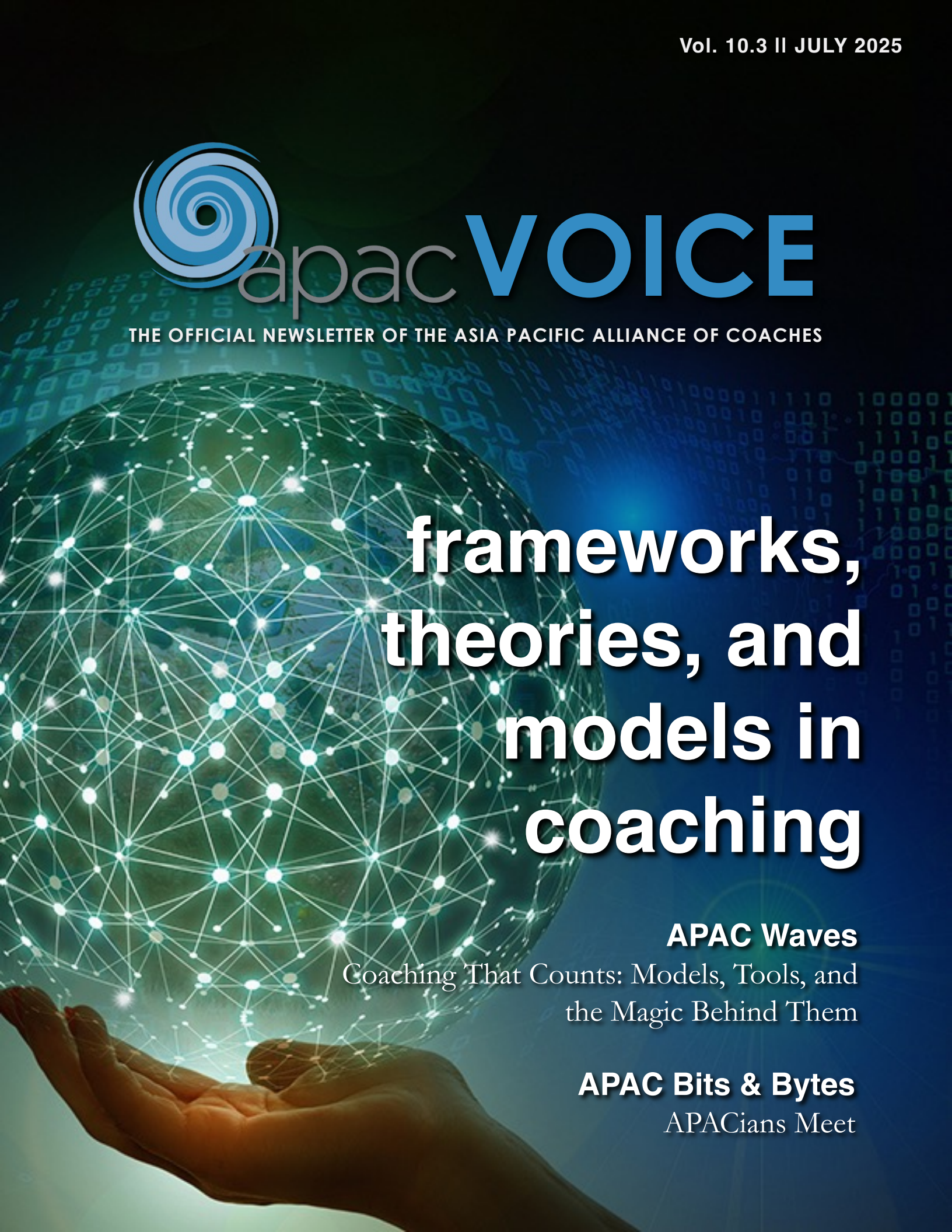




apac **VOICE**

THE OFFICIAL NEWSLETTER OF THE ASIA PACIFIC ALLIANCE OF COACHES



# frameworks, theories, and models in coaching

**APAC Waves**

Coaching That Counts: Models, Tools, and  
the Magic Behind Them

**APAC Bits & Bytes**

APACians Meet

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

# Contents

<b>03</b>	<b>President Speaks</b>
<b>06</b>	<b>APAC Waves</b>
07	Coaching That Counts: Models, Tools, and the Magic Behind Them
09	I SMILE© Coaching Model by ATvisor™
14	Working with the PERILL questionnaire
16	The Client Whisperer: Why Flexing Your Style Builds Trust (Not Just Sales)
21	Unlocking Leadership Growth with the GROW Coaching Model
25	Optimizing Use of Coaching Models
<b>29</b>	<b>APAC Bits &amp; Bytes</b>
30	Get Involved! Volunteer Opportunities at APAC
32	Join APAC Pro Bono Coaching Projects
33	Welcome Session for New APAC Members + Special Mindfulness Practice with Kathleen Choo
34	APAC2025 Coaching Conference
35	APACians Meet
37	APAC Programmes at a Glance
42	Locating APAC Webinar Zoom Link and Recordings
43	Advertise With Us
<b>44</b>	<b>Food 4 Thought</b>
45	The Crystal Cup
<b>46</b>	<b>APAC Family</b>
47	Welcome
<b>50</b>	<b>The Final Say</b>

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# President Speaks



*“Let’s continue to hold space for humans to shape a future of wholeness for themselves and for the world at large.”*

Dear APAC Colleagues,

## TOOLS, TOGETHERNESS AND TRANSFORMATION

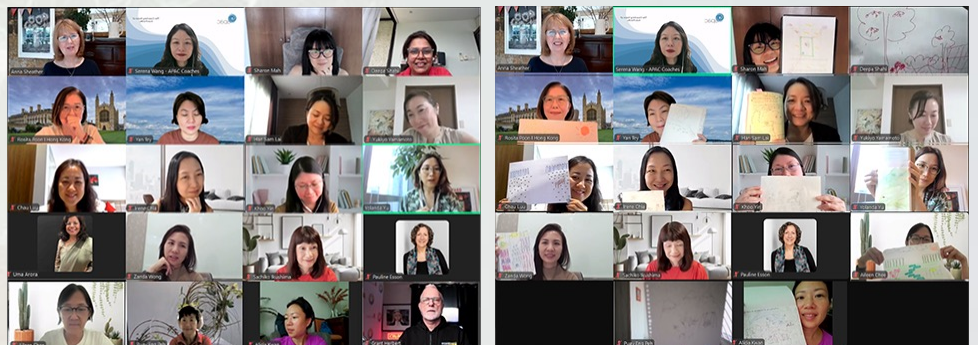
### When Tools Come Into Play

As a systems leadership practitioner for over 25 years, frameworks and models have been essential tools. When I incorporated coaching into my practice 12 years ago, it became a game-changer of evoking transformation and unlocking possibilities.

Does coaching need frameworks? Used at the right time, frameworks provide a structure for clients to reframe their mental models and build new ways of operating.

A newly promoted vice president came into a coaching session seeking clarity on leading multiple teams. His hands-on approach had brought him success, but he knew it was unsustainable with his expanded role. Our conversation using the Input–Output–Outcome framework became a light-bulb moment for him, as he reflected where his energy and focus should go.

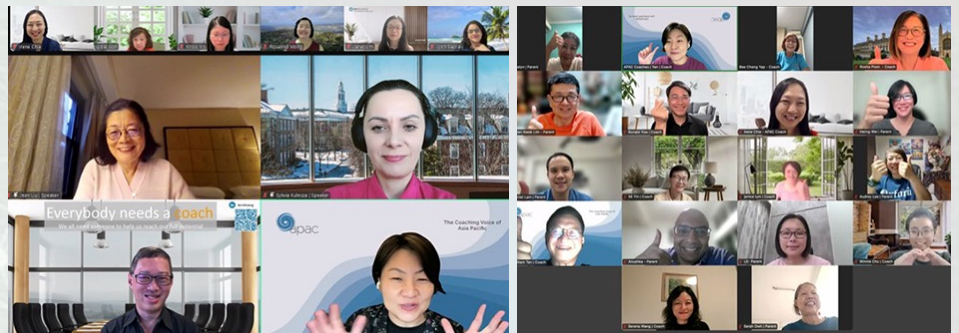
We hope the theme on frameworks and models in this quarter’s APAC Voice proves valuable. Our recent Art in Coaching by Anna Sheather was well received and we’ll be having Ernie Turner for Mastering the Peer Learning Process in August as we introduced a few tools for coaching. My personal favourite is the Hierarchy of Choices that addresses the WHO first, aligning conscious and unconscious choices we make every day.



