



apac **VOICE**

THE OFFICIAL NEWSLETTER OF THE ASIA PACIFIC ALLIANCE OF COACHES

# the rise of team coaching

**APAC Waves**

Why You Need Team Coaching

**APAC Waves**

Beyond Team Coaching –  
Coaching Teams of Teams

**APAC Voice** is a digital publication of APAC, published quarterly and distributed through email. It is also available on the [APAC Website](#).

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# President Speaks



*"We aim to be a powerhouse where the rich diversity of cultures and wisdom in Asia can be further harnessed for coaching."*

Dear APAC Colleagues,

## Dance with APAC

In the crucibles of limited time and resources, an individual's contribution will never match the force multiplier of a team. This is why I found inspiration in the commitment of the EXCO team as we held our recent inaugural retreat. "Do good together" was our ethos, illuminating that what we create collectively will systemically expand. In the face of multiple priorities pulling us in different directions, we find support in one another, fostering sustainability.

The presence of APAC's co-founder, Lydia, along with the supportive past presidents Dolly and Uma, and the familiar faces of Michelle, William, Rosalind, Deepa, Jyoti, and Suyin, made APAC a closely-knit community that one can't overlook. Despite Gerald convalescing in UK, he was with us in spirit. New EXCO members - Phillip, Gillian, Vivian, and Atsuko - brought fresh perspectives and ideas to the table as we dived deep into the identity and DNA of APAC.

Armed with our SWOT analysis in one hand and members' survey results in the other, we reflected on taking APAC from its sweet 16 to a more courageous and experimental phase, to be the coaching voice for Asia Pacific.

We aim to be a powerhouse where the rich diversity of cultures and wisdom in Asia can be further harnessed for coaching. We will strengthen this one-stop hub for coaches, both aspiring and veteran, to create an ecosystem where everyone can develop, partner, and contribute to the bigger community through coaching.

Expect more engagements - a buddy system for new members and increased coaching practice - both internally with fellow members and externally with networks and organisations. Anticipate new APAC-centric courses that leverage our rich cultures, retreats to pause and rejuvenate, and increased partnerships in research and team coaching.

These initiatives cannot happen in isolation. I invite you to reach out and connect with me or any of our EXCO members to be involved in one way or another. Like coaching, let's step onto the dance floor to create this new wave of growth for APAC and fellow coaches.

As evident in today's dynamic landscape, collaboration is an integral part of what we do. Recognising this, our current issue on Team Coaching will provide valuable insights to empower teams towards shared goals, turning our aspirations into realisation.

Warmly,

A handwritten signature in black ink, appearing to read 'Irene Chia'.

**IRENE CHIA**  
President, APAC



# APAC WAVES

“The way a team plays as a whole determines its success. You may have the greatest bunch of individual stars in the world, but if they don't play together, the club won't be worth a dime.”

- Babe Ruth

# What is Team Coaching?

## Let's start with defining Coaching

Too often when people think of a “coach,” they visualise an expert sharing their superior knowledge. Sports coaches or famous business people might spring to mind with the knowledge and track record to “coach”.

In reality, this is better described as one-to-one teaching by an expert because the expert has (and is expected to have) more knowledge and more power - power to decide the agenda and greater knowledge about the topic. But coaching is very different.

Coaching is about discovering new learning *within* the person being coached - the learner. To use a Co-Active Coaching term, they are already creative, resourceful and whole. Discovering new learning involves exploring the learner themselves, their relationships and their context. This exploring leads to new discoveries, which in turn leads to new options and opportunities for action, resulting in the outcome of learning: change. The coach prompts and supports this learning/changing process, through techniques which derive from not knowing the answer: listening, presence, powerful questions, reflecting and stimulants such as challenge and creativity. The coach is a catalyst; the power and knowledge remains with the learner. They decide the learning. They decide the change.



A coaching conversation leads to learning at a deep, fundamental level, heightening awareness, choices and action in areas of purpose, capability, values, and identity. To paraphrase the International Coaching Federation's definition of coaching:

*Coaching is partnering with a learner in a thought-provoking and creative process that inspires them to maximise their personal and professional potential.*

## So what's Team Coaching?

Like individuals, teams need differentiated conversations to explore their purpose, their capabilities, values and identity so that they can make new choices and take different action. So on the face of it, Team Coaching isn't much different than Individual Coaching. But teams are very complex - they are more than an individual, and they are (mostly) less than an organisation. And according to the International Coaching Federation, they are single entities, not to be confused with multiple individuals.

For instance, too often teams are identified as people reporting to the same manager. But this is a group calling itself a team, not being a team. In this context collaboration is a "hub-and-spoke" transaction rather than mutually transformative, because the power and knowledge is in too much in the hands of the manager.

Real teams hold the power and knowledge mutually - it's distributed and shared in ways that mean everyone contributes and feels like they belong - even if such teams consist of people with different line managers. Because real teams have clear purpose, defined in conjunction with their stakeholders, to create value that benefits them and their stakeholders, and which could never be created individually.

A Team Coach therefore partners with the whole team, as a single entity, defined by its purpose, membership and collaboration. The process involves discovering and developing the team, including what membership makes it whole, which stakeholders define the purpose and value to be created, and how the team collaborates to realise it's real team potential.

Partnering as a Team Coach doesn't require greater knowledge or power than the team i.e. experience in

the sector. But partnering does require an appreciation of teams as a single entity, their dynamics, their systemic nature, their creativity and resourcefulness. It's a catalytic relationship that stimulates the collaborative learning and change of the whole team.

*This means Team Coaching is the joint endeavour of a team with a coach to discover new collaborative learning that better serves the purpose of the team and its stakeholders.*

## Are you a Team Coach? Or a team leader?

## What is your definition of team coaching?

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By **David Kesby**. David is a Team Coach, Leadership Coach, and Coach Supervisor with a passion for supporting Extra-Dependent Teams and providing accredited coaching programmes to organisations.

