

# VOICE

JANUARY 2026  
NEWSLETTER OF  
THE MUMBAI CHARTER CHAPTER OF ICF

## FROM THE EDITOR

# In 2026, How About We Simply Listen More?

Viktor Frankl, he who survived the death camps of Nazi Germany, and wrote one of the most seminal books you will ever read – *Man’s Search for Meaning* – once told the story of a woman who called him in the middle of the night to inform him rather calmly that she was about to commit suicide. Frankl, regarded as one of the great psychiatrists of the twentieth century, used all of his trained and practiced skills and kept her on the phone and talked her through her depression, offering her reason after reason to keep on living. Finally, she committed she wouldn’t take her life.

When they met later, Frankl asked her what reason had persuaded her to carry on living? “None of them”, she averred. What then, he pressed the matter. Her answer was simple. It was Frankl’s willingness to listen to her in the middle of the night. A world in which there was someone ready to listen to another’s pain seemed to her a world in which it was worthwhile to live.

The above story widely attributed to Viktor Frankl, though, may not be authentic, and I wish it were, but it does serve the purpose of great anecdotal learning.

In the **context of the ICF Core Competencies**, *listening* is a foundational capability embedded primarily within **Competency 6: Listens Actively**, and it also supports several adjacent competencies. It goes well beyond hearing words.



Frankl notwithstanding, we however have an authentic and tested 10 Coaching Stories Special Edition for you. In this beginning of the year **Beyond 10 anniversary celebration bumper offering**, we have **16 pages of pure storytelling delight**. You will read captivated through 10 coaching stories by different member coaches flamboyantly flaunting the virtues of Active Listening applied, its results and learning cues. Strap on that seat belt, it promises one ecstatic ride.

Contd. on Pg. 16



**Navin Tauro**  
Editor & Director – Publication  
The Mumbai Charter Chapter of ICF





# Coaching amidst Conflict

By Dexter Valles

Contd. from Dec. 2025 issue – Part 2

Coaching in times of conflict rarely begins with goals. More often, it begins with a pause. A silence at the start of a session where both coach and coachee sense that the world beyond the room; or the zoom screen; is unsettled. Curfews, layoffs, displacement, fractured families, volatile economies; in such moments, the familiar language of performance feels too sharp, too premature. What is needed first is not progress, but permission: to arrive, to breathe, to be met without being fixed. Over time, enduring lessons emerge, not as techniques, but as ethical orientations for coaching amidst uncertainty.

## 1 Clear Boundaries Create Safety, Not Distance

I worked with a mid-career professional Kaushik living in a city under political unrest at that time. Internet connectivity was unreliable; anxiety was constant. Before coaching began, we clarified the nature of our work. This was not therapy or crisis counselling. It was a thinking and grounding space. That clarity reduced pressure. Boundaries, when held with compassion, are not exclusions; they are containers. Knowing what coaching is, and is not, allowed the client to show up honestly, without expecting rescue or emotional treatment beyond the coach's role.

Ethical coaching begins here: informed consent, role clarity, and readiness to refer when deeper trauma surfaces.

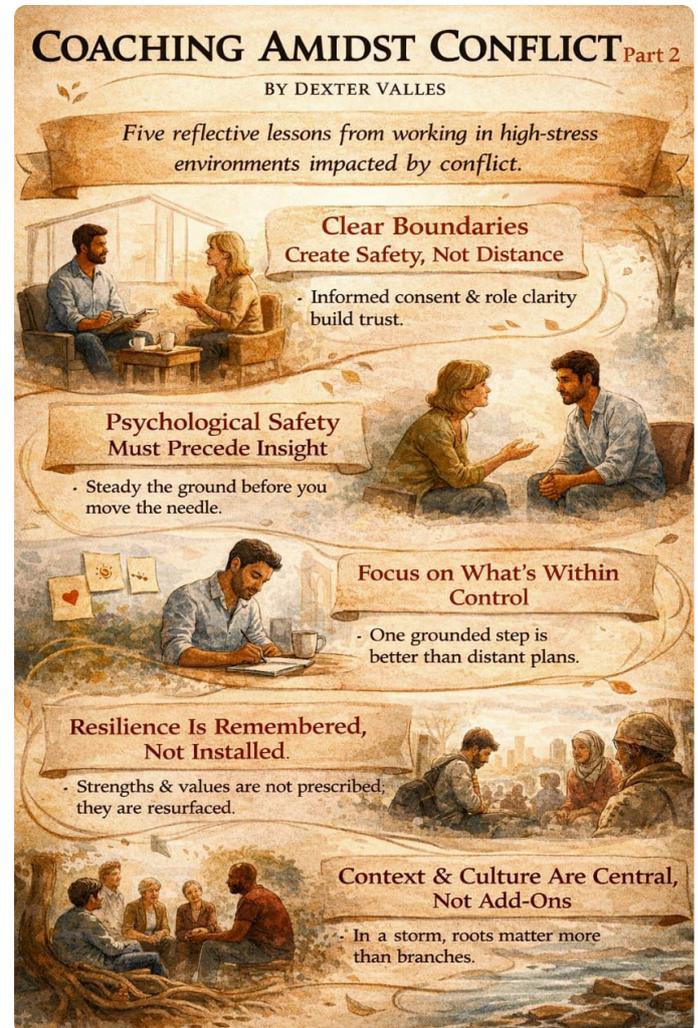
## 2 Psychological Safety Must Precede Insight