Skilled coaches know not just how to use a framework, but also when to let it go while holding space for a client’s discovery and growth.

## When Togetherness Comes To Play

Last quarter we provided webinars on relationship and work-life effective coaching. For the first time, we invited a panel to share their work-life journey on Coach Connect; and invited parents to join us for live coaching on Power Hour. APAC has also connected coaches to both paid coaching for MNC and pro bono coaching for interns in community development sector. Bringing the power of coaching to both workplace and home remains our priority.

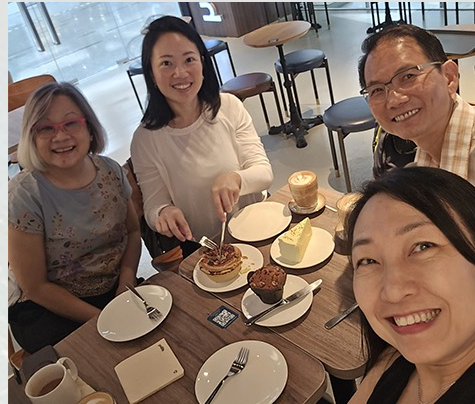


Noting that one of APAC's USP is a family-like community, we have incorporated a "Connect with Peer" feature on APAC website. You may find this button when you log in as member and go to "Coaches". By choosing who you would like to connect with, you can have one-on-one engagement with each other for business opportunities, peer coaching or other coaching matters.

In the same vein, I want to take this opportunity to say a huge THANK YOU to Michelle Woo, the current editor for APAC Voice, as she wraps up her final contribution of 10 years as the editor. Her consistent timeliness in planning and putting together a quality newsletter is remarkable. Another Gratitude Shout-Out to Dr Stacey Ashley, our long-time speaker, member and conference emcee, who graced our Tea, Talk and Walk with her sharing on Leadership Coaching.



APAC's first low-bono team coaching engagement has just been completed, with five sessions delivered and excellent feedback from the client. If your organisation is interested in piloting team coaching and tapping into this one-time low-bono offering per organisation, or if you are a certified team coach seeking more practice alongside an experienced team coach, and leveraging team coaching supervision, please contact our Team Coaching Committee.



September is calling, we are so excited to welcome you to the biennial APAC Coaching Conference, “Future of Coaching: Adapting through Integration”, in Kuching, Malaysia. Bring a few fellow coaches to enjoy group rates and get first-hand results from our survey on “Readiness of Coaches for a Future with AI”. We can’t wait to see you there!

In times of complexity, frameworks offer us patterns to see clearly, but true transformation begins when we listen deeply with compassion and hope. Let’s continue to hold space for humans to shape a future of wholeness for themselves and for the world at large.

Warmly,



**IRENE CHIA**  
President, APAC



# APAC WAVES

“It’s okay to admit what you don’t know.  
It’s okay to ask for help. And it’s more than  
okay to listen to the people you lead.  
In fact, it’s essential.”

- Mary Barra

# Coaching That Counts: Models, Tools, and the Magic Behind Them

Coaching isn't just talk — it's a conversation with purpose. It aims to be a real conversation that sparks real change. The conversation has intent; clear goals and the results are non – negotiable. People pay for coaching because they want results — transformation that's visible and valuable. That's why great coaches don't just talk — they use proven frameworks to guide meaningful, impactful conversations that lead to real growth.

At the core of every transformative coaching session lies a structured approach. Coaches draw upon a diverse array of psychological theories and models that enhance their ability to ask insightful questions, listen attentively, and guide clients with clarity. Among the most trusted models are:

- **GROW:** An acronym for Goal, Reality, Options, and Will, this model helps clients set clear objectives, assess their current situation, explore possible strategies, and commit to actionable steps.
- **CLEAR:** Standing for Contract, Listen, Explore, Action, and Review, this model emphasizes the importance of establishing agreements, deeply listening, exploring possibilities, taking action, and reviewing progress.
- **OSKAR:** This model focuses on Outcome, Scaling, Know-how, Affirm, and Review, guiding clients to define desired outcomes, assess their current position, identify necessary skills, recognize strengths, and review progress.
- **SOAR:** An alternative to SWOT analysis, SOAR stands for Strengths, Opportunities, Aspirations, and Results, encouraging a positive approach to strategic planning.
- **STEPPA:** An acronym for Subject, Target, Emotion, Perception & Choice, Plan & Pace, and Adapt & Action, this model integrates emotional awareness into goal setting.
- **4D Appreciative Inquiry:** This model comprises Discovery, Dream, Design, and Destiny, focusing on identifying strengths, envisioning possibilities, designing strategies, and implementing plans.



Mastering these diverse approaches gives coaches the flexibility to meet every client exactly where they are — and then help them go further than they thought possible. However, coaching is not a one-size-fits-all endeavour. No two clients are the same and neither is the coaching! Skilled coaching is not about following a script. A proficient coach adapts their methodology, integrating various tools and techniques to craft a personalized and effective coaching experience. They assess each client's needs with care - using tools like self-assessments, focused discussions, feedback, or psychometric tests to gain a comprehensive picture of the client and their requirements. And, then they adapt their approach accordingly.

Some clients need structure and direction. Others need space and reflection. Some thrive on regular tracking. Others may feel it is a never succeeding saga! What works wonders for one might not resonate with another. The experienced coach will adapt style depending on the client's readiness, context and self – understanding. How directive or facilitative the coach can be will depend on how 'able' the client is to read his situation, delve into insights and unafraid to open his world to reflection and review. Over time, coaches learn one big truth: the same destination can be reached by very diverse paths. Experience teaches them to:

- Drop assumptions
- Listen not just to what's said, but what isn't
- Be brave enough to ask the hard questions
- Be real — because clients can spot fake understanding a mile away

At its essence, transformational coaching banks on holistic self – understanding —not merely setting goals, but inviting clients to bravely explore their core beliefs, values, and identity. This isn't surface-level; it involves guiding them through profound questions, reflective journaling, and experiential exercises that unearth hidden patterns and paradigms.

Central to this journey is the coach-client relationship, built on genuine connection, authentic presence, trust, and empathy. Only when a coach creates a safe, non-judgmental space can clients feel free to reveal their deeper selves—and only then can true transformation commence. Techniques such as mirroring and pacing, reframing, and boundary-stretching questions can help connect with clients at a deeper level & aid them to confront limiting beliefs and adopt empowering perspectives.

When coaches challenge with compassion, they facilitate significant shifts. Through integration, they assist clients in embedding new insights, roles, and meaning patterns into their daily lives—ensuring that change is not only profound but also enduring.

Great coaching demands courage, curiosity, and care. It involves showing up fully, each time—not with all the answers, but with the mindset to discover them collaboratively.

---

**By Dr. Anne Dolly Kuzhimadathil.** Anne is a Past President of APAC. She is also the Founder & CEO of SALT, a People & Organization Development Consultancy, based in India.

# I SMILE© Coaching Model by ATvisor™



Coaching, and especially Self-Coaching, is all about changing behaviors for the better. Sustainable behavior changes, however, start by changing underlying mindsets and paradigms. Rather often it is limiting beliefs that limit us from changing.