This article first appeared in:

<https://www.linkedin.com/pulse/what-team-coaching-david-kesby-yrln>



# Why You Need Team Coaching



Organizations may turn to team coaching for a variety of reasons, all aimed at optimizing their team's performance and dynamics. Here are some of the main reasons why an organization might consider team coaching:

- 1. Enhance Team Performance:** When team performance is not meeting expectations, it could be due to various factors such as lack of clarity on roles, poor collaboration, or ineffective work methods. A team coach can help identify these performance gaps, and equip the team with the necessary strategies and tools to improve. This may include setting clear performance metrics, improving workflow processes, or training on specific skills.
- 2. Improve Communication:** Communication is vital to any team's success. If there are issues with communication, such as misinterpretation of information, lack of information sharing, or communication breakdowns, these can all lead to conflicts and reduced productivity. A team coach can help improve these aspects by creating effective communication strategies and norms, fostering an environment of open, honest dialogue, and training team members on effective communication skills.
- 3. Conflict Resolution:** Conflict within teams is common and can arise due to differences in opinions, competition, or misunderstandings. If not managed properly, it can lead to resentment and a toxic work environment. A team coach can equip the team with conflict resolution strategies, ensuring that conflicts are handled constructively, and solutions are reached that are agreeable to all parties involved.

4. **Align Goals:** Misalignment of goals within a team can lead to confusion and hinder progress. A coach can assist teams in clearly defining their objectives, ensuring they align with the broader organizational goals, and establishing a collective vision. This helps create cohesion and enables the team to work collectively towards a common objective.
5. **Manage Change:** Significant changes such as restructuring, new project implementations, or changes in leadership can be stressful for a team and can impact performance. A team coach can provide guidance during such transitional periods, helping the team understand the change, address their concerns, and adapt effectively to the new circumstances.
6. **Develop Leadership Skills:** Team coaching is crucial for the development of future leaders. It can help identify individuals with leadership potential, and provide them with the necessary skills and confidence to step into these roles. Coaching can also assist current leaders in improving their leadership styles and effectiveness.
7. **Increase Employee Engagement:** A disengaged team can lead to low productivity, high turnover, and poor performance. A team coach can help create an environment that fosters engagement by helping teams understand their value within the organization, encouraging participation, and ensuring that team members feel heard and appreciated.
8. **Improve Problem-Solving Skills:** Effective decision-making and problem-solving are crucial for any team. A coach can help teams develop these skills by introducing problem-solving models, encouraging creative thinking, and promoting effective decision-making practices.
9. **Build a High-Performing Team:** A high-performing team is not created overnight. It requires the right mix of skills, effective communication, aligned goals, and strong leadership. A coach can guide a team through this journey, providing ongoing support, feedback, and strategies to continuously improve team performance.
10. **Foster Innovation:** To stay competitive, teams need to continuously innovate and come up with new ideas. A coach can foster a culture of innovation by promoting open-mindedness, encouraging creativity, and implementing processes that support and reward innovative ideas.

Team coaching is a strategic investment that organizations make to foster growth, improve performance, and build high-performing teams. The specific focus of the coaching process would depend on the team's current challenges and objectives.

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By **Tan Haw Lin**. Haw Lin is a seasoned coach with expertise in leadership and team engagement. Fluent in both English and Mandarin, he conducts courses across Asia Pacific.



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# Beyond Team Coaching – Coaching Teams of Teams

Just as focusing on individual performance doesn't necessarily lead to improved collective (team) performance, high performing teams don't necessarily work together to deliver a high performing organization. In his book *Team of Teams*, retired US general Stanley McChrystal offers a number of examples of how functional silos within organisations or even within departments can undermine performance overall. Every increase in the efficiency of a narrow slice of the organizational system can reduce the effectiveness of the whole.

These insights are not completely new, of course, but it is only now, as team coaching becomes increasingly entrenched in organizations, that the focus is beginning to shift to the wider system beyond the team. The emerging challenge is: how do we apply what we have learned about coaching teams to coaching multiple, interdependent teams?

The PERILL model was the first significant attempt to apply complex, adaptive thinking to work teams. It identified from extensive literature analysis, six factors that interact to drive or hinder collective performance. At their simplest, these factors interact in three dimensions but there will be times and situations when all six are influencing and being influenced by each other. The six factors are:



- **Purpose and motivation:** having a clear reason for being and a clear direction that energise and capture the imagination of team members. When individual and collective identity coincide around a common purpose, great things are possible.
- **Externally-facing systems and processes:** how the team interacts with its various stakeholders, how it understands those stakeholders and they understand it, how the team manages conflicting expectations, obtains resources etc
- **Relationships:** factors, such as trust, respect and genuine concern for each other's welfare, which enable close collaboration
- **Internally-facing systems and processes:** in particular, work design and interdependencies, communication and decision-making
- **Learning:** how the team enhances its performance (how it does today's tasks), capability (how it enhances its skills and resources to tackle tomorrow's tasks) and capacity (how it does more with less)
- **Leadership:** the moderating factor that influences whether each binary combination of other factors is expressed positively or negatively.

## What is a Team of Teams (TOT)?

Traditional organizational structures have a hierarchy of teams, with leaders of individual teams linked within a team of managers, who in turn are linked into more senior manager and leader teams. Communication happens up and down through these managerial “linking pins”. A team of teams may or may not have formal leaders for each team but communicates through about multiple points of connection between teams horizontally, vertically and transversally. While traditional structures aim to produce greater efficiency, TOTs aim to increase effectiveness and agility.

## How can teams of teams build shared purpose and motivation?

MIT’s Strategic Agility Project (Sull et al, 2018) provides a disturbing review of strategic awareness amongst leaders and middle managers. It reveals that strategic alignment amongst executives and managers is consistently overestimated, with only slightly more than half of top teams agreed on the highest three strategic priorities and only 22% of their direct reports able to name the top three priorities..

Among practical approaches team coaches can initiate are:

- Encouraging every team to create and share a narrative about what the organizational purpose looks like from their perspective and what they can best (and or uniquely) contribute to achieving the purpose. Sharing these stories with other teams in the TOT structure allows them better to understand and appreciate each other – but also to develop a clearer consensus about what they need from each other to achieve their part of the purpose and what they can do to support each other.

- Identify in each team the tasks its members find most and least energising. This gives birth to opportunities for creative swapping – re-design of tasks and roles that make more flexible use of the energy within the whole TOT system.
- Explore the concept of interconnected responsibility. Just as individually-based reward systems undermine teamwork, so teams can develop an internal focus on their responsibilities. Making at least one third of each team’s key performance indicators (KPIs) reflect contribution to *the system* changes attitudes and behaviours, so that teams take partial responsibility and ownership for other connected teams’ performance, capability and capacity in respect of achieving the collective purpose.

## How can teams of teams enhance how they interface with stakeholders and the external world generally?

The external interfaces of each team will have some similarities with those of other teams in the system and some unique connections. In many cases, this will mean interacting with the same external system of systems, but at different points. So, for example, while the executive team might be connected with its counterpart in a major customer, teams at lower levels might be connected with users of the products or services. In a typical organization, data from these interactions passes up and down functional silos. In a genuine TOT, information is shared equally horizontally, vertical and transversely.