In conflict-affected environments, trust is fragile. Insight cannot be rushed. With a senior leader Prashanth navigating layoffs, media scrutiny, and a fearful workforce, performance-driven questions felt misaligned. Instead, the work began with acknowledgment of lived reality.

"What feels most emotionally draining right now?"

"What is the voice inside you hearing at the end of the day?"

These questions were not designed to drive outcomes. They were designed to steady the ground. Psychological safety, being seen without minimising or dismissing fear, became the doorway through which clarity later emerged.



Only when fear is acknowledged can agency return.

## 3 Anchor Coaching in What Is Within Control

Conflict compresses time horizons. Long-term visioning can feel abstract or unsafe. With clients living amidst unrest, economic volatility, or career uncertainty, coaching shifted toward micro-actions: regulating news intake, protecting sleep, and structuring days resilient to disruption. We resisted future-casting too far ahead. The week mattered more than the year.

One young professional Deepak facing an unstable job market found steadiness not in grand plans, but in present-moment agency:

"What helps you feel secure this week?"

"What small step feels possible right now?"

Contd. on Pg. 3

# A Question that Opened an Unexpected Door!

By Veena Dhandhia



She didn't need advice. She just needed space to hear herself.

I was on a quiet holiday when a hotel staff member, Martha, casually asked me, "Who are you holidaying with?" When I answered that the group were my uncles and aunts, she was flabbergasted. "Uncles and aunts? That is so unique! I haven't been on a holiday with even my mother in a long time. As a matter of fact, I haven't seen her in quite a while. Not only her, but I also haven't seen my family in so long... I really miss them and I want to be with them."

Most people would offer suggestions, right?

I am a Life Coach. It's my job to have her find her answers, herself.

I paused, looked at her kindly and asked, **"So, what's stopping you?"**

- I held space with zero judgment
- Let silence speak louder than advice
- Reflected what was unsaid, not just what was shared

Martha just stared at me, wide-eyed. Paused.

Said "Nothing."

Something shifted in Martha.

From guilt → to clarity.

From hesitation → to joy.

From "I wish" → to "I will."

By the end of that short moment, Martha was lit up with

excitement to plan her trip home.

The next morning, she flung her arms around me and gave me a bear hug. "Guess what! I have booked my ticket to go meet my mom!" She was emotional. I was extremely gratified. My job was done. And I was as happy as she was.

That's the power of us coaches when we listen beyond the words ■

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*Contd. from Pg. 2*

Here, coaching is less about mapping destinations and more about restoring movement—one grounded step at a time.

## Closing Reflection

Across these varied situations, one truth remained consistent: Coaching amidst conflict is less about progress and more about presence.

Ethical coaching in such contexts requires restraint, humility, and respect for lived realities. The coach's responsibility lies not in accelerating outcomes, but in holding space without harm, knowing when to continue, when to slow down, and when not to coach further.

When done with care, inner wisdom surfaces naturally. Clarity unfolds at its own pace. And even in conflict, grounded, human, dignified movement becomes possible ■

# From Shadows to Spotlight

## The Introvert's Daring Leadership Leap

By Naval Dey



Picture this: Mumbai's bustling fintech scene, where Priya, a brilliant finance head at a fast-growing startup, sat silently through endless team meetings. Her spreadsheets screamed genius, but her voice? It whispered into oblivion. "I feel like a ghost in my own career," she admitted in our first ICF coaching session, eyes downcast, shoulders hunched. Dominant colleagues steamrolled discussions, and Priya's innovative ideas on cost optimization vanished unheard.

As her coach, I sensed the gold beneath her introversion. "Priya, what belief chains you to the shadows?" I probed. Her raw truth tumbled out: "If I speak, they'll brand me aggressive—not the thoughtful leader I am."

We dove deep. Through evocative visualization, Priya transported herself to the next high-stakes leadership offsite. "Feel the room's energy," I guided. "Breathe into your power." She role-played her pitch: pausing deliberately, locking eyes, delivering crisp insights with quiet fire. The shift was electric—her "introversion" morphed into "strategic depth," a superpower long disguised as a flaw. We crafted her anchor: a three-second breath to ground presence before unleashing brilliance. "You're not shouting; you're illuminating", I affirmed.

