



**LEGACY 2026:  
COACHING AS  
CONSCIOUS  
LEADERSHIP**  
ON MAY 30

> DETAILS ON PG. 5

**VOICE**

MAY 2026

NEWSLETTER OF  
THE MUMBAI CHARTER CHAPTER OF ICF

COVER POINT

**When Success Becomes a Reason  
to Stay the Same!**

As coaches, we are trained to believe in human potential. We listen deeply, ask thoughtful questions, and trust that awareness will eventually lead to change. Yet there are moments in practice that quietly test that belief.

One such moment arises when the client is clearly capable,

commercially successful, and confident—yet consistently arrogant in tone, impatient with people, dismissive of others’ perspectives, and ineffective at managing teams. Feedback has been offered with care. Patterns have been reflected without judgement. The impact on people has been named.

*And still, the response is calm and unwavering:*

**“This is how I’ve built my success. I don’t see why I should change.”**

The leader is not unaware. They are unconvinced.

For the coach, this raises an uncomfortable internal dialogue. Am I failing to influence? Am I approaching this the wrong way? Or is coaching simply not possible without a willingness to examine oneself?

Research across adult learning and behavioural change suggests something both simple and difficult to accept: **meaningful change is internally driven.**

Contd. on Pg. 4

**Editor's Note**  
*The LEGACY SEASON 2026 Begins...*

As the Mumbai Charter Chapter of ICF steps into its 12<sup>th</sup> year, we proudly launch **The LEGACY SEASON 2026** — a powerful continuation of our **BEYOND10** journey, carrying forward the spirit, purpose, and promise that have shaped our collective evolution over the years.

Especially as we celebrate a remarkable global honour for our Mumbai Chapter: the **ICF 2025 GLOBAL CHAPTER RECOGNITION AWARD**. This recognition was earned through an exacting and rigorous selection process led by an eminent ICF global jury, and officially conferred on **May 13, 2026**, at a celebratory ICF global online event presided over by **Magdalena Nowicka Mook, CEO, ICF**.

We wear this honour — and the award logo — with immense pride.

**Anne William Dias**  
Director – Technology  
The Mumbai Charter Chapter of ICF

INSIDE



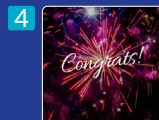
2 DEIB:  
Manifest with  
Action



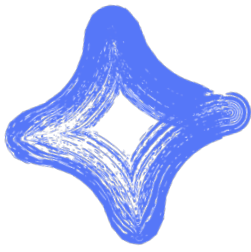
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DEIB

# MANIFEST DEIB WITH STRATEGIC ACTION



By **DEXTER VALLES**

Creating a truly inclusive culture does not happen by intention alone. It requires deliberate, strategic action that transforms values into visible behaviours and measurable impact.

**Diversity, Equity, Inclusion, and Belonging (DEIB)** must move beyond aspiration and become embedded in the way organisations think, lead, and act.

★ Manifesting DEIB begins with a set of purposeful actions that leaders and teams consistently practice. Let's take a quick look at some key purposeful actions.

**1 DEVELOP**



Growth starts with development. Organisations must create opportunities to build awareness, capability, and understanding around inclusion. This means investing in learning, encouraging reflection, and helping people expand their perspectives.

*Development is the foundation for cultural evolution.*


**2 DELEGATE**



Trust is demonstrated through delegation. When responsibilities and opportunities are distributed equitably, individuals feel seen, valued, and empowered to contribute meaningfully.

*Delegation creates ownership and signals confidence in diverse talent.*

**3 DISARM**



Disarming barriers means dismantling assumptions, biases, and invisible walls that prevent authentic inclusion.

It requires humility and courage to challenge entrenched mindsets and replace judgment with curiosity.

**4 EMPOWER**



Empowerment gives people the confidence and autonomy to act.

When individuals feel trusted to make decisions and influence outcomes, they become active contributors to inclusive progress rather than passive participants.

**5 ENGAGE**



Inclusion is relational. Engagement happens when people feel heard, involved, and connected to shared purpose. Leaders must intentionally create spaces where every voice can contribute to meaningful dialogue.


