups that offer customized solutions.*

### Performance coaching – 'improve me' scenarios:

In such cases, employees usually need to develop a skill such as assertiveness, self management, planning, conflict management or presentation skills. Since the coaching is directly linked to performance, employees are motivated to change. The success of the contract depends upon setting the stretch goals and ensuring the achievement of the goals consistently.

### Coaching for Development – next level success:

This kind of highly customized coaching helps high potential individuals to get better at what they are doing, smooth their rough edges and prepare them for the next level. When the organization wishes to develop a set of successful performers, this might seem like a lucrative assignment but is the hardest to implement. Since people think that they are successful because of who they are, and that they do not need to change. However, once the mutual rapport and the credibility of the coach is established in the coachee's mind, the change starts happening.

**Life Coaching:** People usually sponsor themselves for 'life coaching' or career coaching when they are going through some career crisis or they are stuck in roles they are not happy in. Our research has found that these people are open to learning and experimenting.

No matter what the driver of the coaching relationship is, or who initiated it, the basis of any coaching engagement is mutual trust and rapport between the client and the coach and that is the starting point of the relationship too.

Uma Arora