At ATvisor™, we are using the *I SMILE©* model which we have successfully used to instill sustainable behavior change in our coaching clients. The *I SMILE©* model is part of our Integrative Coaching Journey and supported by our Self-Coaching Book **Intentionally Becoming Different**, authored by our Founder Alexander Trost.

*I SMILE* stands for **I**ntention, **S**elf-awareness, **M**indset shift, **I**ncubation, **L**eading change, **E**ndurance.

1. **Intention:** Start every change by declaring the intent to change, your Why.
2. **Self-awareness:** Pause and connect with your inner self to identify the underlying mindset, your How.
3. **Mindset shift:** Shift this underlying mindset by considering different ways of thinking, your What.
4. **Incubation:** Let this new way of thinking sink in; digest it; nurture it.
5. **Leading Change:** Lead yourself through the change curve without fear; don't be led by change.
6. **Endurance:** Stay on course and stay alert.

Let us explore in detail the six steps of the *I SMILE*© Behavior Change Curve as shown below in Figure 1.



Figure 1: *I SMILE*© Change Curve

## Step 1. Intention:

The importance of declaring our intentions has been highlighted earlier, especially since our intentions may not always be reflected in our behavior. Choose to intentionally become different from your old self. Tell yourself what this change is all about and commit to it. Once we decide in full consciousness, meaning in full awareness of our thoughts, every decision will sit comfortably within. Because the answer to the question, "*Why* did I do what I did?" will always be "*I have deliberately chosen to do so*". In this sense, make a conscious decision, a conscious choice to become different from who you became. We cannot expect to achieve different outcomes by sticking to the same practices. To achieve different outcomes, we must become different in the way we think and act. To achieve sustainable different outcomes, we must intentionally become different from the inside-out. In the game of life that we play, it is not so much about how often we win or lose, but how fair we play. In other words, life is not so much about *what* we are achieving, rather *how* we are doing it based on the decisions we make. Step out of a life that seems perfect on the surface and in the eyes of society, but that may lead to regrets — eventually. Choose wisely. What is your choice? What do you want to change in your life and why?

## Step 2. Self-awareness:

Once we have declared our intent, we are not much further than having a New Year's resolution which is, more often than not, scrapped by mid-January. To instill sustainable change, it is important to reflect and understand the *Why* in "how we see the world". Albert Einstein wrote this quote on a piece of paper which was later sold for \$1.3 million: "A calm and modest life brings more happiness than the pursuit of success combined with constant restlessness." Given our hectic daily life, only through pausing can we connect with our inner self. Only through self-reflection can we become more self-aware. And only with self-awareness can we make the right choices and improve for the better. The best inspirational training sessions, speeches or TED Talks will not yield a sustainable behavior change if we don't follow these steps. Think back to the last inspiring event, training session or talk you attended. How many of the lessons do you remember? Of those retained lessons, how many have you put into practice and maintained? The key to sustainable behavior change is conscious awareness of our thoughts, which is easier said than done — especially in an age of constant overflow of information, perceptual disorders and reducing attention spans. How will you incorporate daily pauses into your lifestyle?

As stated earlier, you cannot see a proper reflection in boiling water. Hence, only after you have achieved moments of stillness will you be able to explore the *Why*, the underlying reasons, behind the *How*, the way you see the world. Go back to the problematic area you have chosen in step 1. This could be a difficult relationship, dissatisfaction at work, financial distress or anxiety about the future. Then, try to understand your underlying thoughts or your subconscious programming. For instance, the relationship could be difficult because you feel misunderstood and you are programmed with the need to be understood, or that your point of view is always right. Reflect on whether you have fully understood the position and intentions of the other person. Maybe they have a different point of view

and most likely the intentions are not as bad as we assume. As for the dissatisfaction at work, we might be programmed to expect that others work in our favor. But have we worked in everyone's favor? Financial distress could be linked to an unconscious programming about our material expectations in life, since we think we are judged on our financial success. Anxiety about the future could be linked to the limiting belief that the unknown is a threat. Treat the future as an opportunity and turn anxiety into curiosity. These are just some simple examples to illustrate the process. I believe you will have found a few of your own. Go through the *I SMILE* process for each one. What did you learn about your approaches and behaviors in the problematic areas you have identified? What could be the underlying mindset?

### Step 3. Mindset Shift:

Once you have found the reason based on your reflection, you then must change the way your mind has been programmed on that matter, since thoughts trigger our words, actions and interpretations of situations. As reiterated many times, a shift in mindset is the only means of achieving sustainable change. You do this best, by formulating from-to sentences. In the above examples, the mindset shifts could involve moving "*from* feeling misunderstood *to* intending to understand", "*from* what can the company do for me *to* what can I do for the company", "*from* I look at what I lack *to* I look at the blessings I have", and "*from* I am so worried about what is to come *to* I am grateful for what is now and excited about what is to come". Don't wait for the perfect situation to be grateful; treat any situation with grace and make it perfect. What is your from-to sentence?

### Step 4. Incubation:

Allow some time for this *from-to* intention to mature. Carry it with you, let it resonate with you and make it a part of you. Behavioral changes take time. Give



yourself this time. We often procrastinate from changing because of the unknown, the possible negative emotions or the feeling of disappointment if we don't succeed through the change. We want to change, but we only see the negativity stretched in front of us instead of the green hills on the other side of the valley of despair. This incubation time allows you to overcome the tipping point of denial in the change curve. It serves as a kind of preparation time, to get mentally and emotionally ready for the change. Therefore, associate positive feelings with the upcoming change and envision in bold letters and bright colors how the new you and your surroundings will look. Can you visualize this picture?

## Step 5. Leading Change:

Now you are ready to lead yourself through the change. You are well equipped to overcome obstacles, to fight the negative emotions or unpleasant feelings. Ensure you continue to keep in mind the positive vision of the new you. Have some people to support through the change. Don't let others intervene with your change. While intentionally becoming different, people may question your changes or your journey. Don't get distracted. Don't get demotivated. As long as you know it is your path, it is the right path. Identify the obstacles on your path. What are some possible ways to overcome them?

## Step 6. Endurance:

Although you are about to pave your new path, there is still the solid road you traveled so far. The biggest risk in any behavioral change is falling back into old thought patterns, behaviors and habits — since the solid road is so much more comfortable than walking the path less traveled. Stay on course and be on alert for old habits kicking in. One of the best ways to ensure sustainable behavior change is to have an "accomplice", a partner who either walks with us through the change or supports us along the way. Remember what triggered the old habit and be extra alert in the relevant situations. You may also consider keeping a change journal, in which you track your progress and note the setbacks. Celebrate the

progress and learn from the setbacks. Your journey may feel as if for every two steps forward, you take one step backwards — but you are moving towards your intention of intentionally becoming different.

While we have tried to give some examples, they are not solutions to your problems. In line with the mentioned differentiation to other self-help books, this model is not intended to give concrete solutions on *what* to do in certain life problems. Especially since everyone's problems are different, and everyone deals with them differently. We have reached the checkpoint where you review and assess your life, and consider guidance on *how* to change for the better. Go through these six steps of becoming different in several areas in your life as it will, step by step, simplify your life and help you to live your life.

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By **Alexander Trost**, Integrative Coach & Change Agent; MD & Founder, ATvisor™.