Fast-forward to our follow-up: Priya burst in radiant. Her pitch didn't just land—it ignited. The team adopted her cost-saving model, sparking a company-wide efficiency revolution. Whispers turned to cheers; she claimed her seat at the executive table. This triumph, echoing "Embracing Vulnerability" from ICF Mumbai's Beyond 10 event, pulsed with coaching magic—turning invisible potential into unstoppable momentum.

Three juicy coaching lessons, distilled with power:

- **Reframe the 'flaw' into fierce strength:** Introversion isn't a cage; it's a lens for profound, deliberate impact—coaches alchemize self-doubt into unshakeable superpower, one belief at a time.
- **Preparation forges unbridled presence:** Role-play high-stakes crucibles with sensory vividness; that rehearsed breath becomes your launchpad, propelling authentic voice into roaring relevance.
- **One bold ripple unleashes tsunamis:** A single, courageous contribution doesn't just shift rooms—it cascades into promotions, innovations, and legacies, proving every coach's question plants world-altering seeds.

Priya's leap reminds us: Coaching doesn't fix; it unleashes the leader lurking in the shadows ■

# Shifting the Lens: When Coaching Expands Choice and Possibility

By Sandeep Kalra



As I share this from my own learning journey, I notice a heightened sense of self-awareness. A part of me wonders how this reflection may land with seasoned coaches and what interpretations or judgments might arise. And yet, I recognise that it is precisely this human fallibility that creates fertile ground for learning. Time and again, it is in these imperfect moments that insight emerges, often becoming the catalyst that shifts outcomes for a client.

In a recent coaching engagement, a client joined from the UK with an intention to change his job in the post-Covid context. At first glance, it appeared to be a familiar career transition conversation. As is so often the case in coaching, however, the stated goal was only the doorway; the deeper work lay beneath.

We began by intentionally co-creating a safe and open coaching space; anchored in presence, trust, and mindful curiosity. Within this container, the client slowed down and spoke freely about his experiences, emotions, and concerns, without the pressure to arrive at quick or tidy answers.

Through reflective inquiry...What problem are you really trying to solve? Is this the right problem? If you choose this, what are you choosing not to do? As a result, his thinking softened and expanded. In that pause, clarity emerged. He realised that the core challenge was not dissatisfaction with his role, but the expectation of commuting nearly 200 miles to the office. The long-held assumption that changing jobs was the only viable solution began to loosen its grip.

## The Client's Win

Rather than exiting the organisation, the client chose to engage in a meaningful conversation with his leadership. The outcome was both practical and powerful: continued permission to work from home, strengthened trust with senior stakeholders, and ultimately, his next promotion. What shifted was not just the external situation, but his internal stance—from reaction to reflection, from escape



to engagement.

## Three Key Learnings

- 1. The stated goal is rarely the real issue**  
When clients are supported to challenge their assumptions, new and often more sustainable choices become visible.
- 2. Psychological safety enables systemic thinking**  
A safe coaching container allows clients to consider themselves not in isolation, but as part of a broader system with multiple stakeholders.
- 3. Silence is a powerful intervention**  
The pauses, though sometimes uncomfortable, created space for insight. In stillness, the client connected more deeply with what truly mattered, allowing clarity to emerge naturally.

This engagement reaffirmed for me that transformation often arises not from dramatic action, but from quiet, reflective clarity—when space is trusted and learning is allowed to unfold ■

# When "I Don't Know" Became the Turning Point



By Geeta B Bhansali

## Our Lives Are Rooted in the Questions:

Who am I?

Where am I?

Why am I doing what I am doing?

And in doing what I am doing... what am I *really* doing?

These questions found me long before coaching did.

Over time, I realised that life and coaching revolve around the same centre: the courage to face oneself honestly.

One coaching conversation stays with me. By every external measure, this client's life was "sorted"- a stable job, steady income, responsibilities fulfilled. Yet something within him felt misaligned. He spoke fluently about expectations, survival, and practicality. Rarely about himself.

In one session, I asked gently,  
"When you step into your day each morning... where are **YOU** in this life?"

He went silent.

"**I don't know**," he said.

That ***I don't know*** wasn't confusion. It was truth finally spoken. We stayed there- not rushing to solutions. As the sessions unfolded, another knowing began to surface.

He admitted what he had long avoided:

- The job he was in sustained his lifestyle, but drained his spirit.
- He wasn't unhappy enough to quit, yet not alive enough to stay.

This awareness didn't immediately lead to action. There were fears - money, family, uncertainty. We worked slowly, examining what mattered, what scared him, and what he was willing to take responsibility for.

Over time, his choices began to change. Not impulsively, but deliberately. Eventually, he moved out of that role -

into work that felt aligned with who he was becoming. Something fundamental had shifted. He later said, "My life didn't dramatically transform. But I stopped abandoning myself."

