



Message from the President

Dear Fellow Coaches,

The articles in this issue of the newsletter have been contributed by a number of APAC members and also by an invited guest lecturer from one of APAC's monthly lectures to the membership.

As a coaching organization APAC is evolving through the varied contributions of its members and as a function of the development of coaching in the Asia Pacific region.

The dynamic and changing nature of Asian coaching shows, for example, in APAC's Research & Development activities on the complex nature of the impact of Asian cultures on coaching. Issues that have been uncovered include the emergence of novel vocabulary from meditation coaching to health coaching, (this latter topic is featured in this issue of the newsletter).

Just as individual professional coaches are finding their roles in Asia's dynamic coaching landscape, so APAC continues to seek and discover how best to serve our members and the peoples of Asia Pacific.

As the only virtual Asia Pacific coaching organization, APAC welcomes — and, indeed, depends on — contributions from its members. We welcome your gift of knowledge, ideas, volunteering time and active involvement in APAC activities.

Woraphat Arthayukti
APAC President
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Tools of the Trade – Pick of the psychometric profilers

by *Hélène Seiler*

Psychometric assessments can be a great way to start a coaching relationship as they help your client develop greater self-awareness from which to frame and reflect on core questions for development and change. They are not a ready-made tool for giving advice.

Before using a psychometric assessment, coaches need either to be certified by an organization through formal training, or to hire a certified consultant who will deliver the results to your client through a formal feedback session.

Most psychometric profilers are very user-friendly for the client, who can take them online. For more information on the selection of psychometrics below, check out the websites suggested and look for the authorized reseller closest to your place of operation.

Work Place Big Five

<http://www.centacs.com/services/assessments-tools/>

(recommended by Helene Seiler)

The Workplace Big 5 situates people on a continuum along five dimensions (or supertraits) of personality including response to stress, extraversion,



tion, originality, deference and focus. It is used to assess the level of energy we have available to engage in core leadership competencies.

For example, it is likely that someone with a high extroversion, low deference and high focus is more likely to succeed in a position that requires "action orientation", because he/she will have plenty of energy available for it.

In the first stages of the coaching process, my client look at each critical competency in their job, and compare the level of energy they have available with the level of performance they

display.

- High energy / low performance is an invitation to reflect on the needs of the organization and redirect the energy to better use
- Low / low can be supported by further delegation or external support
- Low / high need to stay on the radar screen as there is a risk for burn-out
- High / High is an invitation to develop others.

The Kolbe™ A Index

<http://www.kolbe.com/>

(recommended by Wendy Buckingham)

The Kolbe™ A Index identifies a client's basic and instinctive mode of operation, how they naturally address tasks, goals and relationships when they are al-

lowed to do it "Their Way".

The index identifies the levels of a person's instinctive drive in four modes of operating: Fact Finder, Follow Through, Quick Start and Implementer. There are no rights or wrongs or a need to adjust or improve. Rather it is about awareness and co-operation with who we naturally are.

I have found it invaluable in determining how best to coach a particular client. For instance, clients who have a strong Fact Finder instinct will need lots of information and structure, whilst a strong Quick Start instinct will just want to get on with it.

Kolbe™ is different from, yet complementary to assessments such as Myers Brigg that measure personality and skills.

Myers Briggs Type Indicator

("MBTI")

<https://www.cpp.com/products/mbti/index.aspx>

(recommended by Gerry Pelzer and Cynthia Chan)

The Myers Briggs Type Indicator is one of the most well known psychometric instruments, with over 2 million people taking it annually. Based on Carl Gustav Jung's theory of personality types, it uses a forced choice personality questionnaire. It has been in use over 50 years and is available in multiple languages including Chinese. Once you understand what makes you and others "tick", you have an effective toolbox at hand to improve communication, manage conflicts and boost teamwork. As a coach, understanding my coachee's MBTI type also helps me adapt to my coachee quicker and build better trust.

It is a very useful tool for coaching in terms of raising the coachee's awareness and understanding of the diversity of preferences, i.e. people can dif-

fer in how they are energized, how they take in information, and how they make decisions and relate to the world. This awareness can open the coachee to more choices of behavior which can lead to better outcomes. For example, I have a client who used to send long emails to her boss and was often frustrated by a lack of response. Later she found out that her boss prefers verbalizing ideas versus reading text; a communication style the opposite of hers. My client chose to adjust her own communication style. Not only did their communication improve, so did their relationship.

