



## FROM THE EDITOR'S DESK

As another eventful year draws to a close, the ICF Delhi NCR Chapter family has grown by leaps and bounds. We are now an 86-member strong community, collectively striving *to create an inclusive coaching community, enabling transformation of stakeholders through awareness and action.*

Our efforts to spread awareness about coaching also took giant leaps forward with panel discussions for NHRD members and at the Mindful Leadership Summit where we placed the spotlight on coaching, its benefits and the edge it creates for mindful leaders. Pro bono Coaching grew by leaps and bounds as did Peer Coaching, the third round that has just concluded and we are ready to start the fourth edition.

We celebrated the International Coaching Week with great gusto with multiple demystifying coaching sessions run by our member coaches at various NGOs and corporates, learning leap webinars and an inspirational coach connect that included a panel discussion on various perspectives of corporate leaders, entrepreneurs and coaches, and heaps of inspiration in Questioning the existing.

In the coming year, we look forward to many more collaborations that will help us give an even bigger push to the coaching flywheel.

*Alone we can do so little;  
together we can do so much.*  
~Helen Keller

Season's greetings and Happy Holidays.



Aditi Malhotra  
Director-Communication & Marketing-ICF Delhi NCR Chapter



## CONTRIBUTING COACH

## Enhance your Listening Skills

By William Connor



Earlier this year, I immersed myself in books related to effective communication, particularly as a listener. From this rich experience, I took away numerous tips and principles that positively improved my coaching skill-set. Here I will pass along some basic, yet essential tools for good listening.

### Types of Listening

In *Solution-Focused Pastoral Counseling*, Charles A. Kollar (2011) engages three types of listening—passive, active, and attentive. (p. 92) He writes, “Passive listening occurs when the listener is formulating a response while the speaker is still talking.” (p. 92) When this occurs, the listener is not paying full attention to what the speaker is saying, and leaves the speaker feeling unheard. (Kollar, 2011, p. 92) I have found myself in such conversations and have walked away feeling unsatisfied with the engagement.

A more effective type of listening is active listening. Kollar (2011) says, “Active listening mirrors or paraphrases back to the speaker what

he has just said, thus confirming for the speaker that he has been heard.” (p. 92) This approach allows the speaker to fully voice his thoughts and feelings, where the conversation looks like a back and forth tennis match as “the ball is constantly hit back into the speaker’s court.” (p. 92) Active listening is far superior to passive. Attentive listening is better yet. When we attentively listen, we bear many of the positive characteristics of active listening, alert and careful, but also with intentional purpose. (p. 92) In attentive listening, “the counselor validates feelings while carefully listening for clues that may represent strengths and exceptions.” (p. 92) Kollar (2011) continues, “The primary emotion attentive listening verifies is the need to have feelings validated . . . it supports the need to feel accepted and heard in a mature, caring relationship.” (p. 93) Beyond this, the care-giver is listening for client strengths, and exceptions to the problem—instances when the problem is not happening—to later collaboratively establish a pathway towards a hopeful future without the problem. Through attentive listening, we can positively enhance the care-giving experience.

How can we as coaches and care-givers implement and/or grow in attentive listening?

## SOLER

SOLER is an acronym that helps professional listeners remember good listening posture. A Health Psychology Consultancy blog post entitled, “Active Listening through Body Language” highlights the nuances of SOLER. When we “Sit straight,” we indirectly communicate, “I am here with you.” Having an “Open Posture” says to the speaker, “I am willing to listen to whatever you have to say.” When a listener “Leans Forward” she indicates an “interest in the speaker’s words.” “Eye Contact” expresses “interest and reassurance.” When we “Relax” we create an environment for the speaker to be at ease. (Health Psychology Consultancy, 2011, para. 1)

## Which of these five body-language positions can you improve upon?

### Talker/Listener

In his book *Why Don’t We Listen Better?* James C. Petersen (2007) presents a tool for effective conversation at any relational level. The two-sided “Talker-Listener” card stands on a table between two people. The “talker” side of the card faces the person who, through mutual agreement, begins the conversation as talker. The “listener” side of the card faces the agreed-upon listener—who is allowed to speak only to seek clarification of the talker’s words. The talker speaks until she feels she is understood, then the card may be turned, and roles reversed.