It reminded me of the quiet truth echoed in the Bollywood movie *3 Idiots* - real freedom begins when we listen to ourselves and act from there, even when the path isn't easy.

Years ago, I wrote this blog and also drew this:

Being ready for the NEW  
The plant was ready to bloom,  
To survive the gloomy, dark, bright light  
It swayed a lot, but didn't fall  
It was rooted in Faith  
So it stood up tall  
To face it all



## Three learnings I carry forward:

- Insight matters only when it shapes action.
- Courage grows from self-knowing.
- Coaching helps people live from alignment, not obligation.

**Coaching doesn't change lives. It helps people stop living someone else's ■**

# The Year My Calendar went Quiet, and My Calling got Loud

By Sarita Bahl



**2025 was a failure** — at least if I measured it by the number of coaching clients I signed. Now, that's some confession. Coaches are expected to radiate momentum, not admit to empty calendars.

I thrive on coaching. It is where I feel most alive — listening deeply, asking the question that unlocks something, watching clarity dawn. And yet, 2025 did not reward that love with assignments. Fewer clients. Longer silences. More “I will come back”, than I care to count.

For a while, I did what many of us do in such moments — I **questioned my relevance. Was the market saturated? Was something wrong with my pricing? Had I peaked? Was I becoming invisible?**

But waiting has a way of confronting you. You can either fill it with anxiety or allow it to become instructive.

Introspection and reflection are second nature to us coaches. But these practices can also be deeply unsettling. My first lesson was **patience without self-judgement**. Coaching teaches us to sit with discomfort, yet when it came to my own uncertainty, I was impatient. This year reminded me that seasons apply to coaches too. Not every phase is about expansion; some are about

endurance.

The second lesson was **skill before scale**. With fewer external demands, I returned to fundamentals—my listening, my presence, my ability to stay with silence. I read, reflected, practiced, unlearned. I noticed patterns in myself that I might have missed had I been busy “delivering.” Isn't it ironic—the absence of clients made me a better coach.

The third—and perhaps hardest—lesson was **coaching the self**. Who was I when external validation dipped? Could I hold space for my own doubts with the same compassion I offer others? This year forced an inward turn: examining my triggers, my attachment to outcomes, my need to be seen as “successful.”

**What I now see is this: waiting is not wasted time. It is unadvertised preparation. The market may be quiet, but the inner work is loud if we listen.**

I still want clients. I still believe in the power of coaching. But I also know this — when the next season opens, I will meet it with more depth, less hurry, and a quieter confidence.

Sometimes, the pause **is** the practice ■

# Unlocking Doors in Cross-Cultural Coaching From Doubt to Strategic Voice

By Anita Sachdev

*This is Part 1 in a two-part series*

Fellow coaches, imagine the thrill—a client’s doubt dissolves into fierce self-advocacy, their voice commanding across borders like a banyan tree claiming new soil. That’s the «leadership door» from my sticky-note board. It unfolded with a senior Indian woman director, transitioning from individual contributor triumphs to leading an India-Germany team.

## My Approach: Firm, Frank, Friendly with Humor—and “You’ve Made It”

I begin with reassurance: “You’ve made it—you’re successful as you are.” Blending directness, warmth, and humor (“German clocks meet Indian monsoons—let’s dance!”), I root sessions in owning culture and values, dismantling barriers swiftly.

## Creating Safe Space with Culturally Smart Phrases

High-context India needs subtle harmony. I used: “I sense the weight you’re carrying, like monsoon clouds,” and “It’s natural on our shared path.” Questions like “What does your heart whisper?” built non-judgmental trust. These bridged her relational intuition to Germany’s directness, inviting vulnerability without shame.

## Creating Safe Space with Culturally Smart Phrases

I met her gripped by doubt—virtual clashes revealed deep fears: German directness cutting against her warm, relational Indian style. I started strong: “You’ve made it here because your culture and values drove your past wins—what specific successes prove that?” This shifted her from “not enough” to “already victorious.” Together, we unpacked saboteurs—those bias-driven fears—using clear, layered strategies to rebuild her foundation.

**Layer 1 Own Your Culture and Values (Ignite Identity Pride).** I used vivid, culturally resonant metaphors as mirrors: “You’re monsoon rain nourishing Bavarian sands—your Indian adaptability softens their rigidity.”



“Banyan roots gripping clockwork soil—your deep values thrive in efficiency.” “Diwali spark lighting Christmas markets—your warmth transforms their precision.” Then, the key question: “How does claiming these erase your outsider feelings?” Her apologies turned to unshakeable pride.