The Extended DISC

<http://www.extendeddisc.com/>

(recommended by Brenda Bence)

I use "Extended" DISC regularly with my executive coaching clients, and it hasn't failed yet to result in powerful insights. Extended DISC

- measures both conscious and unconscious work
- places behaviors critical for leadership success; identifies easiest behavior changes
- explores motivations, frustrations, insecurities, which drives rapid awareness for the client
- helps clients understand how others perceive them without the need for a long and cumbersome 360 degree feedback report
- takes only 12-15 minutes by computer to execute (important for time-strapped managers) and the results are instantaneous
- is offered in 55 languages (including different versions of English!) which is perfect for working with clients of many different nationalities.
- has customized reports for both coach and coachee which include excellent questions to ask when reviewing results.
- builds quick rapport, trust, and confidence with clients.

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Promise and Challenge: Coaching in the Philippines

by **Julius C. Ordonez, PCC**

Coaching in the Philippines is a burgeoning practice that opens a new pathway for Filipinos to develop their fullest potential, personally and professionally.

In the past decades, coaching was merely supplementary to a broad spectrum of human development interventions. The most common notion of coaching was tied to athletic pursuits. Coaching as a scientific process, as a professional practice with global standards and ethics, was introduced in the country via Benchmark Consulting and the ICF-Philippines chapter, both of which I founded.

My company has seen the number of coaching clients increase consistently each year, including participants to our public coaching seminars as well as aspiring coaches seeking training. Our coaching clients come from diverse industries, 95% of which are multinational companies.

Business, leadership and executive coaching are the most popular forms of coaching. Clients engage external coaches to provide one-on-one coaching to top level executives, and to conduct coach-training programs for leaders and managers who will in turn coach their respective teams. Participants in such interventions have reported positive, if not life-changing, results in terms of their working relationships, achieving and surpassing their targets and goals, as well as building an agile corporate culture.

It is no surprise for coaching to complement and reinforce Filipinos' inherent talents, resilience,

passion and collective spirit, and propel Filipino executives to an elevated level of competence and productivity. Their group orientation also provides fertile ground for team coaching, which can make for a high performing organization.

There is however, a need for greater awareness and education to shed light on misconceptions, lack of understanding and cultural nuances that work as impediments to the faster advancement of coaching.

We need to address the perception that coaching is expensive. It deters clients, especially medium and small scale organizations, from hiring external coaches. Add to this the overriding misconception that coaching is a corrective intervention, providing some kind of behavioral or attitudinal fix. Coaching has yet to carve its niche as the top of mind mechanism of personal, team and organizational development and empowerment, critical in conquering the challenges of today's ever-changing business environment.

I have also observed that, for many, the boundaries between coaching and mentoring (and even one-to-one training) are blurry. Underpinned by innate respect for authority, the general notion of coaching is directive. The coach is perceived as a content expert, and is therefore expected to

teach, tutor or instruct coachees on what to do and how to do it. This happens particularly when coaching is not thoroughly explained and fleshed out with clients. Misunderstanding coaching can result in a lack of emotional buy-in or resistance on the part of coachees.

Cultural nuances, on the other hand, generally manifest in the context of coach-client relationship. Studies have shown that Filipinos put a high value in ensuring smooth interpersonal relationships. This value becomes a drawback when coachees only engage in coaching because they are complying with company directives. In some cases, coachees feel obliged to please the coach and end up setting superficial goals, action plans or timelines.

Research has also indicated that to the Filipino worker, professional and personal relationships are not completely separate. As such, they are inclined to be sensitive to feedback, preventing the coaching process from moving forward.

The task is clear, but challenging, especially with a dearth of formally trained and credentialed coaches. There are only four ICF-certified coaches in the country - one Professional Certified Coach (PCC) level and 3 Associate Certified Coach (ACC) level. Coaching practitioners lacking proper knowledge, skills, experience and qualification can sometimes add to the confusion.

Still, the demand for coaching is rising rapidly in this crucial period of establishing its credibility as a powerful human development intervention and profession. Current social realities, economic pressures and Filipinos' high regard for fulfilment and success will inevitably drive them to seek out and aspire for coaching's ultimate promise — to help them be no less than their best.



Resilience, passion and a collective spirit are characteristic of Filipinos

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Healthy Mindset, Healthy Body

by Julie Chiu, RN, MS, CHC, IC

In many ways health coaching is similar to other types of coaching through guiding clients to their desired goals. But the emphasis is on prevention and management of disease through self-discovery and empowerment leading to effective self-management of lifestyle and health decisions.