As a team coach, we might facilitate a team in developing better ways of listening to and capturing information from its stakeholders. With a TOT, it’s important to be aware of and capture information relevant to other internal teams as well. Critical questions include:

- How is this information relevant to achieving our collective purpose as a TOT, as well as for our team on its own?



- How do we listen to stakeholders with the ears of other TOTs?

Stakeholder mapping is usually carried out at either an organizational or a team level. In a TOT, these two levels of mapping can be integrated in an intermediary level, which shows the overlaps between individual teams and connects directly to both team and organizational purpose.

### How can teams of teams build more effective, collaborative relationships?

Psychological safety and the trust that it builds are fundamental to the performance of individual teams. Achieving similar levels of trust *between* teams is challenging. Our tribal instincts kick in very easily, leading us to view “outsiders”, who we should be collaborating with, as rivals for, for example, resources, attention, or reputation. Building inter-team trust is not greatly different from building trust within teams. Practical approaches include:

- Sharing personal histories and team histories. In a merger situation, rapid integration can often be achieved when two teams share with each other “How we became the team we are now”.
- Sharing each team’s values. There is usually a great deal of commonality, which may have been downplayed in an atmosphere of rivalry. Rediscovering the connectedness between them promotes understanding. Where there are differences of values, rather than engage in “right and wrong” mindsets, the two teams can explore how the diversity of values can enhance how they work together to support the shared purpose. (One outcome can be redefining work roles, so that aspects of the task that don’t energise people in team A, are seized with enthusiasm by people in team B.)
- Having swift and respectful processes for resolving inter-team conflict. Existing conflict / predicting future conflict. Clarity about

behaviours that build and undermine trust and reviewing what happens in reality.

- Physical location – having a desk in the other team’s work area, to encourage regular human interaction
- Having an agreed *trust recovery process*. This recognises that trust does get broken from time to time and that, rather than let it fester, both teams have a responsibility to repair the damage as quickly as possible. Two key principles underlie an effective trust recovery process. One is that this is a learning opportunity. The other is that with humility and a continued focus on collective purpose, trust may be strengthened by the experience.

### How can teams of teams develop better shared systems?

Team coaching can help with two key systems:

- How do we communicate and coordinate across TOTs?
- How do we make fast and accurate decisions that involve several TOTs?

A knee-jerk response is to make everyone aware of everything, which is likely to result in vital data being buried in an overwhelming mass of trivia and irrelevant data from every other TOT. McCrystal recommends pushing decision-making to the lowest practical level. For this to be effective, however, teams need shared communication and decision-making protocols and – over and above this – an instinctive understanding of what other teams need to know.

Artificial intelligence has much to offer in terms of learning when and where to route information of this kind, but a great deal can be achieved by old-fashioned conversation. Regular and ad hoc inter-team reviews of cases – both ones that went well and one’s that didn’t – can build collective instinctive

understanding of what needs to be transmitted along with the level of urgency. They also reinforce shared accountability. The systems that genuinely enhance collaboration between TOTs are rarely imposed top-down – they are a continuous, emergent learning process that constitutes collective, adaptive intelligence.

- What information that we could provide would be most helpful to you in making good decisions?
- When will it be most helpful?
- How can we provide it in the most helpful way?

To facilitate these conversations, team coaches can work at the interface between teams, supporting them when they come together to determine what decisions require or will benefit from input from more than one team. Among questions that are helpful here are:

- Who is best positioned to make this decision (e.g. from a position of timeliness, and having sufficient information to assess the situation)?
- Who should input into the decision, how and when?

Although there may be some argument and give and take, recasting decision-making as a collaborative activity between teams helps to break down the “them and us” boundaries even further.

### **How can teams of teams better learn together?**

Much of what has been described above is in essence about co-learning across team boundaries. When coaching individual teams, a *team development plan*, which links personal development with team development and the business plan is an increasingly common and practical approach, now standard for all coaches, who have trained through Coaching and Mentoring International.

It is much more difficult to identify and manage learning that is needed across and by the system, but the same principles apply. Team development plans can be amalgamated into TOT development plans that link directly to the organizational purpose. An outcome of doing so may be the identification of hidden centres of excellence – small but valuable caches of experience and skill that can be enhanced and made more widely accessible, if other teams know about and value them.

The TOT development plan plays a vital role in regular (at least annual) reviews of learning by the system. Team coaching focuses on helping teams improve performance (what they do), capability (what it will be able to do in the future, if it acquires the knowledge, processes and resources) and capacity (how it will do more with less, as Peter Hawkins expresses it). TOT development plans address the same issues and help teams think beyond their own horizons, expanding the collective consciousness and reinforcing responsibilities to the system rather than just to a team or an individual job description.

### **How can teams of teams use leadership to greatest effect?**

Leadership is not the same as being a leader. Traditional hierarchies focus on the role of the leader, who is expected to be in control of everything, but increasingly can't. The linking pin model of organizations assumes that leaders at one level will become a team under a leader at the next higher level. It breaks down, of course, because it requires only one weak link for the chain to break. Effective team coaching clarifies the functions of leadership and enables the team to explore together how these might best be delivered. A typical outcome is that the appointed leader knows how best to add value and that they are valued by the team. It also frees them up to focus on tasks that are more important to building future capability and capacity.

Within a TOT, leadership may need to be expressed differently within teams that have different roles in relation to the organization purpose. As in an individual team, this diversity within a TOT has potential to be both a strength and a weakness. Looking through the lens of leadership functions helps us to understand the leadership system in a much more perceptive way. It requires a mental shift in managers at all levels from seeking to control the TOT to facilitating it.

Collective coaching conversations enable the formal and informal leadership structures to listening to what the system needs. For example, where is it oscillating in ways that will interfere with performance and where are patterns emerging that should be encouraged and reinforced? Functions of leadership.