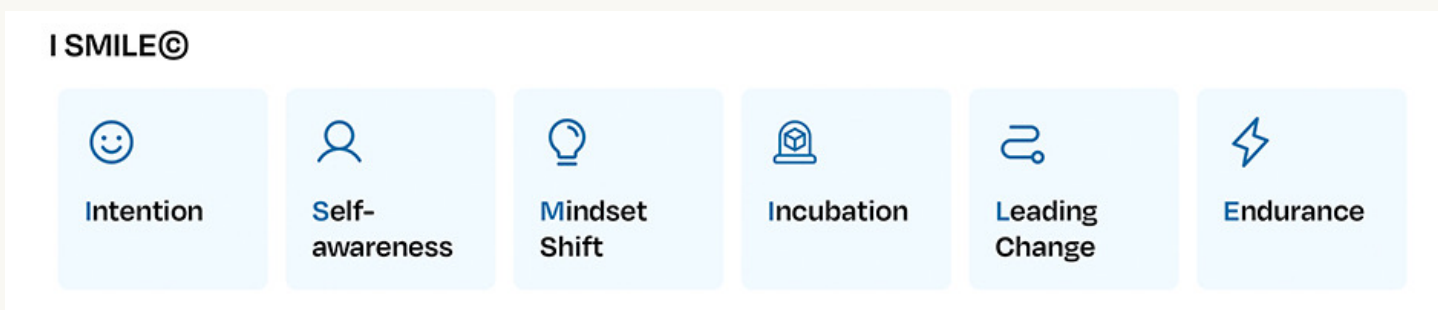


Figure 2: I SMILE© Coaching Model

**You hold space for others.**

*This is where you strengthen your own.*

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With three decades of mindfulness experience, Kathleen has trained executive coaches, startups, and global teams across Asia, integrating neuroscience, breath work, and emotional intelligence into practical, results-driven teaching.

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# Working with the PERILL questionnaire

The PERILL questionnaire is designed for use in three ways:

1. **As an interview template** in the discovery phase of a team coaching engagement. The questions provide prompts to support exploration of the complexities of the team and its environment.
2. **As a working model** to help the team understand its own dynamics and to establish the priority issues it wants to work on. One of the simplest ways to do this is to identify several examples of when the team has performed at its best and when it has not. For each example, the coach helps the team analyse what was happening in each of the six elements. This quickly produces recurrent patterns of connections between elements. So, instead of focussing coaching on tackling isolated problems (e.g. we need to improve our communication), the team is able to change the whole system, of which communication issues are simply a symptom.
3. **As a diagnostic.** The questionnaire is distributed to all team members and, where appropriate, to stakeholders and influencers. The data, when analysed, indicates:
  - a. Where the team perceives its strengths and weaknesses to lie (and the degree of variation in the perception of the team members)
  - b. Where stakeholders and influencers perceive the team strengths and weaknesses to lie



A PERILL diagnostic report draws out the connections between elements of the team system. So, for example:

- The moderate degree of alignment around team purpose this team exhibits may be *causally* related to:
  - Confusion about priorities in the work priorities and processes
  - Slowness in learning from errors or system failures
  - Conflict between team members, who are working to different priorities
  - Lack of clarity around leadership responsibilities
  - Etc
- The moderate degree of alignment around team purpose this team exhibits may be *exacerbated* by:
  - Conflict between stakeholders and influencers, which may be related to poor communication between them
  - Insufficient communication between the team and its stakeholders and influencers
  - Shallow conversations within the team (or lack of conversation) about team purpose, which may be related to the moderate score for intra-team trust
  - Distrust by the team in the motivations of key stakeholders and influencers
  - Etc

A typical diagnostic presents the individual or team with a relatively crude “this is you” set of data. The PERILL diagnostic provides a much more sophisticated overview not of discrete problems, nor of simple strengths and weaknesses, but of the *complexity of the team systems*. The significance of the connections identified is not for the coach to extract. Rather, the coach uses their insight and experience to help the team assign significance to the connections. This is at the heart of the difference between being a consultant and being a coach!



By **Prof. David Clutterbuck**. Practice Lead at Clutterbuck Coaching and Mentoring International Ltd, and at David Clutterbuck Partnership.

This article first appeared in:

<https://www.linkedin.com/pulse/working-perill-questionnaire-prof-david-clutterbuck/>

# The Client Whisperer: Why Flexing Your Style Builds Trust (Not Just Sales)

## DiSC, STI, Communication Styles, and the Art of Acting for Your Client's Personality

Back in 2012, during an executive mentoring program, I came across the **DiSC model**.

At first, it felt overly simplistic. Can we really put people into just four buckets? Of course, there are blends and variations. People are complex. But the core idea stuck with me and has shaped how I view client relationships ever since.

Because in any client-facing role, whether you work in Client Services, Account Management, Relationship Management, or Sales, there's one skill that's often overlooked:

We need to be little actors.

We need to flex our style to match the person in front of us.

\*\*\*

## The DiSC Model: A Quick Refresher

The DiSC model helps categorize communication and behavior into four broad styles.

**Dominance** is for results-oriented, direct, no-nonsense communicators.

**Influence** is for energetic, people-focused, enthusiastic personalities.

**Steadiness** represents calm, patient, relationship-driven individuals.

**Conscientiousness** is for those who are analytical, detail-obsessed, and cautious.

In reality, no one is just one thing. But these categories help us observe and adapt.

\*\*\*

## Why This Matters in Client Work

Clients come in different flavors, just like at an ice cream shop. Some want high-level outcomes. Others want granular data. Some need emotional connection. Others need certainty and control. The trick is knowing which 'flavor' your client prefers before you serve them the scoop.

Your job is to read the room and act accordingly.

Because if you don't flex your style, you risk missing the mark completely.

\*\*\*

### A Real-Life Example: The Extrovert Sales Guy Meets the CFO

**Tom** is a classic extroverted sales pro.

*He's chatty.*

*He loves storytelling.*

*His default is humor, energy, and quick rapport.*

One day, Tom meets Lisa, the CFO of a large institutional client.

Lisa is the opposite. She's a Conscientious (C) profile.

*She is data-driven.*

*She is reserved.*

*She hates small talk.*

*She loves structure and facts.*

### What Happens When Tom Doesn't Flex?

Tom kicks off the meeting:

*"Lisa! So great to meet! Did you catch the game last night? Wild finish, right? Anyway, I'm super excited about our solution. It's going to change the game for you. Let me show you the latest features."*

### Lisa's inner monologue:

*Why are we wasting time?*

*Where is the cost breakdown?*

*Is this guy even prepared?*

Result? Lisa checks out. Trust drops.

### What Happens When Tom Flexes?

This time, Tom adjusts his approach.

He sends a detailed agenda in advance.

He opens with:

*"Lisa, thanks for your time. I know accuracy and cost efficiency are key for you. I've prepared a summary of the ROI model and operational impact. Would you like to start with the numbers or the timeline?"*



**Lisa's inner monologue:**

*He respects my priorities.*

*He came prepared.*

*This is worth my attention.*

Result? Trust builds. Collaboration starts.

\*\*\*

**DiSC vs. Other Models**

Why use DiSC for this?

The **DiSC model** focuses on behavior and communication styles. It is most useful for sales, service, and leadership conversations where adapting communication in real-time matters.

The **STI model** (Strelau Temperament Inventory) focuses on temperament, stress response, and endurance. It is valuable for understanding client stress management and pacing. STI helps you know how quickly someone processes information and how much emotional load they can handle.

The **MBTI** (Myers-Briggs Type Indicator) focuses on cognitive preferences. It is best used for career development and self-awareness but is less actionable in live client conversations.

The **Big Five Personality Traits** model, also known as OCEAN, measures openness, conscientiousness, extraversion, agreeableness, and neuroticism. It is a research-driven model used for psychometric analysis but less practical for real-time flexing in meetings.

DiSC is about adjusting your behavior and communication in the moment. STI adds depth by helping you understand emotional and stress responses. MBTI and Big Five are better for long-term insights, team roles, or research settings.

\*\*\*

**Flexing Is Not Faking**

Some people resist this idea. "But I want to be authentic!"

Here's the thing: flexing isn't about being fake. It's about being effective.

You can still be you. But you need to meet people where they are.

A CFO doesn't want the same pitch as a Marketing Director. An Operations Lead doesn't need the same story as a CEO.

In client service, you're not selling just products or solutions. You're selling comfort, trust, and clarity.


\*\*\*

**Practical Tip: Combine DiSC and STI**

Before key client meetings, try this quick mental check:

Through the **DiSC lens**, ask yourself: Is this person more task-driven, people-focused, or detail-oriented?