**6 ELEVATE**



To elevate is to amplify strengths, recognise contributions, and create pathways for advancement.


Inclusive organisations ensure that recognition and opportunity are accessible to all.

**7 INTEGRATE**



DEIB cannot remain a separate initiative. It must be integrated into systems, processes, conversations, and strategy. Inclusion becomes sustainable only when it is woven into the organisation's fabric.

**8 INFLUENCE**



Leadership influence shapes culture.

Every interaction, decision, and message sends signals about what matters. Leaders who model inclusive behaviour create ripple effects across the entire organisation.

**9 INVOLVE & INSPIRE**



Belonging grows when people are actively involved in shaping decisions that affect them.

Participation strengthens ownership and deepens commitment to collective success.

Inspiration creates momentum. When people see inclusion in action, they are motivated to contribute their best thinking and energy toward a shared future.


**10 BALANCE**



DEIB requires balance—between listening and action, empathy and accountability, individual needs and collective goals.

Balance ensures fairness while sustaining forward movement.

**11 BENCHMARK**




Progress must be measured.

Benchmarking allows organisations to assess where they are, identify gaps, and create intentional pathways for improvement.


*What gets measured gets improved.*

**12 BUILD GROUNDING: BALLAST**



Grounding creates stability. DEIB efforts must rest on clear principles, shared values, and consistent commitment. Without grounding, initiatives risk becoming performative rather than transformational.

**MAKE THESE ACTIONS COUNT FORWARD**



- Strategic action is not about isolated efforts. It is about creating momentum that compounds over time.
- Every action taken today shapes tomorrow's culture.
- When organisations act on these DEIB elements: **develop, delegate, disarm, empower, engage, elevate, integrate, influence, involve & inspire, balance, benchmark, and build ballast**, they are not merely talking about DEIB; they are manifesting it.
- This is how Diversity, Equity, Inclusion, and Belonging become more than concepts.
- This is how they become lived reality.
- This is how we **Manifest DEIB with Strategic Action.**

**DIVERSITY • EQUITY • INCLUSION • BELONGING** Stronger Together. Better Together. Belonging for All.

## EVENT REPORT

# Bridging Generational Diversity: Aligning Vision, Values, and Growth Through Coaching



The year 2026 began on a powerful and purposeful note with our flagship DEIB event, **Beyond 10: Embracing Diversity**—a first-of-its-kind immersive half-day experience held on **April 25 at Meluha, The Fern, Powai**. The event was dedicated to exploring what it takes to create alignment across a multi-generational workforce, including **Gen Z, Millennials, Gen X, and Baby Boomers**.

Centered on the theme **“Bridging Generational Diversity: Aligning Vision, Values, and Growth Through Coaching”**, the event brought together coaches, corporate professionals, leaders, and changemakers across generations and industries for a deeply engaging and insight-rich experience.

The day commenced with a high-energy roundtable dialogue featuring CXOs, CHROs, and industry professionals representing diverse sectors, age groups, and leadership journeys. What emerged through these conversations was a unanimous realization: **contextual clarity is foundational to alignment, empowerment, and meaningful collaboration across generations** — from Gen Z to Baby Boomers.

The discussions surfaced nuanced perspectives on leadership expectations, workplace evolution, communication styles, and the powerful role coaching can play in creating bridges across generational realities.

Adding global depth to the event, **Dr. Aikyna Finch, PCC, VP**

**DEIB, ICF Global**, delivered a compelling online keynote on **“The Future of Alignment”**, inviting participants to reimagine leadership and inclusion in a rapidly transforming world.

**Dr. Ritu Anand**, pioneering thought leader in Human Resources and former Chief Leadership and Diversity Officer, TCS, held space for reflective exploration around transforming bias into collaborative leadership, opening powerful new perspectives on conscious inclusion and human-centered leadership.

Further enriching the dialogue, **Srikanthan Kumarasamy, MCC**, Co-founder, Guiding Light Coaching, and **Lakshan Srikanthan, PCC**, Co-founder, Guiding Light Coaching, brought forward their unique perspectives on generational approaches to leadership challenges, creating thought-provoking conversations around adaptability, expectations, and growth.