### Where do we go from here?

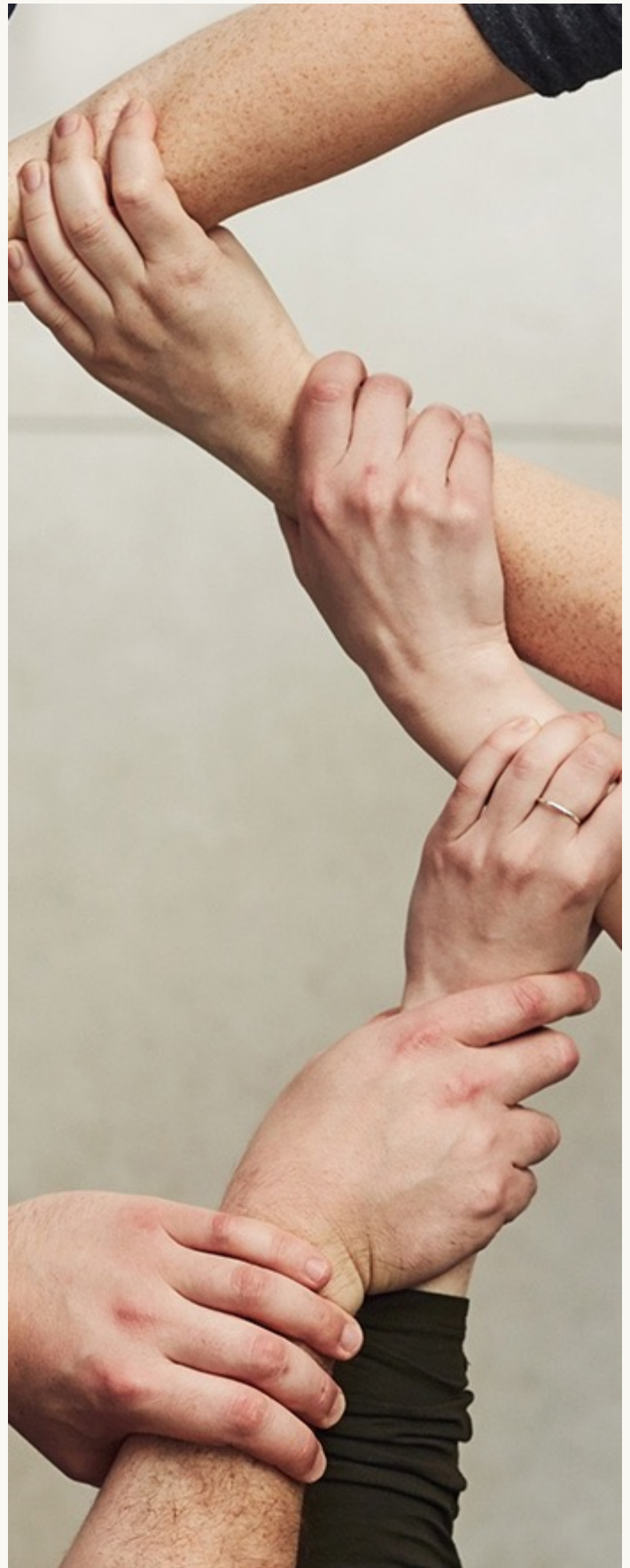
A literature search on TOTs reveals very little and nothing at all on team coaching in this context. Clearly, we have much to learn! Equally, this provides an immense opportunity for experienced team coaches to expand their portfolio.

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By **David Clutterbuck**. David is the Practice Lead at Coaching and Mentoring International Ltd. and at David Clutterbuck Partnership. He is the last fully active survivor of the pioneers of coaching and mentoring. He is Special Ambassador for the European Mentoring and Coaching Council (EMCC). He is the author of over 70 books and a visiting professor to the coaching and mentoring faculties of Henley Business School, Oxford Brookes University, Sheffield Hallam University, and York St John University.

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<https://clutterbuck-cmi.com/blogs/beyond-team-coaching/>





# The Rise of Team Coaching

The need to collaborate in teams is deeply rooted in human history. Human beings are not created to operate alone. They learned team synergy can produce much more than the individuals. This was true from cavemen to ancient civilizations, and more so in our current digital age. The acronym “T.E.A.M.” stands for “Together Everyone Achieves More”. I encountered this adage in military school in the early 1980s, and even after more than 40 years, it still resonates.

## Helping a Team to Perform

Over the years, leaders have primarily been using a combination of 3 approaches to improve team performance: group training, team building, and team facilitation.

### 1. Group Training:

- Involves a trainer, whether internal or external, imparting necessary skills to team members.
- Emphasizes individual competency, with group sessions for better efficiency and cost management.
- Shortcoming: Participants are not learning as a team. It is akin to training soccer players on their individual skills, and they struggle to play cohesively as a team when on the field.

### 2. Team Building:

- Conducted at an off-site location, involving the leader and team members.
- Focuses on team and individual skills using experiential learning activities.
- Shortcoming: While more effective than group training as the leader and team members are learning together through the activities, leaders often find the impact wears off quickly as members revert to their usual routines when they return to the workplace.

### 3. Team Facilitation:

- Involves a team facilitator working with the leader and the team members on key areas that are usually determined by the leader.
- Often the focus is on gaps and weak areas (real or perceived) that the leader wants to see improved.
- Shortcoming: The session agenda is based on a preconceived “engagement brief” that the leader WANTS. But this may not be what the leader and the team NEEDS. As the facilitator is contracted to “deliver the objectives,” there is also less inclination and/or flexibility for the facilitator to make real-time changes to the agenda to respond to actual team dynamics and emerging issues.



## The Rise of Team Coaching

Leaders are under immense pressure to empower and enable their teams to perform and achieve the team goals. The high demands by shareholders, the geopolitical landscape, economic challenges, cost pressure, climate change, the different workforce expectations, hybrid work and the advent of generative artificial intelligence are key factors adding to the complexity and urgency to learn fast and perform effectively as a cohesive team. Team coaching offers the best chance to succeed as compared to the other 3 approaches.

In the team coaching approach, the Team Coach partners with the leader and the team members to co-create the solutions to improve the team's performance and results. An effective team coaching program will positively impact the team in terms of:

- Higher engagement and ownership of the solutions and decisions through team involvement and inclusion.
- Breaking down “silos” to embrace the value of interdependence, with increased team trust and support.
- Equipping the team with tools to sustain their learning and performance beyond the program (they have the tools to fish for themselves).

## Conditions for Successful Team Coaching

To ensure the best outcomes, the following conditions must be present:

1. The leader must genuinely want the team to improve its performance, with a player mindset of collaborative growth. Team coaching cannot be effective without the leader's wholehearted commitment and engagement.
2. Psychological safety is created to allow the leader and team members to participate and engage openly and freely.

3. The leader and team members take collective responsibility and accountability to decide and implement the changes, and are disciplined to follow through.