Through the **STI lens**, ask: Are they calm under stress or do they need buffer time and reassurance? Are they brisk and action-oriented or methodical and cautious?



When you flex both lenses, you go from being just a good communicator to becoming a client whisperer.

\*\*\*

### **Final Thought: Become the Client Whisperer**

Want to build deeper client relationships?

Be the person who knows how to read the room. The person who flexes naturally. The person who makes clients feel like you "get them."

Because when you adjust your style, you're not just closing deals or solving problems. You're building trust.

And trust is the currency that lasts.

**Now let's go for some ice-cream!!**

---

By **Christophe Santer (小虎)**. Director of Sales & Business Development at bunch.

This article first appeared in:

<https://www.linkedin.com/pulse/client-whisperer-why-flexing-your-style-builds-trust-just-christophe-x7spe/>

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- Current thinking on Relational Dynamics and on Advanced Dialogue Process.
- Process and structure of coaching supervision including: contracting, designing the working alliance, creating the learning partnership, working with curiosity, emergence and deep reflection.
- Energy management – applying the principles of quantum physics, neuroscience and mindfulness to coaching supervision, including managing strong emotions.
- Coaching psychology including: Transactional Analysis, Gestalt, Transpersonal Psychology, transference, parallel process, collusion, narcissism, deference, blind spots.
- Latest developments in systems thinking in organisations.
- A wide variety of tools for use in supervision sessions, for example – Karpman Drama Triangle, Magic Box, Two-chair work, imagery, metaphor, somatic presence.

Participants will have focused learning support from dedicated tutors and a highly experienced delivery team throughout the year. Incorporating 4 modules, 8 workshop days, 12 webinars, 6 small group tutorials, 8 practice groups, 5 supervisees (25 hours), paired supervision and your own supervision.

For more information, contact **Sam Fremantle Programme Manager:** [CSA AP](mailto:sam.fremantle@csa-asia-pacific.com).

[www.coachingsupervisionacademy.com/csa-asia-pacific](http://www.coachingsupervisionacademy.com/csa-asia-pacific)

**CSA is a world leader in providing supervision training for coaches, OD/ HR consultants and senior managers.**

*9<sup>th</sup> Asia Pacific Programme*

# Unlocking Leadership Growth with the GROW Coaching Model



At Voyager Executive Coaching, one of the most consistently effective tools we use to support leadership development is the GROW model. It's a simple, yet highly structured coaching framework that enables leaders to think clearly, act decisively, and develop the self-awareness required for long-term impact.

The GROW model is not new. Developed in the 1980's by coaching pioneer Sir John Whitmore—building on principles from performance psychology—it remains widely used because it works. Across our coaching engagements, from senior executives to newly promoted team leads, GROW helps individuals cut through complexity, clarify their thinking, and commit to action.

## Understanding the GROW Model

The name GROW stands for **Goal, Reality, Options, and Will**. Each part of the model represents a stage in a coaching conversation, guiding the individual from where they are now to where they want to be.

We begin by exploring the **Goal**. What does the individual want to achieve? This might be a clear, tangible objective like improving stakeholder communication or preparing for a leadership role. It could also be a shift in mindset or confidence. Our role as coaches is to help them refine this goal so it becomes motivating, meaningful, and aligned with their values.

## The GROW Coaching Model for Leadership Development

In the world of leadership development and executive coaching, one framework has stood the test of time due to its clarity, simplicity, and impact—the GROW coaching model. At Voyager Executive Coaching, we use the GROW model regularly to guide structured conversations that create lasting behavioural change in leaders. It's not a gimmick or corporate buzzword. It's a powerful, practical model that helps people think clearly, act purposefully, and achieve meaningful goals.

## Where the GROW Model Comes From

The GROW model was first developed in the 1980's by business coaches Graham Alexander, Sir John Whitmore, and Alan Fine. It gained traction within the world of sport and business as a clean, repeatable framework for driving performance improvement through coaching. Sir John Whitmore, in particular, helped popularise it in his influential book *Coaching for Performance*. Since then, it has become a core tool in coaching training programmes and executive development around the world.

GROW is an acronym that stands for:

- **Goal:** What do you want to achieve?
- **Reality:** Where are you now?
- **Options:** What could you do?
- **Will (or Way Forward):** What will you do?

Each stage of the GROW model serves a unique purpose. When used properly, the model moves a conversation from vague intention to clear, focused action. And it does so by encouraging self-reflection and responsibility from the coachee.

## Why We Use the GROW Model

In our coaching work, we often find that leaders are time-pressured, overwhelmed, and pulled in many directions. They rarely have the opportunity to stop and think clearly about what they really want, what's holding them back, and how to move forward.

The GROW model creates a safe structure in which leaders can:

- Clarify their intentions
- Explore underlying assumptions
- Consider different paths
- Commit to action

It keeps the coaching conversation purposeful and balanced. Each step creates space for awareness, learning, and movement—essential components in leadership development.

We also appreciate that the GROW model works well across contexts. Whether we're coaching a new manager trying to step into their authority, or a senior executive tackling strategic dilemmas, the framework flexes to meet them where they are.

## Applying the GROW Coaching Model in Leadership Development

To see how the GROW coaching model for leadership development plays out in real terms, here's how we typically walk through it with clients:

### 1. Goal – Set a Clear, Inspiring Target

The first step is about getting specific. We help the client define what they actually want to achieve. This might be improving stakeholder engagement, resolving a team issue, or increasing their strategic influence.

This part of the conversation focuses on outcomes. We encourage clients to describe their goals in terms of what success would look, feel, and sound like—not just in abstract terms. We might ask:

- "What does success look like here?"
- "Why is this important to you or the business?"
- "How will you know when you've achieved it?"

### 2. Reality – Explore the Current Landscape

Once the goal is established, we explore the current situation. What's happening now? What's getting in the way?

We ask questions that uncover facts, feelings, behaviours, and patterns. Often, this stage surfaces the assumptions or beliefs that are limiting progress. Clients often discover that they've been reacting to outdated perceptions, or they simply haven't paused to examine the full picture.

Useful prompts might include:

- "What have you already tried?"
- "What's working—and what isn't?"
- "What factors are influencing the situation?"

### 3. Options – Generate Possibilities

This is the creative part of the process. The client explores different ways they might move forward. We hold space for brainstorming, lateral thinking, and challenge.

Rather than jumping to advice, we let the client own the solution. We might encourage them to consider:

- "What else could you try?"
- "Who could support you?"
- "What's one small step you could take right now?"

Sometimes this stage reveals a surprising insight or an alternative path the client hadn't considered. That's part of the magic of coaching—helping people unlock their own resourcefulness.

### 4. Will – Commit to Action

This final stage is where intention becomes commitment. It's about turning ideas into clear actions.

We help the client narrow their focus, create accountability, and build momentum. We'll ask:

- "What exactly will you do, and by when?"
- "What might get in the way, and how will you overcome it?"
- "How will you stay motivated or track progress?"

We also revisit the goal to ensure that the actions are aligned. There's often a shift in energy here—what started as a challenge now feels doable.



## Why the GROW Coaching Model Matters in Business

We've used the GROW model in a range of business contexts, from performance reviews and leadership development programmes to large-scale organisational change.

Here's why it works so well:

- It's scalable – HR professionals, managers, and internal coaches can use it too
- It's simple – no jargon, no complexity, just structured dialogue
- It empowers ownership – leaders generate and commit to their own solutions
- It builds coaching capability – when used consistently, it develops a coaching culture within organisations

This means that organisations don't just rely on one-off coaching sessions. They begin to embed a way of thinking and communicating that fosters growth, resilience, and responsibility.

## Summary

The GROW coaching model for leadership development is one of the most effective frameworks we use at Voyager Executive Coaching. Whether we're working with emerging leaders or C-suite executives, it provides a powerful structure to navigate complexity, explore insight, and commit to meaningful action.

