



## Executive Coaching

### Who is this for?

Senior executives, high-potential leaders, managers of strategic projects or transformational changes. Anyone with specific organisational challenges or personal career development goals that would not be met by self-driven learning alone, or by a more general or group learning programme.

### The Open Limits approach

Since 2002, we have a proven track record of helping managers at all stages in their career to achieve a wide range of objectives through individual and also team coaching. Our approach to executive coaching is both reflective and practical, enabling clients to implement new ideas immediately and with confidence.

We work with market leaders and start-ups, in the UK and globally, in a wide range of public and private sectors including luxury hospitality, oil & gas, finance, IT & Digital, consultancy, sales & marketing, engineering, education, manufacturing, charity, health, food sciences, emergency services, law, publishing, logistics, retail and government.

### Testimonial

*'I was seriously considering leaving my company. I felt overwhelmed by the demands of my new job, yet I knew I wanted to progress in my career. Coaching helped me to step back, look at what I could do differently and what to ask of others. I now know my work is appreciated by my peers and managers and feel much more confident.'*

(Senior IT Finance Manager)

### What is coaching?

Coaching is a highly personalised and flexible way of accelerating learning and enables clients to work on specific challenges, in complete confidence, in their offices, off-site or even outdoors! In fact we encourage clients to consider walking coaching where possible as it clears heads, focuses minds and helps creativity.



Coaches have specialist training in the coaching process itself, and a good understanding of the client's sector and environment. However they are not there as technical experts. Instead they focus on asking the right questions, at the right time, in the right way to enable the client to discover solutions for themselves. This is more satisfying, longer lasting and empowering. Clients learn to learn smarter. They are also able to use many of the coaching techniques they have experienced with their own teams.

### What can coaching achieve?

- Accelerate personal and career development
- Help individuals or whole leadership teams to recognise and build strengths and skills, identify any gaps and raise awareness of blind spots
- Generate ideas for addressing specific issues in a safe environment
- Receive valuable feedback that would not normally be given in the regular work environment for many reasons
- Demonstrate how to take control of the learning process for continuing personal and professional development
- Help organisations to retain and develop senior talent and address complex organisational issues

## How does coaching work?

First, a client decides that coaching is what they want and is the right learning activity for them. Then we carefully match client and coach. It is essential that there is a good match of personalities and life experience, so that the work they do together generates real value. We schedule an initial, no-obligation meeting or telephone conversation between client and coach to explore aims and approaches.

The sessions are scheduled monthly, or at intervals to suit the client's workflow and business demands. They can be held remotely, or face to face, at client premises, off-site or even outdoors.

Modules of 6 x 1 ½ to 2 hour sessions are recommended.

Other than the first session which includes setting the initial objectives and outcomes and agreeing the coaching approach, roles and rules of the game, each session follows a consistent structure:

### Part 1

Checking in – to set up the working session, create a relaxed environment and focus both coach and coachee.

### Part 2

Debriefing from workplace-based activities that have happened since the previous session, debate, feedback and further exploration of those experiences.

### Part 3

Work on the themes selected for that session which can change, even at the last minute. The facilitator works on the principle that 80% of the knowledge is with the client, to build resilience, confidence, analysis and inquiry skills. Where appropriate, the coach will provide nuggets of theory or techniques and tips from his/her own personal experience, in response to specific needs highlighted by the client. However it is always the client driving.

### Part 4

The client and coach review the experience of the session: mirroring best practice in the 'plan-do-check-act' cycle that is so often missing from meetings. They summarise outcomes and decisions, share any thoughts about the working process for continual improvement and plan the next session.

## Key principles of coaching

- The client and the coach are motivated and committed to the coaching process and feel able to develop openness and trust
- The relationship is based on equality. Individuals have the answers to many of their own issues – the coach facilitates the discovery of these answers
- The coach will also offer relevant aspects of their industry experience and best practice, but not as a prescriptive solution
- Goals and objectives are agreed upon and the responsibility for using the coaching results to achieve those goals remains with the client
- To effectively evaluate and measure outputs, clients are asked to keep a coaching log and track changes. Successful outputs from coaching are incremental, emerging step by step during the programme. This is a confidential document retained by the client and any sharing of information is entirely driven by the client
- Confidentiality rules are agreed at the outset and must be respected by all parties involved.
- Coaching can have an impact on the client's life outside work, but this is not the goal: it is not counselling or 'therapy'
- Both the client and the coach are responsible for the success of the working relationship. If either party has concerns, they should say so and work to resolve the issue. If necessary a decision to change coaches, stop the coaching or refer on to other specialists is made jointly, with the support of the Open Limits team

## Our coaches

The key to success for coaching is a good match between coach and client, both background and personality. And of course, excellent coaches. Our coaches are from a wide range of backgrounds including academic, IT & Digital, entrepreneurial, HR/L&D, sciences, sales and commercial, hospitality, theatre and charities sectors. We follow the EMCC Code of Ethics and practice. [www.emccouncil.org/special](http://www.emccouncil.org/special)

## Our clients

We have been working with clients from multinationals to tech start-ups, and from a wide range of industries, sectors and global locations since 2002. Some of our recent clients include:



## Contact

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