## Implications for Coaches

As the macro environment is ever more dynamic and challenging, the need for team coaching is expected to rise. More than ever, leaders are recognizing the power of team coaching to help them accelerate their team improvements and performance. For coaches, this implies that having only 1:1 coaching skills is not enough. Coaches need to add team coaching skills to their repertoire of skills. Doing so will increase their coaching versatility and value. The launch of the ICF's Advanced Certification In Team Coaching (ACTC) in 2023 is a strong indicator of the team coaching potential in the industry. It will certainly continue to rise.

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By **Tan Swee Heng, MCC, ACTC**. Swee Heng is the Head of the Shared Leadership Team Coach Academy. He is an ICF Master Certified Coach (MCC), a Coach Supervisor, and has the ICF's Advanced Certification in Team Coaching (ACTC). He is a thought leader, authoring 2 books on leadership and coaching. You can write to him at [sweeheng.tan@limglobal.net](mailto:sweeheng.tan@limglobal.net) on any questions relating to team coaching.



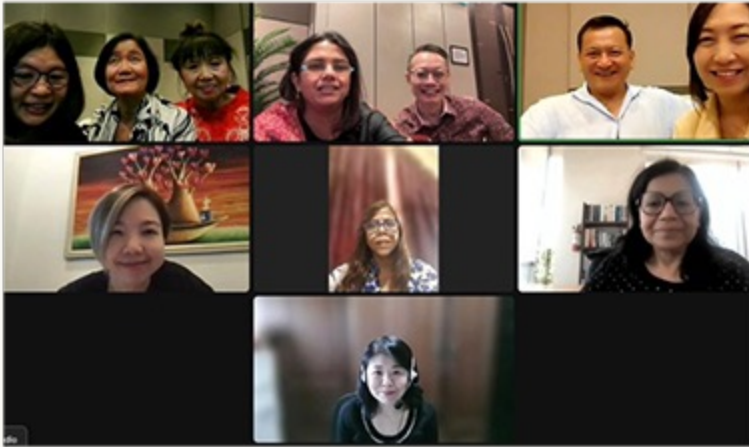
# APAC XPRESSIONS

**Meet our new EXCO members!**

“Unity is strength... when there is teamwork  
and collaboration, wonderful things  
can be achieved.”

- Mattie Stepanek





NAME	STOP	START	CONTINUE
	<p><u>Stop</u></p> <p>Personalized info on each change</p>	<p><u>Start</u></p> <p>Review the things I learned, what I'm going to do and how I'm going to do it</p>	<p><u>Continued</u></p> <p>Review the things I learned, what I'm going to do and how I'm going to do it</p>
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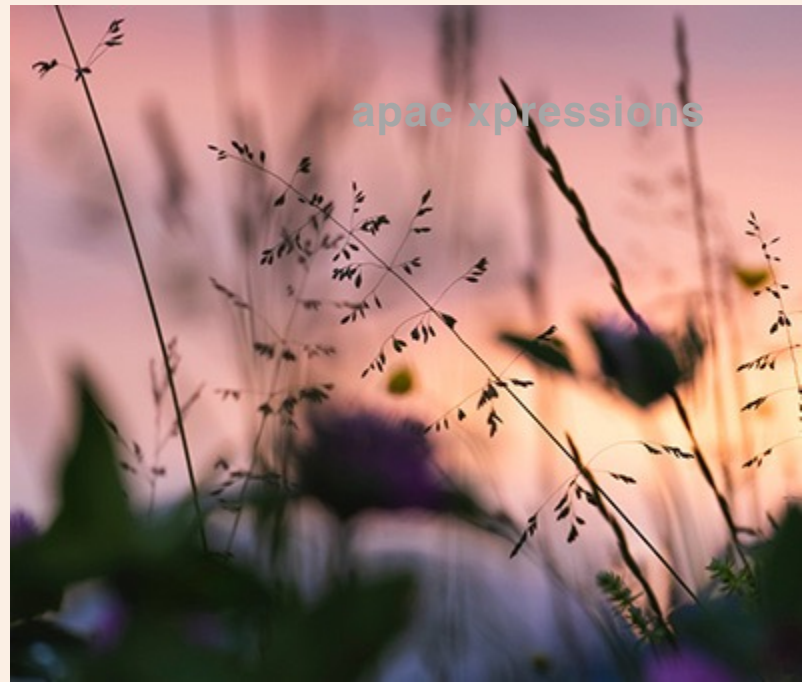
**Phillip Choo**  
*Honorary Treasurer*

### WHAT ATTRACTED YOU TO COACHING?

My volunteer involvement in church groups through the years has led me to work with and counsel many individuals in their walk of life. In addition, my work also requires me to train and guide many in their career progression and development. There were times when I was more effective than others and that made me wonder if I was doing things correctly. I was subsequently introduced to the practice of coaching, and it clicked immediately within me that coaching is the missing piece to bridge my efforts to achieve effectiveness in helping others. The more I learn about coaching and put it into practice, the better I am able to help others effectively.

### HOW HAS IT AFFECTED YOU PERSONALLY?

Adopting a coaching mindset and framework has refined my interactions with others. I have learned to be more patient, become a better listener, and at the same time, apply my learnings to relate better with my family, children, friends and colleagues. I am just a newbie when it comes to coaching, so I am eager for what more exciting things it can lead me to.



### DESCRIBE A PIVOTAL MOMENT IN YOUR COACHING JOURNEY.

I am currently the Managing Director of a specialty chemical business in Singapore and have introduced coaching as a leadership tool across the company. As I led the company through an Industrial 4.0 Digital Transformation to prepare and ready ourselves for the next generation of manufacturing, change management became a challenging task. There was much uncertainty and discomfort among the employees of what was to come, and many feared whether they could adapt to the change or retain their jobs.

Rather than jumping into action, we introduced coaching as a leadership style to all managers and supervisors in the company. This set the foundation for change management and practically demonstrated that as leaders, we are listening and prepared to work together for success. The result was an unbelievable acceptance to the change process, and all was executed well. Employee survey scores continue to reach record highs every year, and retention rates are well above national averages. The icing on the cake was the company receiving awards such as Great Place to Work, SkillsFuture Employer of the Year, and Tripartite Alliance Pinnacle Award. This is a clear example of how coaching plays an integral part in business management and can differentiate between an average and a top-performing company.





**Gillian Tan**

*Honorary Secretary*

### WHAT ATTRACTED YOU TO COACHING?

"Leadership and learning are indispensable to each other." John F. Kennedy

What do I need to learn to fill my cup as a leader to feed my team? The question drove me hungry to become a more valuable leader as a gift for my team, which on hindsight, was a gift for myself.