As a basic agreement, the “Talker” is “most bothered” by the problem, and “owns the

problem.” (Petersen, 2007, p. 225) The talker’s goals are to share thoughts and feelings without accusing, attacking, labelling, or judging. (p. 225) The “Listener” is “calm enough to hear” and doesn’t “own the problem.” (p. 225) The goals of the listener are to provide safety, understanding, and to clarify without agreeing, disagreeing, advising, or defending.” (p. 225) In what ways could the “Talker-Listener” card benefit your next conversation?

### Beyond Skill

Petersen (2007) reports a study conducted among schools of psychology, comparing styles of therapy and counseling. (p. 209) Research revealed “. . . the personal qualities of the person doing the therapy were far more important than whatever technique they used.” (p. 209) The study further revealed that the qualities of “empathy, genuineness, and warmth” most influenced growth in care-seekers. (p. 210) Another key principle Petersen (2007) shares is that “Human beings become healthier in the presence of other healthy humans.” (p. 210) We become healthier around people who possess these following qualities:

**Empathy:** The “grace of God” quality in people that non-judgmentally sees through “the crazies” and into the pain and the person. (p. 210)

**Genuineness:** The realness or congruence of people whose “insides match their outsides.” They will tell you when you need mouthwash. (p. 211)

**Warmth:** The selfless, friendly, and caring bedside manner that nourishes and relaxes the souls of those around us. (p. 211)

Of these qualities, which do you possess?

### Conclusion

We have briefly looked at three types of listening, SOLER, the talker-listener card, and three “beyond skill” qualities of good listening. We have concluded that the affirming and hope-filled nature of attentive listening positively benefits a care-seeker, that a SOLER posture welcomes a client into a hospitable care-giving environment, that the “Talker-Listener” card

provides basic structure, ground-rules, and expectations for a conversation, and that empathy, genuineness, and warmth are healthy qualities in people that help others become healthy. By implementing and refining these skills and qualities, we too can provide a more effective environment for our clients and care-seekers to become well and succeed.

### References

Health Psychology Consultancy. (2011, August). Active listening through body language. Retrieved from <https://healthpsychologyconsultancy.wordpress.com/2011/08/25/active-listening-through-body-language/>.

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### About the Author



William Connor is an Associate Certified Coach - International Coach Federation, Myers-Briggs Certified Practitioner, Masters of Arts - Columbia International University and a Business Owner of Barnabas Consulting since 2010.

## CONTRIBUTING COACH

## SUPERVISION, OUR FRIEND

By Sukh Mishra



*We understand another person in the same way as we understand, or seek to understand ourselves.*

*What we do not understand in ourselves, we do not understand in the other person. ~ C J Jung*

When I signed up, about a year ago for Coach Supervision, it was to meet the engagement requirement of an organization. I was clearly not appreciative of “this term” in their contract that all their coaches must have supervision as part of their Continuous Professional Development.

After a few sessions I realized that I would go in for coaching sessions with a much lighter head and heart. Because, in supervision I got to address my assumptions/intrusions and had higher self-awareness of my thought patterns. It's also because I got to work with a trained supervisor who helped me reflect on my clients, my relationship with them and self, in keeping me true to the coaching profession.

Currently I'm in the process of Coach Supervision Certification and thus this post is

inspired by my journey so far as a Learner Coach supervisor.

### What I discovered in supervision

I have been amazed at the topics/agendas that coaches bring in for supervision.

For e.g.

- I'm struggling to win clients, I feel I'm incompetent.
- My clients are dis-engaged I don't know what to do?
- My client is not “Doing the plan”,
- I have limited clients- should I influence to extend the current engagements...
- I'm not sure how much to charge.
- I have this client who's just like me.
- My coaching engagement has ended but it seems I'm still coaching the client free of charge and realized most of us have been in similar situations and have sought guidance from senior coaches/coach friends.

### Supervision as I've understood it

We are all human. We cannot see what we cannot see.

Super-vision is that thoughtful space that gives us "people practitioners" an opportunity to explore safely issues, challenges, situations to discover deeper, hidden, often unhelpful patterns and to gain powerful insights. As new knowledge emerges, we feel more confident and walk with increased self-awareness. It's said, "I can control only what I'm aware of, else it controls me"

Coaching Supervision is an on-going professional development practice that builds our capacity as a coach.

