

**LEGACY 2026:
COACHING
THE WHO**
DR. MARCIA REYNOLDS
ON SEP 2

> DETAILS ON PG. 5

VOICE

AUGUST 2026

NEWSLETTER OF
THE MUMBAI CHARTER CHAPTER OF ICF

COVER POINT

Beyond the Resume

How Peer Osmosis Fills a Coach's Calendar

The espresso at the seaside café was lukewarm, but the silence between the two chairs was freezing.

Karan stared into his empty cup. Across the small wooden table sat Meera. On paper, their lives looked identical. They held the same global credentials, logged the exact same hours, and cared deeply about their craft. **Yet, Karan's calendar was wide open and quiet, while Meera's bookings were locked solid six weeks in advance.**

They were equally skilled, but entirely unequal in momentum. Desperate for answers, Karan had asked Meera to meet, and together they called their old mentor, Alex, to meet them by the Mumbai sea.

Alex settled into his chair, watching the waves roll in. "You are both trying to fix an ecosystem problem with a mechanical tool," Alex said, pouring a cup of tea.

Karan looked up, frustrated. "I've reworked my messaging, polished my bio, and tried every marketing trick in the book. Meera does none of that. **She just shows up, and clients call her. What is your secret, Meera?**"

Meera smiled softly. "I used to think coaching was a solo sport.

I sat in my room, refined my frameworks alone, and wondered why the phone wouldn't ring. I thought if I just earned one more badge, my work would finally speak for itself."

"And what changed?" Karan asked.

"I stopped hiding," Meera said. **"I realized growth doesn't happen by reading books in isolation. It happens through osmosis. When you spend time around other coaches, you absorb how they hold space. You pick up their rhythm, learn how they handle tough clients, and shake off your own bad habits just by being in the room with them."**

Alex nodded slowly, stirring his tea. "She is right, Karan. But let me give you some practical steps, because osmosis doesn't mean standing on the sidelines waiting for magic."

Contd. on Pg. 4



Saurav Dutta

Director - Membership &
Member Experience

The Mumbai Charter Chapter of ICF

INSIDE

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MASTERY:
Burying
Hypotheses

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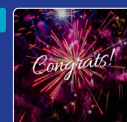
EVENT:
Art of Deep
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INSIGHT:
Community
Matters

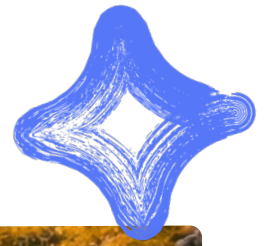
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THE WALL:
Member
Update

The Quiet Art of Burying Hypotheses: A Coach's Reflection

By Neha Gupta



In the intricate realm of leadership coaching, there is an often unspoken discipline: the continuous, deliberate release of our own hypotheses and assumptions.

Within each coaching session, a uniquely reflective space is cultivated – one where both coach and leader engage in a profound exchange of insight. In this environment, it is not solely the leader who is uncovering new dimensions of their potential. The coach, too, must remain vigilant – continuously aware of their own internal narratives and emotional currents. Often, there is a subtle, unspoken desire for the session to feel “successful”. Left unchecked, this impulse can quietly steer the conversation, shaping the coach’s interventions in ways that may not serve the leader’s true exploration.

As leaders share more of their journeys, the coach may naturally form broad hypotheses about underlying patterns or challenges. These hypotheses can be useful – they offer provisional frames for inquiry. Yet the true art lies in the coach’s ability to hold them lightly, never allowing them to harden into conclusions.

As the dialogue unfolds, countless hypotheses surface in the coach’s mind. Each one offers a possible lens through which to interpret the leader’s experience. Yet most of these are never spoken aloud. They are held gently, examined briefly, and then

quietly buried when they no longer serve. Only a select few are brought into the light – those that truly deepen the leader’s exploration and open new pathways for growth. **This continual cycle of forming, releasing, and refining hypotheses is what keeps the coaching process alive, adaptive and deeply respectful of the leader’s own unfolding journey.**

This practice demands humility. It requires the coach to resist the temptation of certainty, to remain present in the ambiguity, and to trust that the leader’s own insights will emerge in time. In this way, coaching becomes less about providing answers and more about creating the conditions in which answers can be discovered.

Ultimately, the quiet art of burying hypotheses is an act of presence and respect – one that allows leaders to discover their own paths forward while the coach remains their dedicated companion ■

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EVENT REPORT

What if the Deepest Listening Happened Between the Words?