The first NLP (Neuro-Linguistic Program) with Minds Transformation led to the certification as a Life Coach with ICI (International Association of Coaching Institutes) in 2017 and an Integral Coach with NVW (New Venture West) in 2019. During COVID, I continued with Team Coaching Certification by GTCI (Global Team Coaching Institution) in 2020.

The 5 years of intensive training to become a great coach changed me both personally and professionally. After being in corporate life as a C-suite Executive until 2023, I decided that coaching is my life passion. So, I stopped flying around the world for business meetings and taking late-night calls.

### HOW HAS IT AFFECTED YOU PERSONALLY?

As a corporate leader, efficiency and over-delivering on goals are my twin engines for success; however,

excessive human doing can lead to burnout. As a coach, a calm posture and listening with curiosity became my twin inner enabler, creating a safe space for a true human being, eagerly yearning to be seen and heard. The distinctions between a Business Leader and a Coach have guided me to explore my deepest desire in the next phase of my life — namely, to step out of the the rat race and continue practicing the embodiment of a coach.

Every client is unique, and every coaching journey delves into co-creation and life transformation, leading to a truly rediscovered self – an “A-HA” moment! One client suddenly broke down and teared up for a good 15 minutes. She cried not because of the retrenchment, but because no one had ever told her she deserved rest and should take a break from work. She felt immense relief when given the 'permission' to enjoy the money she deserved.

We journeyed together and co-created her new life with the courage to do the things she loves, learning to fully embrace spaciousness. A year later, her company offered her the opportunity to return to work, and the one-year sabbatical became the happiest and most precious period of her life. I remain grateful for the trust and friendship we built together.

### DESCRIBE A PIVOTAL MOMENT IN YOUR COACHING JOURNEY.

One of the most pivotal moments in my life occurred when an elephant coached me during my most fearful moment. I fell in love with the elephant as I placed my full trust in her. In that moment, no language, knowledge, nor ability could be of any use. I just closed my eyes and prayed for both myself and the elephant to tread carefully as we followed the narrow path uphill. I felt so protected and loved. This intimate relationship helped me break through all my fears of insecurity and the need to be in control. The narrative of an elephant is a beautiful one, and I wish to partner with clients to jointly discover the inside-out truth with love.






# **APAC BITS & BYTES**

“The capacity to learn is a gift;  
the ability to learn is a skill;  
the willingness to learn is a choice.”

- Brian Herbert

A photograph of a laptop on a wooden desk. The laptop screen shows a Zoom video conference with several participants. A hand is visible on the laptop's trackpad. In the foreground, there is a cup of coffee with latte art. The image is part of a document, with a dashed line separating it from the text on the right.

# APAC Programmes at a Glance

Embrace the opportunities of virtual learning! We invite you to be a part of our upcoming engaging and enriching online programmes: Monthly Talks and Peer Coaching Circle, both hosted on Zoom. Read ahead to explore the exciting schedule of our upcoming events.

# Monthly Talks

Monthly Talks provide members with lively webinars led by expert speakers from around the world. Learn about trends in coaching, new coaching frameworks, best practices, neuroscience, mindfulness, team coaching, coaching assessment tools, and much more.

**Sign up at:**

<https://apacoaches.org/monthly-talks/>



## POWER HOUR

A learning webinar to build coaching competencies through knowledge-exchange and experience-sharing where you can earn CCEU credits. Minimum attendance applies.

## BUSINESS BOOST

A collaborative platform to support business growth for coaches

## COACH CONNECT

A more informal networking session to get to know fellow coaches



## POWER HOUR



**Topic:** Coaching the Dark Side

**Speakers:** Krista Pederson and Ginny Wong

Discover Hogan's approach to leadership development! Many assessment tools and coaching programs focus on highlighting and developing the strengths and positives of an individual. Hogan's approach, however, is not only to learn about a leader's strengths, but more importantly to focus on the areas where they may go wrong: the "Dark Side". Join this presentation and learn how to use the Hogan Development Survey as a highly effective coaching tool by supporting coachees in developing awareness around their dark sides and offering practical strategies for encouraging coachees to avoid the behaviors that will cause them to fail.

**When:** Wednesday, 20 March 2024,  
7PM – 8:30PM SG/HK time

[Learn more and register here >>](#)

## COACH CONNECT



**Topic:** E-Coffee Chat: Reflect and Connect

At the start of a new year and the beginning of the Lunar Year of the Dragon, join us for an enriching and collaborative event, "E-Coffee Chat: Reflect and Connect." Participants will come together to celebrate the accomplishments and learning experiences of the past year while setting the stage for an inspiring and purposeful upcoming year. Embark on a transformative journey with us to foster meaningful connections and a deeper understanding among participants.

**When:** Wednesday, 21 February 2024,  
7PM – 8:30PM SG/HK time

[Learn more and register here >>](#)

# Flashback on Programmes

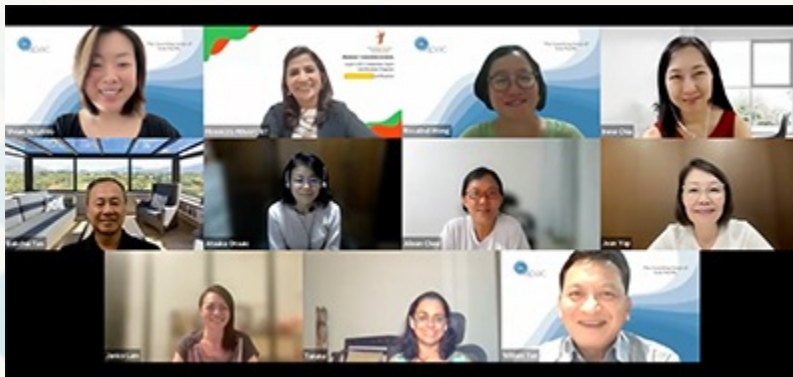
## Walking with My Inner Coach

with Dr. Frances Penafort, MCC and Rosalind Wong, PCC on 22 November 2023

What a lively sharing from Dr. Frances Penafort, MCC and Rosalind Wong, PCC!

When facing physical, mental, and spiritual challenges, what would you do? Whom would you think of and turn to? Who might you become?