**Layer 2 Dive into Success Roots (Unleash Unique Strengths).** We inventoried precisely: “Name three strengths that got you here—what intuitive edge sets you apart?” Role-plays recreated tension; Positive Intelligence pauses identified saboteurs: “Is hyper-achiever or controller talking now?” Humor cut through: “Your elephant intuition trumpets in their precision room—lead the way!” Debrief: “What power did you feel?” Her relational genius became her strategic superpower.

**Layer 3 Trust Gut to Self-Advocacy (Forge Bold Voice).** Intuition exercise: “In this fog, what’s your *Sanket*—inner signal—telling you? Name it.” She created “*Sanket*,” her personal compass. We rehearsed scripts: “That’s precision care, not criticism.” Affirmation: “You’ve made it—speak your truths boldly.” Visualization sealed it: “See *Sanket* guiding your next meeting to victory.”

This clear progression—identity pride → strengths confidence → voice activation—dissolved doubt, unlocking commanding self-advocacy for cross-cultural leadership.

**Your strategies + their brilliance = unstoppable transformation ■**

*To be contd. in the Feb issue*

# Coaching the Churn

By Dexter Valles



Ours is a world marked by relentless churn, accelerating change, rising complexity, and deep crises of identity, ideology, and one's inner compass.

noise and external validation, coaching becomes sacred ground- guiding clients back to intuition, values, and inner authority.

## Churn, Change, Complexity: The New Coaching Landscape

**Churn** defines our era: organizational upheaval, technological disruption, and societal uncertainty. Leaders burn out, institutions fragment, and people quietly ask, "What now?" This environment demands coaches who are agile, adaptive, and trauma-informed, able to hold ambiguity without rushing toward certainty.

**Change** is no longer linear; it is exponential. AI, climate shifts, and evolving work models are reshaping purpose itself. Future-fit coaching moves beyond transactional goal-setting toward deeper transformation.

At the same time, **Complexity** has replaced simplicity. Clients face layered challenges with competing truths and emotional entanglements. Coaching encourages sense-making, polarity navigation, integrating head, heart, body, and spirit.

## Crises of Identity, Ideology, and Inner Compass

As roles dissolve and industries transform, identities built on achievement and affiliation begin to erode. Coaching creates safe, nonjudgmental spaces. Amid



## Three Examples of Coaching Presence:

1

### Presence in Churn --

#### Holding Steady When Everything Is Moving

A senior leader, let's call her Sanjana, was navigating constant restructuring arrived for coaching agitated and seeking quick answers. Instead of offering strategy, the coach slowed the pace. Through silence, attuned listening, and gentle inquiry, Sanjana began to notice her breath, her urgency, and the fear beneath her need to act. She was able to explore without judgement, each fear and vulnerability, each compelling urgency to act and get past these without real resolution.

Journaling these reflections became central to her return to composure. From this grounded presence, she revealed in later sessions that she began to lead more intentionally, communicating clearly, pacing decisions, and becoming a stabilizing force for her team.

Here, coaching's power lay not in strategy, but in steadiness.

2

### Presence in Complexity --

#### Making Sense Without Forcing Solutions

A mission-driven NGO founder, named Ajoy faced competing demands, financial survival, team wellbeing, social impact, and stakeholder pressure. To Ajoy, every option felt both right and wrong. Rather than problem-solving, the coach invited sense-making. Encouraged, Ajoy named tensions, held paradoxes, and resisted premature resolution. The coach's calm, curious presence and embodied emotional anchoring allowed Ajoy to feel emotionally safe, stay with the layers of complexity with courage and self compassion without feeling trapped and collapsing under it.

This was coaching as consciousness, not control.

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# When Inner Alignment Resolves Outer Conflict

By Shalini Juneja



Six years. That's how long my client, an accomplished diamond jewellery businessman, had been fighting a legal battle against his own brother over a large sum of money. What began as a financial dispute slowly turned into a complete emotional exile.

Two brothers, three sisters, even his parents stopped speaking to him. He was alone, anxious, and deeply wounded. Everyone urged him to withdraw the case. He refused. For him, it had become about winning, about proving he was right. But the cost was heavy. The loneliness and constant stress drained his focus, and soon his thriving business began to falter as well. Ethical coaching begins here: informed consent, role clarity, and readiness to refer when deeper trauma surfaces.

He joined my three-month coaching program, and over the first two sessions, his story poured out, not with anger, but with exhaustion. I didn't advise him to drop the case. I didn't suggest reconciliation. Instead, I helped him do something far more confronting: reconnect with himself.

As we worked together, he uncovered his core values, love, relationships, and oneness. He began to see a long-standing pattern of self-victimization and traced it back to a childhood belief quietly running his life: "No one loves me."

**Once that belief loosened its grip, clarity replaced conflict.**

Two weeks later, I received a WhatsApp message. A photo of a legal slip, the case had been withdrawn. Shortly after, more photos followed: a family gathering; everyone

smiling, eating, laughing together. His message was simple:

"I got my life back, and the relationships I can't live without." Nothing changed outside him first. Everything changed within.

