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Newsletter  
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## **EDITOR'S NOTE : A Feather in our Cap**

*-- By Raj Narayan*

Being of the sporty kind in school, my coaches would often tell me that peer recognition was the greatest reward a sportsperson could get. At times, I used to turn around and suggest that a winner's medal would make me feel better than all that recognition. Three decades later, I've more than realized the true import of my coaches' statements.

Watching a repeat telecast of an interview given by India's legendary cricketer, Rahul Dravid, brought to fore the obvious difference between mass adulation and peer recognition. Rahul is no stranger to mass adulation but he mentioned that what he valued the most was being applauded by his teammates in the dressing room following a successful knock at the crease.

At ISEC, we felt really elated when the International Association of Coaching (IAC), the global body to which we are affiliated, recently announced the election of our Mentor Krishna Kumar to its Board of Governors, the first time an Indian citizen has risen to this position.

During his three-year term, Krishna Kumar will work towards establishing IAC standards in India and promote the growth of Coaching in the country. Having founded the first IAC Chapter in India (at Bangalore), we believe this elevation is indeed recognition from the peer group for KK's untiring efforts to develop and grow Coaching as a means of helping people overcome inner hurdles and achieve the true potential that they're capable of.

We wish Krishna Kumar all the very best in his endeavors and assure him of our continued support in the future as well. KK will be attending the 2012 IAC annual conference in Kuala Lumpur next month.

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## **MENTOR'S MUSINGS: – Are Yes Men Pulling You Down?**

*-- By Krishna Kumar, ISEC Founder Director*

Over the years, honchos managing their businesses, both large and small, have shared how they often felt rudderless in their corporate journey. "I feel that my business is not going anywhere in particular," is the refrain I've heard several times during my interactions with CEOs and other decision makers across the country.

At a recent conference, the CEO of a mid-sized company sidled up to me during a coffee break and asked if we could discuss a problem that he was facing. I nodded and he began by telling me that though business was booming across traditional product lines, not all opportunities were being cashed.

He continued, "In our team meetings, the managers are high on enthusiasm when it comes to implementing ideas, specifically those that came from me. They rarely contributed any ideas of their own and seldom contradicted my words during team discussions." Despite having a highly talented and experienced team, my CEO friend was finding it difficult to understand the reason for this palpable lack of creativity and innovation within his teams.

Refraining from commenting on his problem, I hark back to the hit television serial of the 1970s – Star Trek and recollect a quote from the commander of the Space Ship Enterprise James T. Kirk, "One of the advantages of being a captain is being able to ask for advice without necessarily having to take it," he tells his close confidant and friend Dr. Leonard McCoy.

I rewind some more and remind my CEO friend of Captain Kirk's closest confidants – Mr. Spock, a Vulcan married to a life in logic and the good doctor who is driven solely by compassion and scientific curiosity. Both these characters are frequently at odds and suggest different courses of action based on their subjective view of the situation. The captain hears both his advisors and often comes up with a third option, built entirely from his perspective.

The fact that the leader has advisors around him with a worldview vastly different from each other and from himself provides a clear insight into the captain's confidence as a leader. It is always the weaker leader who wants to be surrounded by people who are loathe to express their opinions. Any organization that fosters such a behavior only ends up stifling creativity and innovation. This eventually results in a situation where decision making and problem solving is centralized and the company is seldom able to change course mid-stream.

On the other hand, enterprises that allow diverse opinions to be aired support greater innovation and prove to be better at solving problems. They avoid groupthink and team meetings and discussion forums become a platform for sharing ideas. This is where a Mr. Spock or Dr. McCoy can be of help in any enterprise – they fuel creativity and innovation by airing their views and forcing the leadership to think.

As noted American educationist and philosopher George F. Kneller said: "Creativity, as has been said, consists largely of rearranging what we know in order to find out what we do not know. Hence, to think creatively, we must be able to look afresh at what we normally take for granted."

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## SUCCESS COMPASS – An ISEC Social Initiative



**CONFUSED ABOUT YOUR ROAD TO SUCCESS?  
ARE TOO MANY OPTIONS MAKING THE CHOICES DIFFICULT?  
IS YOUR CURRENT POSITION FALLING SHORT OF YOUR DREAM JOB?**

Gone are the days when jobs got classified as engineers or doctors. Today, young professionals find that there are a multitude of career options leading to having to make career choices at each stage of one's life.

### **INFINITE POSSIBILITIES**

As is always the case, the more the choices, the bigger the challenge of choosing the right one. The trick is to choose a career path that best matches one's personality. In other words, choose a job you love and performance is automatically guaranteed.

Intrad Consult, the parent company of ISEC, has designed and launched a new program to help navigate this complex decision making phase in one's life. The Success Compass helps young adults discover their passion using a combination of internationally recognized behavioral instruments and one-to-one coaching. Our customized and easy to use process helps you enhance one's self-awareness and identify personality traits vital to career choices and enhancement.

## DEFINITE DIRECTIONS

It is a process to discover oneself and make the right choice on the career path. Read more at [http://www.intradconsult.com/success\\_compass.htm](http://www.intradconsult.com/success_compass.htm)

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### COACHING NOTES: Does Every Good Coach Need a Coach?

--- By Natalie Tucker Miller, MCC (IAC)

**Question: I've heard it said that every good coach has a coach. Why is that important?**

**Answer:** One of the misconceptions about coaching is that someone needs to be struggling with a problem in order to benefit from the forward motion coaching can provide. This view is just a partial snapshot of coaching efficacy. Certainly a coach can help a client reframe a stressful situation, see things from another point of view and/or tap into the client's innate sense of self to solve a problem.

Yet coaching promises so much more than solutions to specific situations. When the focus remains on addressing the client's situation, time after time, there is a missed opportunity for the client to get to know themselves on an intimate level. The coach who understands this level of growth recognizes the benefits beyond solving a single issue.

In fact, single issues are rare. There are usually patterns that emerge in the client's reactions to situations—underlying reasons that stress recurs—and until the client makes an honest assessment of these patterns, stressful situations will continue to be recycled. Even though this process occurs for most of us, people are often stunned when they discover that their behavior is out of habit rather than awareness.

The idea of coaches having coaches makes perfect sense. In my experience, in addition to helping me uncover blind spots that might otherwise prevent me from being fully present with my client, the experience of being in the position of the client provides a 360 degree view of development.

*Natalie Tucker Miller, MCC (IAC), is the Lead Certifier and a certifying examiner at the IAC, as well as Past-President. Natalie is founder of Ageless-Sages.com Publishing ([www.ageless-sages.com](http://www.ageless-sages.com)), and creator of the literary genre, Picture Books for Elders™.*

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### EVENTS @ISEC

ISEC will conduct its integrated Executive Coach Certification workshop from 5th to 9th June 2012 in Bangalore. The program includes tutoring in the IAC Masteries and a leadership program by an international renowned faculty.

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**With warm regards,  
Krishna Kumar  
Executive Coach & Founder-Director, ISEC**