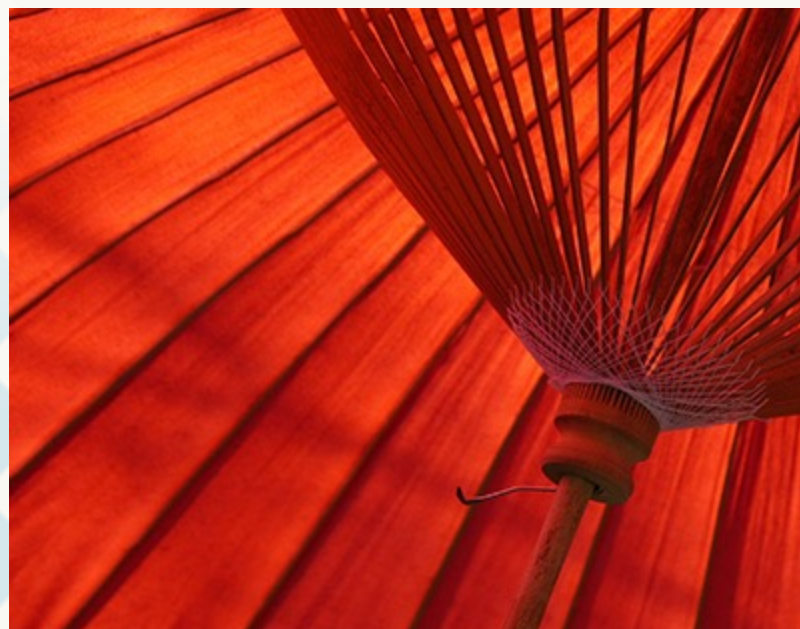
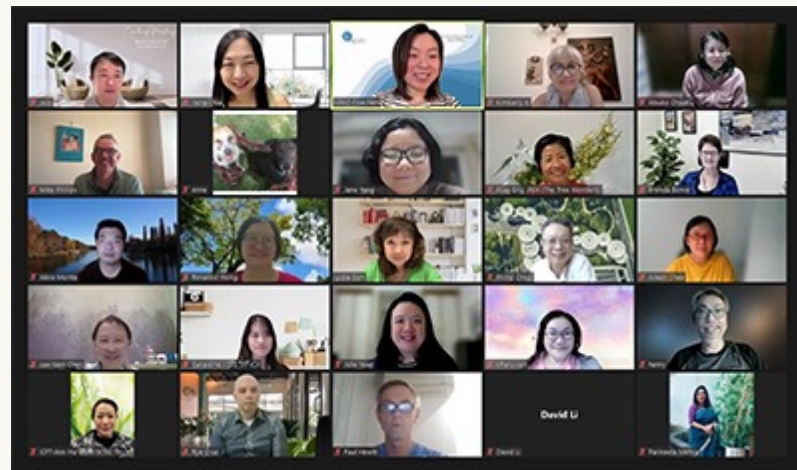
Dr. Frances and Rosalind have encouraged us to embrace adventures with a resounding "YES" and to dismiss inner doubts with a firm "NO." They emphasized the importance of setting and maintaining focus on our goals while cherishing the moments throughout our journey.



## The Subtle Art of Coaching for Asian Leadership – The key to thrive in the emerging Asian market

with Jedidiah Alex Koh, MCC on 24 January 2024

Thank you Jedidiah "Jedi" Alex Koh, MCC, ACTC, BYS, for delivering such an engaging and inspiring webinar! Asia is not a place, it's a People!





## PEER COACHING CIRCLE

### TEAM COACHING SUPERVISION

TEAM COACH SUPERVISOR:  
TAN SWEE HENG, MCC



### Peer Coaching Circle – Team Coaching Supervision

with Tan Swee Heng, MCC on 27 November 2023

What comes to mind upon learning of a session focused on 'Team Coaching Supervision'?

A sense of curiosity and enthusiasm drew a cohort of coaches to an event meticulously organized by the Asia Pacific Alliance of Coaches on the evening of November 27th.

We extend our gratitude to Mr. Tan Swee Heng, MCC, for skillfully guiding us through this Peer Coaching Circle, elucidating the growing demand for team coaching, and providing insight into the rationale for early check-ins in team coaching. We achieved a heightened level of clarity regarding the distinctions between supervision and mentoring for team coaches. Additionally, we comprehended the 7-step client engagement model to facilitate diagnosis in Team Coaching. The participants responded positively to the comprehensive presentation, and the interactive style rendered the session lively and exceptionally insightful.

The session was a fruitful experience marked by seamless facilitation and profound insights into team coaching.



# Locating APAC Webinar Zoom Link and Recordings

Dear APAC members!

From time to time, members will miss the monthly webinars because they overlook the date, are unable to locate their event Zoom link, or did not know where to find the webinar recordings.

Fret not, here are 2 ways to resolve these issues.

## A. Locating your webinar Zoom link:

1. When you register and obtain a Zoom link, click on one of the following links provided in the Zoom confirmation email: **"Add to Calendar(.ics) | Add to Google Calendar | Add to Yahoo Calendar"**. By doing this, the event will be automatically marked in your calendar.
2. If you did not save the date in your e-calendar and need to find the Zoom link, you can easily locate it by searching for the sender's email address: **"Zoom <no-reply@zoom.us>"**.
3. Sometimes, your Zoom link may have been filtered into your "SPAM" or "Advertisement" folder by default. If this happens, retrieve the email from that folder and move it to your inbox so your email system will be able to recognize that these are not spam messages.

## B. Locating the webinar recording:

Recordings of our Monthly Talks are available on the APAC website as one of the exclusive benefits of APAC membership.

Simply log in to the APAC website using your member credentials and navigate to the recordings section under monthly talks:

<https://apacoaches.org/monthly-talks/>

We look forward to seeing you at the next webinar and peer coaching circle!

Yours faithfully,

APAC Programme Committee





# FOOD 4 THOUGHT

“The more that you read, the more  
things you will know. The more that  
you learn, the more places you'll go.”

- Dr. Seuss

# The One-Eyed Argument

Provided he makes and wins an argument about Buddhism with those who live there, any wandering monk can remain in a Zen temple. If he is defeated, he has to move on. In a temple in the northern part of Japan, two brother monks were dwelling together. The elder one was learned, but the younger one was stupid and had but one eye. A wandering monk came and asked for lodging, properly challenging them to a debate about the sublime teaching. The elder brother, tired that day from much studying, told the younger one to take his place. "Go and request the dialogue in silence," he cautioned.

So the young monk and the stranger went to the shrine and sat down. Shortly afterwards, the traveller rose and went in to the elder brother and said: "Your young brother is a wonderful fellow. He defeated me."

"Relate the dialogue to me," said the elder one.

"Well," explained the traveller, "first I held up one finger, representing Buddha, the enlightened one. So he held up two fingers, signifying Buddha and his teaching. I held up three fingers, representing Buddha, his teaching, and his followers, living the harmonious life. Then, he shook his clenched fist in my face, indicating that all three come from one realisation. Thus, he won, and so I have no right to remain here." With this, the traveller left.