### 3 Powerful Takeaways from This Journey:

1. When actions align with core values, courage becomes natural.
2. Healing old beliefs can resolve conflicts logic never could.
3. True success is not about winning battles, but reclaiming life, peace, and belonging.

This story remains a living reminder for me: When values lead, transformation follows ■

*Contd. from Pg. 9*

### 3 Presence in Crisis of Identity -- Witnessing the Becoming Self

After a long successful career, a client Meenakshi feels hollow. The role that defined her has ended, and the future feels unformed. Meenakshi asked me quietly, "Who am I now?" It took some emotional restraint to resist rushing to somehow resolve the underlying scare of reinvention. Instead, the space became a safe sanctuary where silence was honored, grief was welcomed, and identity was allowed to emerge slowly. Through deep inquiry and embodied listening, Meenakshi reconnected with and gradually reclaimed old forgotten values and longings that had defined her life and now re-emerged with grace and strength to guide the future.

Here, coaching was not about achievement, but about remembering who we truly are and embracing the truth from those memories.

### Coaching as a Force for Human Reclamation

These moments reveal that the true power of coaching lies not in tools or credentials alone, but in its capacity to restore coherence, center humanity, and awaken consciousness ■



# Some AWESome Tale

By Saurav Dutta



Vasu, an aspiring medical student, scored in the 90s in his board exams. Passionate about Biology, he chose Botany and Zoology for undergrad while balancing a job. At 19, he faced a crossroads: after MBBS, medicine, surgery, or a specialty like Maxillo-facial? Inspired by his doctor cousin, he needed clarity to fuel the demanding medical entrance prep.

Referred by a social sector acquaintance, our first two sessions built trust and explored options. By Session 3, Vasu had mapped Medicine vs. other paths but hesitated to commit.

**Session 4 began differently.** Vasu joined beaming—a new Work-from-Home job eased his time management stress. After addressing emotions, I asked: “What’s top of mind today?”

A long, beautiful pause followed. We coaches cherish these—the client’s mind processing deeply. I stayed present, patient.

His gaze returned: “I was thinking about Pathology. Our last session made me realize I like watching labs operate.”

Time to dig deeper. I asked: “What else do you know about Pathology?”

Magic unfolded:

“And what else?”

“Pathologists solve puzzles through lab work.”

Silence. Then: “And what else?”

“My cousin said we can set up our own lab.”

“And what else?”

“I prefer research over patient-facing work.”

Each “And what else?” peeled back awareness layers. By the fourth iteration, Vasu declared: “I want Medical with Pathology focus—to serve the underprivileged through cost-effective lab research.”

AWE worked brilliantly. It kept me curious, not advising. Vasu owned his clarity. Momentum built with each answer.

Sessions 5-6 integrated this: study habits, daily planning, pathologist identity.

Michael Bungay Stanier explains AWE’s power in THE COACHING HABIT “When you ask someone a question, the first answer often isn’t the best. ‘And What Else?’ (AWE) gets them to consider other options and leads to better results.”

AWE transformed a potential directive talk into client-led discovery. Now my go-to for exploration-to-commitment transitions.

This tale showcases ICF competencies of powerful questioning, evoking awareness, facilitating client growth—proving simple questions create profound client transformations ■

# A Spectacular Year in Review

## Celebrating Coaching @ ICF Mumbai across 2025



2025 was a remarkable year in the ongoing story of The Mumbai Charter Chapter of ICF, as the community marked its 10<sup>th</sup> anniversary with a rich calendar of learning, connection, and coaching excellence under the Beyond 10 theme. From insightful webinars to vibrant in-person celebrations, coaches and leaders engaged with coaching's heart, mind, spirit, and forward-looking potential.

### JANUARY 2025: Online Growth & Professional Pivoting

In January 2025, ICF Mumbai hosted a powerful online session titled "**Embracing the Journey from Survive to Thrive in Coaching - Pivoting from Corporate to Coachpreneur**" on January 31<sup>st</sup>. **The webinar focused on helping coaches and aspiring coachpreneurs navigate the transition from corporate careers into impactful coaching practices.** Participants gained insights into mindset shifts, strategic career pivots, and frameworks to flourish as coaches in dynamic environments.

### FEBRUARY: Vision Refresh & Community Momentum

February marked a time of reflection, recalibration, and community visioning for ICF Mumbai with **Reimagining Team Coaching** delivered by Krish Iyer. **Separately, to Elevate, Engage and Empower the Chapter's VOICE, the Newsletter of the Chapter showcased a refreshed vision, mission and tagline for the chapter -- articulating**

a renewed focus on fostering transformation through coaching, building connection and growth for members and shaping a thriving coaching ecosystem in Mumbai and beyond.