Professional coaches believe their clients have the inner wisdom to know what they want, and they work from a client-centered approach using a 'guiding' method. However, health care professionals (doctors, nurses, social workers, physical therapists, nutritionists, etc) have been trained in an acute-care model where patients are told information in a directing, "do as I say" approach.

This approach has been quite successful when it comes to acute health conditions or procedures such as post-surgical recovery (eg, "Whenever you cough or sneeze hold your pillow against the stitches on your chest so it won't hurt as much". "This is how you change your wound dressing" etc.)

But has this traditional approach been as helpful for patients with chronic diseases (obesity, heart disease, diabetes, cancer, stroke)? Has "telling" patients, "You need to quit smoking, exercise more and eat healthier, slower and

more mindfully" really helped change behavior?

Health coaches believe people are more willing to embrace change when it comes from within them rather than from someone telling them they need to change. We avoid the "do as I say", trap by using "wiggle" words that help the client feel they are in charge of personal choices, not simply following someone else's instruction.

The words used during conversation and engagement take forms such as: "you might consider", "may I make a suggestion?"—wiggle words. More ways to avoid the expert trap are to: avoid "I" and "You" words (i.e. "I think..." or "You should..."), use neutral language (i.e. "people have found..." or "others have benefited from..."), and use conditional words (i.e. "would you consider..." versus "you ought to...", "you should...").

No matter how many times a health-care professional tells a client they need to quit smoking and lose weight, resistance will most likely occur until the client decides for him/herself that it is important to change. The client's awareness of his/her "ambivalence" is a key step in moving towards a healthier lifestyle. The confidence or motivation to change can be increased with the



People embrace change that comes from within. Health Coaches help the client feel in charge of personal choices, not simply following a health-care professional's instructions.

support of a health coach.

A key difference between professional health coaches and healthcare professionals is the plan of care. Both professionals have a plan for their respective client or patient; however, health coaches incorporate something most health care providers do not—"change talk". A client's readiness for change and confidence level for change is assessed and heavily considered prior to the coachee building the plan. When dealing with chronic diseases and the need to develop healthier habits, a client's background, culture and previous health-related experiences play a strong role in each individual's feelings and perceptions, and their willingness to embrace change and alter behavior. Failing to factor these in during the planning and development of the coaching plan is like baking an apple pie without apples.

In Hong Kong, the US, and several other industrialized nations, chronic diseases are a major cause of death. In 2009, the Hong Kong Dept of Health reported that 59.9% of the 41,034 deaths were due to chronic disease and these numbers continue to rise. Health coaching and the use of science-based Motivational Interviewing as a foundation have proven to affect behavior change and thus health outcomes.

According to the National Society of Health Coaches (USA), health coaching is a fresh new approach that guides



physicians and other healthcare professionals to use the client's agenda to enhance compliance with healthy behaviors, to prevent exacerbations of chronic illness and to support lifestyle change. Through a client-centered, approach understanding the client's real concerns, fears, etc, the health coach can guide the client to self-discovery regarding positive behavior change .

The USA's Mayo Clinic reported that of patients working with health coaches: 50% were able to lose weight and maintain the weight loss, 64% increased exercise time, 61% incorporated healthier eating choices, and 42% of smokers were able to quit for 6 months and 37% at the 12 month mark.

In conclusion, the demand for profes-

sional health coaches and the skill and approach they bring to addressing chronic conditions and health prevention and management continues to grow as positive outcomes continue to be achieved: increased compliance with medication plans and home self-management plans, decreased medical costs, less burden on healthcare systems and even decreased work absenteeism.

Julie Chiu, RN, MS, CHC, IC®, Certified Health Coach: julie@mindfuleatingHK.com

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Contact: KF Tang on kwaitang@gmail.com

ASIA PACIFIC COACHING CONFERENCE

Work is beginning now on the 2012 conference, which will be held in Singapore.

Mark your diaries: DATES??????????

New Members

A warm APAC welcome to:

Robert EDMONSON — Hong Kong
Sara CHENG — Singapore
Raija SALOMAA — Finland
Ronald WONG — Hong Kong
Dr Reuven BAR-ON — USA
Anil PAMMI — Singapore
Yene ASSEGID — China
Catherine EIDENS — Hong Kong
Dennis TAY — Singapore

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