"Where is that fellow?" asked the younger one, running in to his elder brother.

"I understand you won the debate."



"Won nothing. I'm going to beat him up."

"Tell me the subject of the debate," asked the elder one.

"Why, the minute he saw me, he held up one finger, insulting me by insinuating that I have only one eye. Since he was a stranger, I thought I would be polite to him, so I held up two fingers, congratulating him that he has two eyes. Then the impolite wretch held up three fingers, suggesting that between us, we only have three eyes. So I got mad and got ready to punch him, but he ran out, and that ended it!"

Source: <https://endofthegame.net/a-collection-of-zen-stories/>





# DELIGHT STOP

“We do not stop playing because  
we grow old; we grow old  
because we stop playing.”

- Benjamin Franklin

# Riddles

1. What 5-letter word typed in all capital letters can be read the same upside down?
2. David's father has three sons: Snap, Crackle, and \_\_\_\_\_?
3. What is more useful when it is broken?
4. I am easy to lift, but hard to throw. What am I?
5. How do you spell COW in thirteen letters?
6. Why is Europe like a frying pan?

## ANSWERS:

1. SWIMS
2. David
3. An egg
4. A feather
5. SEE O DOUBLE YOU
6. Because it has Greece at the bottom

Source:

<https://www.goodhousekeeping.com/life/a4177999/9/riddles-for-adults/>





# APAC FAMILY

“Coming together is a beginning.  
Keeping together is progress.  
Working together is success.”

- Henry Ford





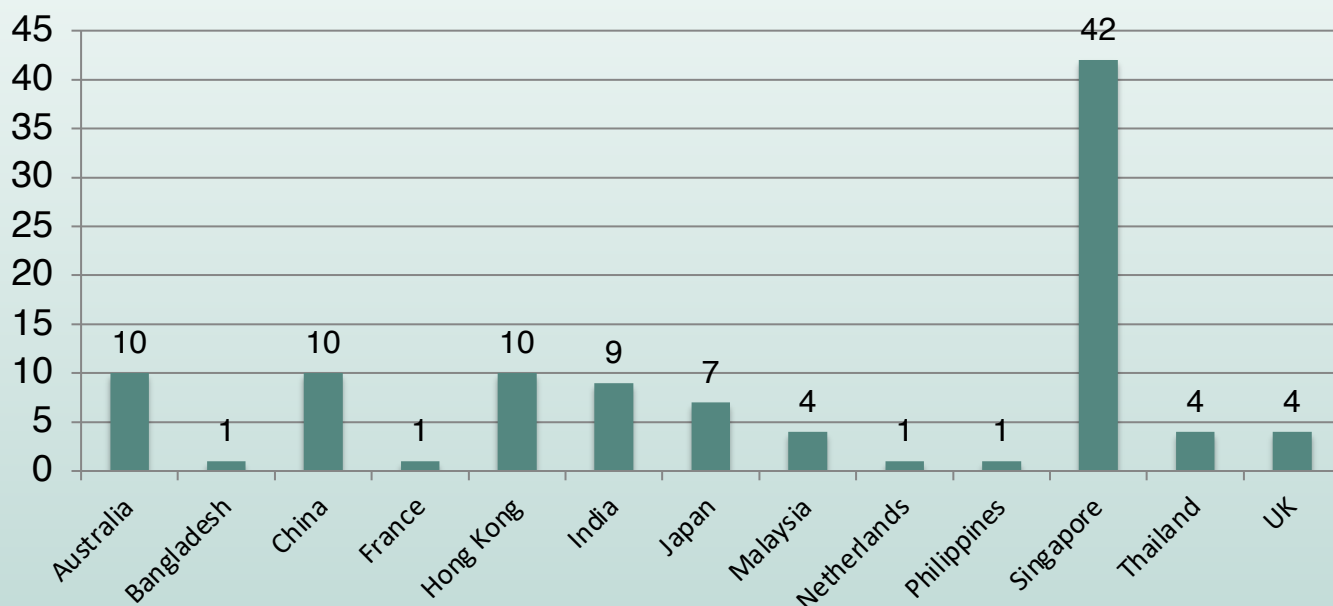
A **WARM WELCOME** to the (6) new members who joined us since the last APAC Voice in October 2023 to January 2024! We wish you a long and fruitful association with APAC!

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 (6):		
LOCATION	NAME	INTRODUCED BY
SINGAPORE	Angeline Tan	Irene Chia
	Janice See	Rosalind Wong
	Ruth Saw	Rosalind Wong
	Xinyu Xu	
THAILAND	Paul Hewitt	Belinda MacInnes
VIETNAM	Alane Becker Marder	
As of 25 January 2024, APAC has 104 current members.		



## APAC MEMBERS BY COUNTRY



## TOTAL NO. OF CURRENT APAC MEMBERS

104 members (as of 25 January 2024)

## MEMBERSHIP RENEWAL

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

## 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](mailto: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



# Social Networks



## FIND US ON:



### Website:

<http://www.apacoaches.org>



### LinkedIn Page:

<https://www.linkedin.com/company/asia-pacific-alliance-of-coaches>



### LinkedIn Group:

<https://www.linkedin.com/groups/1957098>



### Facebook Page:

<https://www.facebook.com/APACoaches>



### Facebook (Members Only Group):

Invitation will be sent upon joining APAC



### Instagram:

<https://www.instagram.com/asiapacificallianceofcoaches/>



# The Final Say



Hello everyone! Happy 2024!! The year started off with the new APAC EXCO meeting in person and online for a retreat to brainstorm and set the direction for the next two years. We huddled up for one and a

half days with our thinking caps on and worked hard. It was an enlightening session with an amazing mix of both new and familiar faces.

A big thank you to all who took the time and effort to respond to our dipstick survey. It was very helpful for us to form a picture of what you, our members, would like to see more of from us. It helps us craft our programs and offerings to suit your requirements.

This issue is themed 'Team Coaching' as it seems to be up and coming in the world of coaching. For businesses, it appears to be a great way to capitalise on the power of coaching efficiently and enhance the strength of teamwork in the company. For coaches, it is to realise and understand the method and to see if one might want to delve deeper in it and perhaps get certified in it as well.

Do enjoy the articles I have curated for your reading pleasure. Cheers, and may the rest of 2024 be fulfilling and rewarding to you and your respective clients.

Warmest regards,

**MICHELLE WOO**

1<sup>st</sup> Vice President, APAC