On 25 July 2026, the ICF Mumbai Chapter continued its **LEGACY Season 2026** with a half-day learning event, **"The Art of Deep Dialogue,"** inviting coaches to explore what happens when listening moves beyond words into presence, silence, energy and meaning.



Opening the event, **Sanjeev Bhatia, PCC**, offered the metaphor that shaped the day: just as the beauty of rainfall is held not only in the raindrops but in the silence between them, coaching too is transformed by what happens in the pauses. He invited participants to ask, **"What have I been hearing, but not really listening to?"**

In the opening keynote, **"Listening Between the Raindrops,"** **Arvind Ramasundaram, MCC**, began with 120 seconds of complete silence. The exercise surfaced curiosity, discomfort, wonder and awareness of participants' own internal dialogue. His message was clear: **silence is not an empty gap to be filled, but a safe container in which reflection and insight can emerge.** Coaches need not rush to fill conversational space; sometimes the most useful intervention is to remain still enough for the client's internal noise to settle.

Preetha Balakrishnan, PCC, then explored **"The Silence Beneath the Question."** Through meditation and reflection, she invited coaches to listen not for problems, but for the client's brilliance, aspirations and existing resources. Drawing on Otto Scharmer's Four Levels of Listening, she showed how coaching can move from habitual responses towards empathic and generative listening. Deep listening, the session suggested,

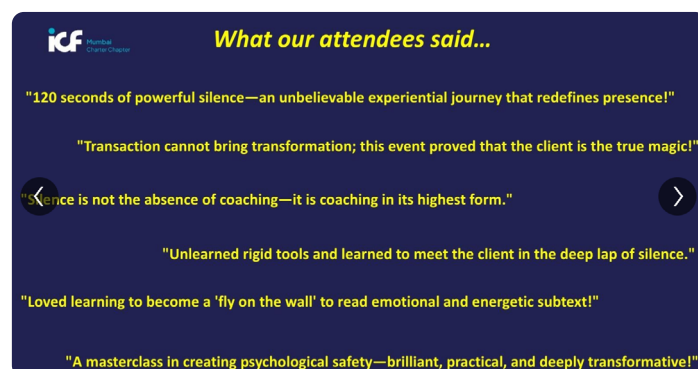
requires coaches to notice their own internal reactions.

The second masterclass, led by **Sharmi Roy, PCC**, used music to demonstrate the many layers beneath what is immediately heard. Her session, **"Beyond Words,"** encouraged coaches to notice emotion, energy, assumptions and what remains unsaid. She introduced the **Coach as Observer**—able to notice both the client and one's own internal reactions without becoming captured by them.

The concluding fireside chat with **Prakash Rao, MCC**, moderated by **Shalini Juneja, PCC**, brought the day's themes together around connection. Prakash distinguished communication from true dialogue, describing a progression from **information to understanding, connection and finally perspective.** Deep dialogue, he suggested, helps clients answer silent questions such as: *Am I safe? Am I respected? Am I understood?*

Across the event, four gifts of deep dialogue stood out: **attention, curiosity, courage and space.** Together, they create the conditions for insight to arise without force. The conversation also reinforced that **silence is not the absence of coaching; when held with presence and trust, silence can itself become part of the coaching.**

The event left participants with a compelling reminder: coaching is not made powerful by more words, more questions or more technique. Often, transformation begins when the coach is willing to **listen deeply, honour silence and trust the client's emerging wisdom.**



INSIGHT

How Peer Osmosis Fills a Coach's Calendar

Contd. from Pg. 1

Alex leaned forward. "If you want that momentum, you have to be intentional. First, **join active professional communities** where practitioners actually talk to each other. Second, **participate in events**—don't just sit in the back taking notes, but join the messy conversations during the breaks. And third, **volunteer your services**. Step up to help run a workshop, manage a project, or support a chapter initiative. When you roll up your sleeves with others, people get to see who you are, how you think, and how you work."

Karan sat back, letting the advice sink in. "So my calendar isn't empty because I lack skill..."

"It's empty because you're trying to carry everything alone," Alex said gently. "Clients don't just buy certificates; they buy trust and resonance. And you cannot build resonance in a



vacuum."

As the sea breeze cooled the afternoon air, **Karan finally understood. The fix wasn't working harder in the dark.** It was stepping out, joining the room, and letting the community help him grow.

THE WALL

Membership Update | Total: 150

- ▶ Global members as of July 31, 2026: 105
- ▶ Affiliate members as of July 31, 2026: 45
- ▶ New joinees in July 2026: 5
- ▶ New credentials in July 2026: 4

"Coaching creates the stillness in which awareness becomes choice—and choice becomes transformation."