As businesses look to improve leadership capability, employee engagement, and performance, the GROW model offers a simple and scalable approach that delivers long-term results.

If you're looking to embed practical coaching tools within your organisation—or want to develop your leaders' confidence and clarity—let's explore how GROW can support your goals.

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For the full article with practical tips and case study check out - <https://voyagercoaching.co.uk/grow-coaching-model-for-leadership-success/>

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By **Chris Humphries**. Executive Director at Voyager Executive Coaching. Specialist in one-to-one developmental coaching for leaders.

This article first appeared in:

<https://www.linkedin.com/pulse/unlocking-leadership-growth-grow-coaching-model-chris-humphries-vtiyc/>

# Optimizing Use of Coaching Models

## Introduction

Coaches and line managers use coaching models to structure conversations and systematically work through dialogue, leading to achieving goals set by coachees. Having a structure to follow reduces fear of difficult conversations as managers can anticipate, probe and respond effectively to strong emotions.

## Diversity of Models

They have both problem centric and solution focused coaching models to choose from, depending on the situation.

The former focus on identifying, analysing and understanding the issues and complexity of problems. They are investigative and diagnostic, drilling down to root causes. They tend to be past oriented, providing context of when symptoms were first noticed and experienced and how deep seated and complex underlying causes are. For instance, helping coachees understand how negative messages in their past have led to low self-esteem, limiting self-beliefs, learned helplessness and impact of the vicious circle of negative thoughts, actions and failure.

Solution focused coaching models affirm strengths, generate options and solutions; are uplifting, energizing and future focused. They often yield clear actions to enhance performance, growth, results, outcomes and impact.

A quick AI search of popular coaching models yield the following:

Coaching Model	Problem-Central	Solution-Focused	Comments/Notes
<b>GROW</b> ( <i>Goal, Reality, Options, Will</i> )	Balanced	Yes	Goal-setting; explores obstacles but leans future/solution.
<b>5E Model</b> ( <i>Engage or variations like Empathy, Equip, Empower, Encourage Educate, Endorse, Experiment); Explore, Explain, Elaborate, Evaluate</i> )		Yes	Focus on hands-on learning and forward progression. Fosters engagement and ownership. Guides both coach and client from curiosity to confident application and independent growth. Scalable and adaptable for individuals, teams, or organizational learning.

Coaching Model	Problem-Central	Solution-Focused	Comments/Notes
<b>POSITIVE</b> ( <i>Purpose, Observations, Strategy and SMART goals, Insight, Team, Initiate, Value, Encourage</i> )		Yes	Focuses on motivation and solutions building. Centres on goals and positive action.
<b>OSKAR</b> ( <i>Outcome, Scaling, Know-how and resources, Affirm and action, Review</i> )		Yes	Fast, results-driven, solution-focused.
<b>CLEAR Model</b> ( <i>Contracting, Listening, Exploring, Action, Review</i> )	Balanced	Yes	Builds trust; explores challenges but pivots to action/review. Promotes open dialogue, self-reflection. Enables coachees to address underlying challenges and grow through feedback.
<b>4 Cs of Coaching</b> ( <i>Competence, Confidence, Connection, Character</i> )		Yes	Holistic, builds on strengths and ethics. More than skills, it embraces self-efficacy, interpersonal dynamics and integrity.
<b>3 Cs of Coaching</b> ( <i>Curiosity, Courage, Compassion</i> ) ( <i>Alternatives - Clarity, Courage, and Commitment; Connect, Convince, and Clarity; or Connect, Convey, and Convince.</i> )		Yes	Promotes growth via inquiry and empathy. Curiosity, courage, and compassion are cornerstones for deep learning, resilience, and enduring positive change.
<b>4 Corners Model</b> ( <i>Technical, Physical, etc.</i> )		Yes	Holistic, considers full person and team growth. Sports coaches use the model to provide a “thinking tool” for designing sessions, observing progress, and reflecting on how best to support each individual’s journey—on the field and beyond. Their aim is to develop well-rounded, resilient, and socially capable individuals.
<b>TOMS</b> ( <i>Target or topic, Obstacles or options, Motivation, Success</i> )	Balanced	Yes	Structured, clarifies motivation and success, pivots to outcome. The model is valued for its clarity and practicality. It is well-suited for performance and results-focused coaching contexts.

Coaching Model	Problem-Central	Solution-Focused	Comments/Notes
<b>WOOP</b> ( <i>Wish, Outcome, Obstacle or Options, Plan</i> )	Yes	Yes	Explicit step to identify obstacles (problem-centric) but primarily solution/action focused. The model addresses both aspiration (wish/outcome) and real-world barriers (obstacle/plan). Helps coachees move beyond dreaming to practical implementation. Proven to increase goal achievement, resilience, and self-regulation in multiple studies. Useful in one-to-one coaching, self-coaching, teams, leadership, and well-being contexts.
<b>FUEL</b> ( <i>Frame, Understand, Explore, Lay out</i> )	Yes	Yes	Begins by understanding current state (includes obstacles), quickly pivots to visioning and solution planning. Dialogue is purposeful and leaders appreciate performance coaching yielding stand-out outcomes.
<b>STEPPA</b> ( <i>Subject, Target, Emotion, Perception, Plan, Act</i> )	Yes	Yes	Analyses challenges/emotions, pivots quickly to goals, plans, and action. Coachees are supported in managing complex emotions, overcoming self-limiting beliefs and execute plans with greater resiliency.
<b>SOAR</b> ( <i>Strength, Opportunities, Aspirations, Results</i> )		Yes	Purely solution-focused; emphasizes strengths, opportunities, aspirations, and results. Leverages coachees' unique talents, connect strategy to aspirations, achieves tangible outcomes.
<b>Integrated/Hybrid</b>	Yes	Yes	Blends models and tools (e.g., GROW, OSKAR, AI analytics); starts with issue/context, pivots to solution/action, adapts to client needs and context—maximizes flexibility, real-time learning, and impact.



Which of the above models do you use and favour?

Which will you select, adapt and combine given your client's and coachee's needs?

I would encourage agency in selecting, adapting and creating your own model as the situation and demands evolve. That is after all what AI and Data Driven Coaching offer. AI already acts as co-pilot providing real-time support, nudges and feedback between human-led sessions

New models will evolve with the rise of niche coaching areas like eco-coaching (focused on sustainability), metaverse coaching (using virtual environments, VR (Virtual Reality) and AR (Augmented Reality); wellness and mental health coaching (appreciative inquiry model which focuses on amplifying strengths and positive experiences (affirming positive memories and neural pathways) to foster transformative change within teams and individuals.

Systems centered models improve team performance by nudging them to think of impact beyond individual and functional roles. They reinforce cultural intelligence and build global mind-sets.

Digital coaching platforms continue to grow, offering flexibility and 24/7 access across time zones; scaling coaching offerings with enhanced measurement and AI tracking of ROI.

Given the scale of available coaching models, the starting point remains presence, focusing on the Agenda that coachees drive, ensuring through any combination of coaching models that needs are met and coachees experience 'Aha' insights which they turn into plans and act on.



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By **Eliza Quek**. Eliza is the Former Research Chair and Former First Vice President of APAC. She is also Co-Founder and Director of Terrific Mentors International Ptd Ltd.



# **APAC BITS & BYTES**

“We delight in  
the beauty of the butterfly, but  
rarely admit the changes it has gone  
through to achieve that beauty.”

- Maya Angelou

# Get Involved! Volunteer Opportunities at APAC



We're inviting passionate, purpose-driven coaches to join us in bringing coaching to underserved communities across the APAC region. As part of the APAC Community Service Committee, you'll help co-create and organize pro bono coaching initiatives in collaboration with partner organizations.

**Time Commitment:** 4–6 hours per month

**Your Role:** Collaborate with fellow coaches, contribute ideas, and help identify new partnership opportunities and projects

If you're excited to give back and help grow the impact of coaching, we'd love to hear from you.