Accredited for **3 CCE and 1.5 RD units**, the event was exceptionally well received by attendees from both the coaching community and the corporate ecosystem, reflecting a growing appetite for inclusive, alignment-driven leadership conversations.

**Beyond 10: Embracing Diversity** has set a bold tone for 2026 — one that champions inclusive, future-ready, and deeply aligned coaching conversations across generations.

PRACTICE

# Coaching is About Holding Up a Mirror

Contd. from Pg. 1

People evolve not because someone explains the case well enough, but because they themselves recognise a gap—between intent and impact, between who they believe they are and how they are experienced. Without that readiness, conversations tend to stay intellectual. Insight becomes debate. Reflection becomes justification.

From a coaching perspective, this matters deeply. Professional **coaching**, as described by the ICF, **is fundamentally a partnership**. It is not about correcting behaviour or persuading someone to adopt a different style. The coach does not impose values or outcomes; they create space for exploration. Awareness is invited, not enforced.

**When a client genuinely believes their behaviour is both justified and effective, coaching cannot become an argument without losing its integrity.** At that point, something subtle shifts. The work is no longer about “helping the client change,” but about helping them see—clearly and honestly—what they are choosing to prioritise, and what that choice costs others.

This is where coaches can unknowingly fall into a trap. Faced with resistance, we may try harder. We add more logic, more examples, more carefully framed feedback. Over time, this can turn into quiet persuasion, or worse, emotional labour. Coaching begins to feel effortful, even draining. And yet, nothing moves.

In such moments, it helps to remember that **coaching is not about winning insight. It is about holding up a mirror and allowing the client to decide whether they want to look—and what they want to do with what they see.**



Even without visible behavioural change, coaching can still have value. It can plant questions that surface later. It can create moments of pause in otherwise relentless momentum. It can make explicit the trade-offs a leader is making, even if they choose to continue making them.

**Sometimes the most powerful outcome of coaching is not transformation, but truth. And truth has its own timing.**

## What I Learned as a Coach

What this experience taught me is that coaching is as much about **respecting agency** as it is about believing in potential. I learned that my role is not to rescue teams through their leader, nor to carry responsibility for someone else’s readiness. My responsibility is to offer clarity without attachment, reflection without force, and partnership without compromise.

Most importantly, I learned that **stepping back is not failure. Sometimes, it is the most ethical expression of coaching. Coaching opens doors. Walking through them remains a choice.**

## THE WALL

### Membership Update | Total: 139

- ▶ Global members as of Apr 30, 2026: 98
- ▶ Affiliate members as of Apr 30, 2026: 41
- ▶ New joinees in April 2026: 4

“A great coach can lead you to a place where you don’t need him (her) anymore.”

~ Andre Agassi

Interested in Coaching at any level? Write to us today for information, or to join, at:  
[info@icfmumbai.com](mailto:info@icfmumbai.com) / [memberships@icfmumbai.com](mailto:memberships@icfmumbai.com)



Mumbai  
Charter Chapter

Saturday  
30th May 2026



# COACHING AS CONSCIOUS LEADERSHIP

*“Not about leading others better –  
but becoming better human beings who lead.”*

1 10:00 – 10:30 AM

2 10:45 – 11:30 AM

3 11:35 AM – 12:20 PM

4 12:30 – 1:00 PM



**Keynote**

Subramani Balakrishnan, PCC



**Mini Masterclass 1**

Dr. PV Ramana Murthy  
PCC-ICF



**Mini Masterclass 2**

Uday Khedkar



**Closing Reflections**

Tushar Khandker



## EVENT OBJECTIVES:

- ✓ Awareness before action
- ✓ Integrity before influence
- ✓ Presence before performance
- ✓ Ethical & values-based leadership
- ✓ Deep listening & conscious communication



VIRTUAL EVENT +



30 MAY 2026



9:30 AM – 1:30 PM (IST)

•• FOR: COACHES, LEADERS, ORGANIZATIONS & CORPORATE INDIA ••