~ Navin Tauro

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

Editor: Navin Tauro



SEPTEMBER 2026 EVENTS

Learning. Connection. Impact.





2nd SEPTEMBER WEDNESDAY



Coaching the Who : The Transformative Power of Coaching Identity.

VIRTUAL EVENT VIA ZOOM

6.30pm to 8.00pm IST

Speaker: **Dr. Marcia Reynolds, MCC, Arizona**

- Was the 5th Global President of ICF
- Marcia Reynolds, PsyD, MCC, has delivered programs in 47 countries, teaches for coaching schools in the US, Asia, and the Middle East, and teaches leaders to use coaching skills in organizations and government agencies.
- An Author of 5 books including her international bestseller, *Coach the Person, Not the Problem* 2nd Edition is quoted in *Forbes.com*, *Psychology Today*, and *The Wall Street Journal* and several business magazines in Europe and Asia.

CCEs: 1.5 CCEUs (1 CC / 0.5 RD)



17th SEPTEMBER THURSDAY



Understanding the Latest ICF Credentialing Updates

ONLINE SESSION CCE APPROVED

7.00pm to 8.00pm IST

Speaker: **Sanjay Shesh, MCC, ACTC, MCS**

Stay informed. Stay ahead. Stay credentialled. Get clarity on the latest ICF credentialing updates, pathways, requirements, and opportunities—so you can make informed decisions for your coaching journey.

CCEs: Awaiting



26th SEPTEMBER SATURDAY



LEGACY SEASON 2026: CO-CREATING THE FUTURE "Where Possibility Meets Purpose"

HALF DAY VIRTUAL EVENT VIA ZOOM

9.30am to 1.30pm IST

Speakers from The Mumbai Charter Chapter of ICF

CCEs: 3.75 CCEUs (2.5 CC / 1.25 RD)

ICF CORE COMPETENCIES COVERED ACROSS EVENTS

 CC 2 Embodies a Coaching Mindset	 CC 3 Establishes and Maintains Agreements	 CC 4 Cultivates Trust and Safety	 CC 5 Maintains Presence	 CC 6 Listens Actively	 CC 7 Evolves Awareness	 CC 8 Facilitates Client Growth
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Together we learn, connect and create impact. Let's continue building our legacy of coaching excellence.

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Write to us at research@icfmumbai.com



COACHING THE WHO: THE TRANSFORMATIVE POWER *of Coaching Identity*



WEDNESDAY
2nd
SEPTEMBER 2026



6.30 PM – 8.00 PM
IST (India Time)



VIRTUAL
BY ZOOM

Comparing how clients see themselves rising above their dilemmas to how they are defining themselves today often creates breakthrough moments. This session looks at these key elements for effectively coaching a client's current self-perception as well as who they can become. It includes a coach demonstration to discuss how these elements can be integrated into their coaching conversations.



SPEAKER

Dr. Marcia Reynolds, MCC

Marcia Reynolds, PsyD, MCC, has spent 40 years researching how conversations can deepen connections that both unify and open minds to learning. She has delivered programs in 47 countries, teaches for coaching schools in the US, Asia, and the Middle East, and teaches leaders to use coaching skills in organizations and government agencies.

As a pioneer in coaching, she was the 5th global president of the ICF, is recognized in the ICF Circle of Distinction and was awarded an ICF Impact Award for supporting leaders in AEON Vietnam to create a successful coaching culture.

Excerpts from her 5 books including her international bestseller, ***Coach the Person, Not the Problem 2nd Edition*** have appeared in many places including Fast Company, Forbes.com, Psychology Today, and The Wall Street Journal and she has appeared in business magazines in Europe and Asia.



LEARNING GOALS

- 1 Identify key ingredients of a person's self-concept and why it is difficult to let go of old self-definitions to evolve to who they can become.
- 2 Discover ways to reveal what needs to be addressed to move toward a client's vision of their best self in the presenting situation.
- 3 Explore best times to shift to coaching both a client's current and possible self so it feels like a seamless addition to the conversation.



ICF CORE COMPETENCIES ADDRESSED

- | | |
|--|----------------------------|
| ✓ CC 2. Embodies a Coaching Mindset | ✓ CC 5. Maintains Presence |
| ✓ CC 3. Establishes and Maintains Agreements | ✓ CC 6. Listens Actively |
| ✓ CC 4. Cultivate Trust and Safety | ✓ CC 7. Evokes Awareness |



JOIN US FOR AN INSIGHTFUL EVENING
of Learning & Growth!

CCEUs: 1.5CC



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ICF Mumbai Charter Chapter



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