### What supervision is not

It is not Mentor Coaching, which is focused on strengthening and expanding demonstration of the ICF Core Competency skills and behaviors. It is not any sort of control or Supervisor-driven.

### Coaching supervision for CCEUs

Coaching Supervision is not a requirement for credentialing/renewal of an ICF Credential but for many other global bodies like European Mentoring & Coaching Council, Association of Coaching, it is.

ICF considers Coaching Supervision beneficial, both for development of coaches and for the clients' experience of coaching. To introduce supervision for ICF credentialed coaches, it has approved Coaching Supervision as an eligible activity to satisfy ICF Credential Renewal requirements. With this, renewing ICF Credential-holders are now able to use Coaching Supervision to fulfil their CCE requirements in Core Competencies.

If you are going for PCC/MCC renewal and need CCEUs, you can seek coach supervision to meet the requirement of CCEUs.

### How can supervision serve you?

In my experience, supervision can serve you in the following many ways:

1. Help you in managing boundaries
2. Discover more than one fixed way forward
3. Navigate through Ethical & Conflict of interest issues
4. Manage judgment issues- self and others
5. Better Contracting
6. Managing Emotions better
7. Discovering reasons/ways to deal with dis-engaged clients
8. Managing being assertive/challenging/supportive

### What's keeping us from supervision

Here are a few responses I received from coaches for what's holding them back from supervision:

- Have good enough informal supervision from peers/friends and fellow coaches
- Don't know much about supervision and how it works
- Too busy supporting clients, not enough time for self needs
- Misconceptions about supervision as being a practice/process of control, driving "we're not good enough"
- Have few/many clients and thus feel no need for supervision yet
- Concerned about the cost of supervision

Not sure if your reason is on the list, but give it a thought.

Supervision is a place where a living profession breathes and learns. Supervision can be a very important part of taking care of oneself, staying open to new learning, and an indispensable part

of the coach's ongoing self-development, self-awareness and commitment to learning. Hawkins and Shoher.

#### About the Author:



Sukh Mishra, PCC is the Principal Consultant, Founder and Executive Coach at Peer Coaching India. She is a Mentor Coach, Coaching Program Instructor, Author, Researcher and Facilitator. Sukh is a Diploma holder in Training and Development from ISTD, New Delhi and a Certified Practitioner of Neuro- Linguistic programming.



## CONTRIBUTING COACH

## MY JOURNEY TOWARDS SELF-AWARENESS

By Hitesh Arora



After spending about 15 years in the corporate environment, I decided to become an entrepreneur and started a small franchise business in FMCG domain. I learnt a lot and enjoyed the journey of setting-up the franchise but couldn't last long due to non-alignment with my business partner.

During my entrepreneurship time, I realized that I needed to be more aware about myself before thinking of making a difference in the life of others. This is where my conscious journey towards self-awareness started. I enrolled myself in an entry level course on yoga & meditation to continue my journey of self-awareness. Interestingly, this course was my first encounter with any form of yoga and meditation. After the completion of the 7-day course, I could really feel something different within myself which can't really be explained in words. Was it enlightenment? I don't know! To pay my bills, I joined one of the large corporates and it's now been close to 3 years of working again in the corporate environment.

After a few months of practice of yoga and kriya, I went on to attend an advanced course on

meditation. This course further gave me clarity in my thought process, improved my physical health, memory, decision making, anger etc. Believe me, my sleep quota had gone down from 7 hours to 6 hours (even less). I got recognized for the hard work I put in at my work place and was given a large team to lead.

Leading a large team led me to think that I am being watched by many and every move I make is being noticed. Therefore, I needed to be increasingly self-aware. Yoga and meditation have helped me stay balanced in every situation.

Throughout my experience, I had been unconsciously mentoring and coaching my team members, however my urge to make a difference in the life of others continued and that's where I decided to do something which is somewhat related to my job and my strength areas. I decided to become a certified coach and got enrolled for 60-hours of Accredited Coach Specific Training, which is a pre-requisite for becoming an Associate Certified Coach (ACC) from International Coach Federation (ICF). The training (Coaching and NLP) gave me tools and techniques to become an effective coach.