**In February 2025, ICF Mumbai also hosted its first Credentialing Clinic -- a dedicated interactive session designed to guide members in their ICF credentialing journey and all other ICF-related processes.** Led by Director - Credentialing, Sunil Verma, MCC, the session drew enthusiastic participation.

### MARCH 2025: Celebrating a Decade & Looking Ahead

March 2025 was a significant milestone month. The chapter celebrated its 10<sup>th</sup> anniversary. **The March 2025 newsletter highlighted reflections on a decade of coaching excellence, tracing the journey from the Chapter's founding on March 12, 2015, to its current status as a vibrant coaching community. Members engaged with content focused on resilience, adaptability, and professional renewal, acknowledging both accomplishments and aspirations ahead.** A celebratory Virtual Event attended by past Presidents and Managing Committees of the Chapter reaffirmed commitment to the Chapter's mission, positioning the anniversary year as a launchpad for expanded impact, learning, and collaboration and a 'BEYOND 10' branding to a year's celebration through coaching, learning & community.

*Contd. on Pg. 13*

# ... a Movement in Motion in Mumbai



This program strengthened coaches' capacity to show up fully - a cornerstone of trust and transformation.

## **JULY:** **EQ and Emotional Intelligence in Coaching**

July's Beyond 10: Coaching Mindfully with EQ brought emotional intelligence into the spotlight.

**Hosted in collaboration with the ICF Delhi-NCR Charter Chapter**, this virtual session unpacked rich exploration, which helped coaches deepen self-awareness and client-centric presence - a pivotal skill for creating transformational conversations.

## **AUGUST:** **Ethics and the Coach's Compass**

Continuing the series in August, the Chapter hosted a Coaching with Ethics session, elevating the profession's ethical foundations and reflective practice.

This session further affirmed the Beyond 10 theme - advancing the discipline of coaching with purpose and professionalism.



## **SEPTEMBER:** **Holistic Coaching for Whole-Person Growth**

On September 13, 2025, coaches came together for Beyond 10: Holistic Coaching - Nurturing Mind, Body & Spirit. This webinar encouraged participants to: Integrate practices that support whole-person well-being in coaching; create sacred spaces for clients to access inner wisdom; facilitate alignment between personal purpose and external action.

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## **APRIL:** **A Milestone Celebration of Community and Coaching**

The year's celebrations began in April with a grand, in-person Beyond 10 - Celebrating Coaching event on April 12, 2025, held at the Mumbai Cricket Association (MCA), BKC, Mumbai. This flagship gathering marked the chapter's decade-long journey.

We had a full day of learning and engagement totaling 9 CCEUs - celebrating collaboration, growth, and coaching impact. As one of the most memorable moments of the Beyond 10 year, this event set the tone for purpose-driven coaching throughout 2025.

## **MAY:** **Engaging the Heart of Coaching**

On May 17, 2025, coaches gathered online for Beyond 10: Engaging the Heart of Coaching, a webinar that centered on compassion, presence, and emotional depth; essential competencies in professional coaching. A fireside conversation with an experienced archery coach on performance presence was a rare highlight.

## **JUNE:** **Mastering Powerful Presence**

In June, the chapter pivoted toward embodiment and influence with the Managing Powerful Presence event on June 21 at the Goregaon Sports Club.



## ... Milestone: Cumulative 61 CCEUs in 2025



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### **OCTOBER:** **Resilience and Team Coaching**

October was rich with opportunity, including Beyond 10: Coaching for Resilience - helping coaches equip clients to transform stress into strength.

The Evolving Landscape of Team Coaching, a webinar, explored modern approaches to team dynamics and systemic transformation. These sessions underscored how resilient individuals and adaptive teams are essential in today's complex environments.

### **NOVEMBER:** **Leading with Compassion**

November's Beyond 10 event brought coaching strategies into the realm of leadership - emphasizing empathy, psychological safety, and trust building. Speakers highlighted how compassionate leadership connects deeply with organizational culture and performance outcomes.

### **DECEMBER 2025:** **The Future of Coaching and Celebration**

2025 culminated in a festive in-person event, Beyond 10: Future of Coaching, held at The Club, Andheri West, Mumbai.

This celebration blended: Visionary insights on human-centered coaching in the Age of Acceleration;

masterclasses on technology's role in coaching without losing the human touch; interactive group experiences, storytelling, and community rituals - thus closing the Beyond 10 year with warmth and shared purpose. And a whopping cumulative tally of 61 CCEUs!

### **Impact and Reflections**

Across 2025, the Beyond 10 series reinforced The Mumbai Charter Chapter of ICF's commitment to Engage. Elevate. Empower - fostering community, deepening mastery, and inspiring coaches to be both learners and leaders.

As the chapter turns its sights to 2026, the legacy of Beyond 10 continues to fuel coaching excellence - rooted in presence, integrity, resilience, and compassion. The 2025 journey was more than a series of events; it was a collective affirmation of coaching's power to transform individuals, teams, organizations, and society.