**Please email APAC Community Service Committee Chair, Jyoti Sapra, at [jyoti@risan.biz](mailto:jyoti@risan.biz)**



## APAC Coaching & AI Research – Phase 2 Begins! Help Shape the Future of Coaching in an AI-Augmented World

Following the success of our first study on “Readiness of Coaches for a Future with AI”, we are launching Phase 2 — a qualitative exploration through interactions with Leaders and Coaches across APAC. This study will dive into Trust in Human vs AI-led Coaching and Cultural & Ethical Dilemmas in the APAC context. The final report will be launched in December 2025.

### We Need More Hands on Deck!

We're expanding the APAC Research Committee and inviting volunteers to:

- Conduct or support interviews
- Analyze insights and contribute to the report
- Coordinate across APAC regions

### Want to Contribute?

**Please email APAC Research Committee Chair, Sampada Inamdar, at [sampada\\_hrcm@yahoo.co.in](mailto:sampada_hrcm@yahoo.co.in) by 7 August 2025 with:**

- Your area of interest (interviews, writing, analysis, etc.)
- Any relevant experience or regional connections
- Experience in qualitative analysis and report writing preferred

Let's co-create a bold, inclusive, and insightful future for coaching in APAC.



Are you someone who's passionate about giving back, learning and growing alongside others? We're looking for enthusiastic volunteers to join the APAC Programmes Committee. As a volunteer, you'll get to co-create inspiring learning events, connect with fellow coaches across the region and play a meaningful role in shaping our vibrant coaching community.

No matter your experience, if you have the heart to serve and co-create, we'd love to have you on board. **Please email APAC Programmes Committee Chair, Yan Tey, at [yan.tmy.yan@gmail.com](mailto:yan.tmy.yan@gmail.com) and make meaningful work together.**



We are inviting experienced and thoughtful coaches from Southeast Asia to join a distinguished panel at the **Coaching Ethics Forum 2025 Virtual Conference**, taking place on **2-3 December 2025**.

This session, titled "*Voices from Southeast Asia: Ethical Perspectives in Practice*," will bring together coaching professionals from across the region to explore how ethics, power, and cultural wisdom intersect in coaching. Held virtually from **08:30–09:55 CET**, the panel will consist of brief presentations followed by a rich Q&A session. We welcome coaches who are grounded in their local context and passionate about sharing perspectives that are often underrepresented in global conversations on coaching ethics.

This is a unique opportunity to contribute to a meaningful dialogue on how ethical coaching is shaped by spiritual traditions, cultural norms, and professional practices across Southeast Asia. Whether you bring insights from your coaching work, lived experiences, or community leadership, your voice will help surface the nuances that matter and represent APAC.

If you are a coach from the region and feel called to represent Southeast Asia in this global forum, we encourage you to step forward and be part of this important conversation. **Please email APAC Immediate Past President, Uma Arora, at [uma.arora@idamlearning.com](mailto:uma.arora@idamlearning.com) by 7 August 2025.**

# Join APAC Pro Bono Coaching Projects

We are reaching out to invite expressions of interest for upcoming APAC pro bono coaching opportunities in partnership with three meaningful organizations: Guide Dogs Singapore, AWWA, and WorldFish. These projects are scheduled to begin in late August 2025, and we are looking to engage 12 committed coaches to support individual clients over 6 coaching sessions across a span of 3–4 months.

The current coaching needs are as follows:

- 1 coach for Guide Dogs
- 5 coaches for AWWA
- 6 coaches for WorldFish

About the Organizations:

## Guide Dogs Singapore (GDS)

GDS empowers individuals with visual impairment to lead independent and fulfilling lives through mobility training, guide dog services, and community advocacy for greater accessibility and inclusion.

## AWWA (Asian Women's Welfare Association)

AWWA is a prominent social service agency supporting individuals across all life stages—from children with special needs to vulnerable seniors. Their goal is to help every client realise their potential and live with dignity and purpose.

## WorldFish

WorldFish is an international, non-profit research and innovation organization working to improve lives through sustainable aquatic food systems. With a history spanning over 50 years and presence in more than 10 countries across Asia, Africa, and the Pacific, WorldFish is a member of the CGIAR network, contributing to the 2030 Sustainable Development Goals through climate resilience, food security, and inclusive economic growth.

If you are available and interested in coaching with one of these impactful organizations, we would love to hear from you. **Please email APAC Community Service Committee Chair, Jyoti Sapra, at [jyoti@risan.biz](mailto:jyoti@risan.biz) by 10 August 2025.**



# Welcome Session for New APAC Members + Special Mindfulness Practice with Kathleen Choo

At this upcoming Welcome Session for new members, we invite any coaches to also join in a special Mindfulness Practice with Kathleen Choo. This initiative is APAC's commitment to supporting your development journey. This session is designed to help you start well, build meaningful connections and settle into the APAC community as we look ahead to our upcoming conference this September.

Beyond a learning opportunity, it's a space to pause, connect and meet others who are beginning or re-engaging their APAC journey. We hope this session leaves you a sense of belonging and inspiration for what's ahead.

## About the workshop facilitator:

With over three decades of mindfulness experience, **Kathleen Choo** has trained executive coaches, startups and global teams across Asia. She integrates neuroscience, breath work and emotional intelligence into practical, results-driven teaching that deepens coaching presence.

**When:** Wednesday, 6 August 2025, 3PM – 4:30PM SG/HK time

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



**Welcome Session for New APAC Members + Special Mindfulness Practice with Kathleen Choo**

**WEDNESDAY, 6 AUGUST 2025**  
**3PM – 4:30PM SG TIME**  
**VIA ZOOM**

**Learn more and register:**

<https://apacoaches.org/special-welcome-session/>



# Asia Pacific Alliance of Coaches Coaching Conference

Sep 24<sup>th</sup> - 25<sup>th</sup>, 2025  
Sheraton Hotel Kuching, Malaysia



## Future of Coaching: Adapting through Integration

Leading the Evolution of Coaching: Creating Change for Individuals, Teams, Organizations, and Society

Join us at APAC Coaching Conference 2025, the premier event for coaching professionals, HR leaders, and business innovators. This biennial conference brings together world-class thought leaders and expert practitioners to explore the integration of coaching with holistic well-being, AI, and global perspectives.

### KEYNOTES SPEAKERS

### CONFERENCE SPEAKERS



## Top 5 Reasons You Must Attend

- 1 Stay Ahead** – Discover cutting-edge coaching trends and strategies.
- 2 Leverage AI** – Learn how AI can elevate your coaching practice.
- 3 Enhance Growth** – Cultivate resilience, agility, and deeper impact.
- 4 Embrace Diversity** – Integrate Eastern and Western coaching wisdom.
- 5 Experience Culture** – Connect and celebrate at our Cultural & Networking Night.

## Conference Fees

Category	(From 1 <sup>st</sup> July 2025)
For Individual	RM 2,530
APAC Member	RM 2,180
For Individual + 1 Year APAC membership <b>SPECIAL DEAL</b>	RM 2,450
Group of 3 & 4	RM 2,180
Group of 5 & 6	RM 2,080
Group of 7 & above	RM 2,030
Tertiary Student	RM 2,180
Cultural & Networking Night (Non-Conference Participant)	RM 200

- All prices are per participant and include 8% SST
- Group prices applies to both members & individuals

## A Profoundly Transformational Experience for Coaches and Leaders.

### THEME

**Future of Coaching: Adapting through Integration**

### SUB-THEME 1 Restoring Wholeness in Self

Cultivating inner balance, emotional agility, and resilience in coaching.

### SUB-THEME 2 Leveraging AI as a Strategic Partner in Coaching

Harnessing AI for data-driven insights while preserving the human touch.

### SUB-THEME 3 Bridging East and West for Coaching Wisdom

Integrating Eastern philosophies with Western methodologies for transformative coaching.