The combination of yoga, meditation and coaching is helping a lot in my journey of becoming more self-aware. At a personal level, while meditating, I have received a lot of answers to issues, which I generally was not able to solve. I have realized that many a times, the answers lie in silence. I have also realized that only way out is to turn in (inwards) which further strengthens my belief that each one of us is unique and resourceful from within. Once we can connect individuals to their own resources, and bring the innermost shift by using the tools and techniques, they should evolve to resolve the issues themselves.

I am still on the journey of becoming an ACC, but I must admit that I enjoy coaching people as this is one way of connecting people with their inner resources and help them find answers from within.

During this journey, I have realized that yoga, meditation etc. are tools to create a higher level of perception. Once an individual reaches a higher level of perception, self-awareness increases, and small issues don't bother much. This eventually helps maintain a balanced and fulfilling life. My journey towards self-awareness and gaining a higher level of perception continues!!

### About the Author



Hitesh Arora is a B. Tech, BCA and MBA from FMS, Delhi University, India, with over 19 years of experience in multinationals like Hughes, Colt and British Telecom. He is a Trained Inner-most shift executive & leadership coach and certified NLP practitioner (Neuro Linguistic Programming) as well as a Certified Lean Practitioner from British Quality Foundation

## CONTRIBUTING COACH

## THE RIGHT QUESTION

By Jaya Bhateja



In an ambiguous, dynamic and unpredictable world, the only way to resolve issues or to create new solutions is to ask the right question!

### What is a right Question?

The right questions can reveal information towards solution instead of problems. They are effective in creating new neural networks in the human mind for new and creative thinking.

*The ability to ask the right question is more than half the battle of finding the answer- Thomas Watson*

### NEED TO ASK RIGHT QUESTIONS

Questions as a tool are a part of each conversation, relationship and transaction! Mastering the art of asking the right questions helps create maximum leverage and harmony in any relationship. At the same time, it helps you to be more influential, confident and effective. Consistently generating and practicing asking the right questions takes some effort and understanding. Here are a couple of tools that can help you do that.

### TOOLS TO CREATE THE RIGHT QUESTIONS

Tim Gallwey's inner game equation does wonders when it comes to crafting effective questions!

According to Tim Gallwey:

Performance can be understood as the outcome of any activity, Potential is its best capacity and Interference are the things that come in the way while someone is trying to be at their best capacity. As a general tendency, humans tend to focus on removing the interference however as per Tim Gallwey, performance accelerates when someone shifts concentration from Interferences to Potential, which means disempowering the interference by giving more power to Potential.

Let's understand this through some examples:

#### 1. Reason for low performance: I was scared

**Interference question:** Why were you scared? Or What were you scared of?

**Potential question:** What would you do if you weren't scared?

#### 2. Reason for low performance: I am confused

**Interference question:** What are you confused about? Or What do you want to do?

**Potential question:** What clarity do you want?

### 3. Reason for low performance: I can't do this

**Interference question:** Why can't you do this?

**Potential question:** How can you make it work?

Before you ask, always assess whether your question focuses on Potential or Interference? Another way to assess the quality of your questions is to see where is your language focusing? The iceberg model categorizes the levels in which a conversation can be viewed.



The two-question test would help you decide the focus of your question:

- What are you questioning? (Focus and Intent)  
Are you questioning the person, issue, expectations or emotions, past?
- How are you questioning? (Construct and Tone)

Are you challenging, encouraging or blaming?

Questions can simplify lot of situations, relationships and thought processes to create better results. Practicing asking the right questions can help you save time, energy and talent. So, whenever you are asking questions, assess what are your questions doing to others. Are they producing answers or are they producing explanations?

#### About the Author



Jaya Bhateja is a PCC-ICF. She is a globally certified life, leadership and mentor coach. Her corporate experience has been working with professionals in IT and ITES organizations. She is passionate about bringing a positive change for business leaders, entrepreneurs and women leaders.

## CHAPTER UPDATES

### RECIPROCAL PEER COACHING

Anjana Motihar Chandra shares the journey of Reciprocal Peer Coaching that began in March 2017.



Reciprocal Peer Coaching is a programme offered by the International Coach Federation at the global level to promote the professional and personal development of its members. This popular programme was launched for the members of ICF Delhi NCR in March 2017.

The first round of Reciprocal Peer Coaching began on March 20, 2017 with 14 ICF members – a mixed group that included experienced ACCs and PCCs as well as coaches with less than 100 coaching hours – participating in it. Participants in the two-month-long round were paired according to their experience levels as far as possible. Each participant was required to coach one peer for four sessions and receive four sessions of coaching from another peer.