# BEYOND 10: The Future of Coaching

ICF Mumbai

📅 20 December 2025

📍 The Club, Andheri West

The keynote address at Beyond 10: The Future of Coaching was delivered by Ashu Khanna, former Founding President of The Mumbai Charter Chapter of ICF. Her session, themed, Coaching in the Age of Acceleration: Human-Centered Growth in a Tech-Driven World, set a reflective and expansive tone for the event, seamlessly bridging the past, present, and future of coaching.

She spoke powerfully about the importance of inner alignment before external influence, encouraging coaches to reconnect with their personal truth as a foundation for ethical, conscious, and effective practice. As technology reshapes how coaching is delivered, she reminded participants that presence, awareness, and intention cannot be automated, they must be cultivated.



Dr. (Maj) Rupinder Kaur's masterclass on **Augmenting Coaching: Leveraging AI, Virtual Platforms and Data Without Losing the Human Touch** was a timely, thought-provoking exploration of how coaches can thoughtfully integrate Artificial Intelligence (AI) into their practice while preserving the human core of coaching.

Central to the session was the concept of Augmented Coaching, articulated through a powerful three-layer model:

**The Human Core (Non-Negotiable)** - presence, empathy, ethical judgement, intuition, silence, and the ability to navigate identity, fear, and shame.

**The Augmentation Layer** - AI-enabled tools supporting reflection, pattern recognition, session summaries (coach-controlled), nudges, and micro-reflections.



**The Evidence Layer** - data, progress tracking, readiness signals, and aggregated insights for sponsors.

Dr. Kaur emphasised that AI is not a replacement, but a differentiator- enhancing breadth while the coach holds depth. She connected this to current leadership realities: scale and access pressures, increasing complexity, and growing demand for measurable ROI.

The **Games Session** transformed learning into lived experience through two powerful group exercises.

**The Purpose Web** grounded participants in their coaching "why", creating a visible and embodied metaphor of shared values, interdependence, and community.

**Mission Possible – The Coaching Challenge Relay** brought energy, creativity, and collaboration to the room, activating core coaching competencies through playful, time-bound team missions.

Together, these experiences reinforced purpose, connection, agility, and joy—reminding participants that the future of coaching is not only skilled and adaptive, but deeply human, relational, and collectively held. integrate Artificial Intelligence (AI) into their practice while preserving the human core of coaching ■



# In 2026, How About We Simply Listen More?

Contd. from Pg. 1

New York Times columnist David Brooks spoke to many social psychology experts for his book, *“How to Know a Person: The Art of Seeing Others Deeply and Being Deeply Seen”*. He writes, when you really listen to someone, you’re giving them a psychological hug. You’re saying, “I see you, I hear you.” That they are the most important person in the room. He refers to being a loud listener or listening actively. “You want to be nodding so hard that people are wondering if you’re having a localised seizure. You follow their every inflection, every gesture, with the sort of enthusiasm normally reserved for a dog watching a squirrel.” Perhaps grossly exaggerated, but you get the drift – **you hold space, alternatively you ask questions, you nod, you are 100 percent on, and you project it too.** “The person should feel like they’re not just being heard, but understood on a molecular level.”

However, I had opportunity to test this theory of deep listening in that most contrarian of activities – sales! Against my ‘persuasive’ better judgment, I stuck to simply listening to the prospect, to understand him. And it still



befuddles me, he wants to hang with me, good ol’ me, for the long term it seems and not just transact, even offering stake. Now, why would I want to yap when listening does so much better by both of us!

Then there is that other great misattribution of the lines of the hymn, *‘Make Me a Channel of Your Peace’*, to a prayer by Saint Francis of Assisi. *“Oh, Master, grant that I may never seek ... to be understood as to understand”*. In ICF coaching parlance it would mean: The coach listens so deeply that the client recognizes themselves more clearly—often for the first time! ■

## THE WALL

### Membership Update | Total: 199

- ▶ Global members as of Dec 31, 2025: 111
- ▶ Affiliate members as of Dec 31, 2025: 88
- ▶ New joinees in December 2025: 5



Launch of whitepaper on Dec 20, 2025: *“Executive Coaching in the Age of Artificial Intelligence”*.

Coauthored by Dr. (Maj) Rupinder Kaur and Anjan Bhowmick Ph.D., the **ICF Mumbai and ICF Pune Charter Chapters** collaborated to publish this comprehensive whitepaper.

“Those who have a ‘why’ to live, can bear with almost any ‘how’.”

~ Viktor E. Frankl,  
*Man’s Search for Meaning*

Join “The Mumbai Charter Chapter of ICF” today: [memberships@icfmumbai.com](mailto:memberships@icfmumbai.com)