- Immerse yourself in a world of transformative learning with insights.
- Enhance your coaching mastery across three key streams designed to equip you with actionable strategies.
- Harvest wisdom & foster a rich exchange of ideas (Facilitated Conversations)

**REGISTER NOW**

Register at [apac.teamcoach.com.my](https://apac.teamcoach.com.my)

**Location:** Sheraton Hotel, Kuching, Malaysia  
**Date:** September 24<sup>th</sup> - 25<sup>th</sup>, 2025




SCAN ME

# APACians Meet







# 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, Peer Coaching Circle, and Team Coaching Circle, all hosted on Zoom. Read ahead to explore the exciting schedule of our upcoming events.

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.

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



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

## A collaborative platform to support business growth for coaches

## A more informal networking session to get to know fellow coaches

## POWER HOUR



**Topic:** Mastering the Peer Learning Process (PLP): Coaching, Collaboration and Skill Transfer

As we are moving into the space of corporate coaching, join Ernie Turner and his team in this interactive session designed to expand your coaching toolkit with the Peer Learning Process (PLP). You'll experience a unique coaching approach where every participant both gives and receives targeted support. Through carefully structured small group interactions, we'll delve into building deeper connections, navigating relationship dynamics and developing the skills to coach with empathy and effectiveness to empower both you and your clients.

**When:** Wednesday, 20 August 2025,  
7PM – 8:15PM SG/HK time

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





# Peer Coaching Circle

Experience the enriching opportunity of our Peer Coaching Circle, a practice session to enhance your coaching skills. Connect with fellow coaches in this supportive environment, where you can focus on developing your coaching abilities.

As of 15 January 2025, our Peer Coaching Circle sessions are now open to both members and non-members!

**Sign up at:**

<https://apacoaches.org/peer-coaching-circle/>

# Team Coaching Circle

The purpose of these sessions is to share, discuss and learn team coaching. Team coaches will bring scenarios or questions to each session to learn from one another and the coach supervisor. As a circle, we will engage everyone in the room to contribute to the solutions.

As of 15 January 2025, our Team Coaching Circle sessions are now open to both members and non-members!

**Sign up at:**

<https://apacoaches.org/team-coaching-circle/>



## TEAM COACH SUPERVISORS



Tan Swee Heng,  
MCC



Clémence Blondel,  
PCC

## UPCOMING SESSIONS

**Theme:** Strengthening Expectations Within Teams

**Team Coach Supervisor:** Tan Swee Heng, MCC

**When:** Monday, 4 August 2025,  
7PM – 8:15PM SG/HK time

**Theme:** Working With Your Own Body as a Team Coach

**Team Coach Supervisor:** Clémence Blondel, PCC

**When:** Monday, 8 September 2025,  
4PM – 5:15PM SG/HK time

**Theme:** Creating Feedback Culture in Teams

**Team Coach Supervisor:** Tan Swee Heng, MCC

**When:** Monday, 13 October 2025,  
7PM – 8:15PM SG/HK time

**Theme:** Facilitating Team Growth

**Team Coach Supervisor:** Clémence Blondel, PCC

**When:** Monday, 10 November 2025,  
4PM – 5:15PM SG/HK time

# 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 recordings:

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!

Yours faithfully,  
APAC Programme Committee



# Advertise With Us

Advertising opportunities are available for both APAC Voice (our newsletter) and our website.

If you're interested and for more information, please contact Sonali Bhattacharya at [sonali@invictus.expert](mailto:sonali@invictus.expert)

View the APAC Ad Guidelines at: <https://apacoaches.org/apac-ad-guidelines/>

APAC VOICE (NEWSLETTER)					
AD SIZE	MEASUREMENTS (in inches)	1x	2x	3x	4x
<b>FOR MEMBERS</b>					
Full Page	8''w by 10.5''h	120	105	100	90
Half Page	8''w by 5''h	60	45	40	35
¼ Page	3.75'' by 5''h	30	25	20	15
<b>FOR NON-MEMBERS</b>					
Full Page	8''w by 10.5''h	200	180	160	140
Half Page	8''w by 5''h	100	88	80	75
¼ Page	3.75'' by 5''h	60	50	40	35

Pricing per insertion/quarter and in SGD. Pricing valid through 31 December 2025.

APAC WEBSITE			
AD SIZE	MEASUREMENTS (in inches)	3 months	6 months
<b>FOR MEMBERS</b>			
Leaderboard (top)	8.13''w x 0.94''h	800	1500
Leaderboard (bottom)	8.13''w x 0.94''h	400	750
Rectangle (medium)	3.13''w x 2.6''h	450	800
<b>FOR NON-MEMBERS</b>			
Leaderboard (top)	8.13''w x 0.94''h	1200	2100
Leaderboard (bottom)	8.13''w x 0.94''h	660	1140
Rectangle (medium)	3.13''w x 2.6''h	720	1200

Pricing per insertion in SGD. Pricing valid through 31 December 2025.



# FOOD 4 THOUGHT

“Your assumptions are your  
windows on the world. Scrub them  
off every once in a while, or the light  
won’t come in.”

- Alan Alda



# The Crystal Cup

A Zen master was given a beautifully crafted crystal cup. It was a gift from a former student.

He was very grateful. Every day, he enjoyed drinking out of his glass. He would show it to visitors and tell them about the kindness of his student.

But every morning, he held the cup in his hand for a few seconds and reminded himself: “This glass is already broken.”

One day, a clumsy visitor toppled the glass on its shelf. The cup fell down. When it hit the floor, it was smashed into thousands of tiny pieces.

The other visitors gasped in shock, but the Zen master remained calm. Looking at the mess in front of his feet, he said: “Ah. Yes. Let’s begin.”

He picked up a broom and started sweeping.

Source: <https://nik.art/zen-stories-for-a-calm-clear-open-mind/>



# APAC FAMILY

“Community is much more than  
belonging to something; it’s about  
doing something together that makes  
belonging matter.”

- Brian Solis



A **WARM WELCOME** to the (10) new members who joined us since the last APAC Voice in April to July 2025! 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 (10):		
LOCATION	NAME	INTRODUCED BY
INDIA	Ram Ramanathan	William Tan
INDONESIA	Iqbal M Noor	Ina Rizqie Amalia, MCC
JAPAN	Keisuke Matsuyama	Yukiyo Yamamoto
	Takashi Yamamoto	Yukiyo Yamamoto
MALAYSIA	Kathleen Marie Fernandez	Capt Dr Shan Moorthi
	Capt Dr Shan Moorthi	APAC Conference
SINGAPORE	Adrian Lim	Aileen Chee
	Felicia Lauw	Lydia Goh
	Vincent Wong	Irene Chia
TAIWAN	Iv T	





## TOTAL NO. OF APAC MEMBERS

As of 27 July 2025, APAC has 138 members across 16 countries:

Australia	Netherlands
China	New Zealand
Germany	Philippines
Hong Kong	Singapore
India	Taiwan
Indonesia	Thailand
Japan	United Kingdom
Malaysia	United States

## 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 (Members-Only 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



Finally, this is the final, final say! This issue is my swan song as the editor of APAC Voice! After a decade, yes, 10 full years of producing newsletters for APAC, it is time to bid goodbye to the APAC family and

pass the baton on to my very skilled colleague Sonali Bhattacharya. I have benefited immensely from the friendships made here and am very thankful to Dr. Woraphat for introducing me to the APAC EXCO family.

We cover a variety of articles on various models and frameworks of coaching as important tools for a coach to have before focusing on the fact that the coach then needs to use their discretion according to what the coachee needs to bring value to the coaching session.

All the best, APAC family, I am looking forward to seeing APAC get better year after year! To readers who actually bother to read this far, let's keep in touch. Drop me a note at [michelle77.woo@gmail.com](mailto:michelle77.woo@gmail.com)  
Cheers!

Warmest regards,

**MICHELLE WOO**

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