Under the peer coaching guidelines, participants could hold their coaching sessions face-to-face, via Skype, telephone etc., based on mutual convenience, and could claim the sessions as paid coaching hours. All participants were required to maintain a log of their coaching hours and sign a confidentiality agreement with their peer coachees just as they would with their regular coachees.

Learning from our experience in the first round, we reduced the number of coaching sessions from 4 to 3 and launched Round 2 for a two-month period from July 1, 2017. This time we had 10 participants. Round 3 started on October 1, 2017 with 9 participants. Round 3 has just been completed successfully and we are now gearing up for Round 4.

#### Participant Experience

*“An enriching experience. It catapulted me to my greater undiscovered self and gave me an opportunity to facilitate somebody else’s progress too.”* Nidhi Mota, ACC (participated in Rounds 1 & 3, Peer Coaching)

*“Had a wonderful experience helping a colleague gain more insights about their challenges and move forward.”* Rupender Khaira, (participated in Rounds 2 and 3, Peer Coaching)

## UPCOMING EVENTS

| Date        | Time            | Topic                                     | Speaker                                |
|-------------|-----------------|-------------------------------------------|----------------------------------------|
| December 13 | 1900 – 2030 IST | More Clients, Less Marketing              | Mary Cravets                           |
| December 20 | 1900 – 2030 IST | Making Coaching Relevant to Organizations | Mark Vandeneijnde and Sujith Ravindran |

### EVENTS GONE BY

#### September 2017-Mindfulness Leadership Summit





At the **September Coach Connect** Professor Yaron Ziv discussed the Process of Change through Gestalt Perspective. The session focused on Three types of change, Process of awareness and the Gestalt way of awareness and paradoxical process of change.



### October 2017

The **October Coach Connect** left our coaches inspired with a talk by George Abraham, the founder of the World Blind Cricket Council shared his experiences and attitude and discussed how to face and conquer adversity, find and draw on your inner strength and convert challenges into successes?



### October Learning Leap



Jim Milner, MBA, BCLC, MCC facilitated a session on Leaders with the power of intent by discussing the skill of deep listening, the triggers and connect to conversational intelligence.

## November 2017 Coach Connect



A practical and insightful session on Building your Coaching Practice, Unapologetically by Sushil Jhangiani on setting up and executing a business plan for your coaching practice, identifying your source of business, and actively building your selling proposition, defining your brand, and building it

## November Learning Leap



The focus was on the niche of Medical Coaching. Shiri ben Arzi spoke of the theoretical and professional pillars of the model, clarified how Medical Coaching is different from other interventions and coaching disciplines and shared stories and case studies to give a deeper understanding on the profound impact and added value of this niche.



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## COLLABORATE WITH THE CHAPTER

Would you like to join our **86-member strong community of coaches** to network, learn, and be an active contributor towards your progress as a coach via peer coaching, pro bono coaching, and coaching awareness sessions delivered by our member coaches in various corporates and educational institutes? Write to our Director-Membership Nidhi Aggarwal at [membership@icfdelhincrcchapter.com](mailto:membership@icfdelhincrcchapter.com) to know more.

**Be a Contributing Coach** by sending in original, 700-1000-word, unpublished coaching related blogs, articles and book reviews to Manbir Kaur, our Director-Education at [education@icfdelhincrcchapter.com](mailto:education@icfdelhincrcchapter.com). Remember to share a high-resolution picture and a brief bio, along with the contribution.

### Share your knowledge

We hold a Learning Leap event (webinar) and a Coach Connect (face to face) each month for our member coaches. If you're interested in speaking at one of our events, please write to [president@icfdelhincrcchapter.com](mailto:president@icfdelhincrcchapter.com) expressing your interest and details of the topic.

### Reach a larger audience

*To discuss sponsoring our events, marketing your events/workshops and collaborating with ICF Delhi NCR Chapter, you can write to our Director – Marketing and Communication, at [communication@icfdelhincrcchapter.com](mailto:communication@icfdelhincrcchapter.com)*

*This issue of Going Beyond has been edited for ICF Delhi NCR Chapter by Aditi Malhotra, our Director-Communication & Marketing.*