



UNLIMITED
POTENTIAL

LIFE-CHANGING LEADERSHIP DEVELOPMENT

OBJECTIVES-BASED COACHING (OBC)
GUIDANCE DOCUMENT

BACKGROUND

Objectives-Based Coaching (OBC) is the gold standard for developing leaders in today's fast moving and changing business environment. Leaders, all over the world, are looking to make significant improvements to the way they lead are choosing this personal approach and seeing the benefits.

The one-to-one process guarantees significant change and allows the leader to explore areas of their leadership style they may have never discussed before. Holding up the mirror and breaking through barriers they never knew existed. One-to-one sessions take place in the strictest of confidence ensuring no topic is off the table. This allows for life changing experiences to occur in the coaching, leading to transformational change lasting a lifetime.

Our online Objectives-Based Coaching approach allows instant online access to progress of the coaching programme through the UP Coaching Management Platform. This totally unique platform links one-to-one coaching objectives directly with the organisational strategic objectives, instantly demonstrating the power of the coaching's impact on the organisation's vision.

Not all coaching is the same, getting the right coach for you, or your leaders, can be a huge risk, and if the chemistry is not right this can lead to negative outcomes. Our proven coach matching process delivers better results than a standard coaching programme. Ensuring that the leader takes personal accountability for their coaching journey from the beginning.

With no clear way to assess the success of coaching, organisations struggle to find ways to justify coaching to internally. Individual leaders often have their own coaching arrangements which are independent to the organisation. Offering a global, or remote, executive coaching programme that can guarantee a level of quality and consistency throughout can be very difficult to achieve, particularly if coaches don't work under the same umbrella.

It is important that your coaching partner understands the strategic purpose of the coaching, aligns it with the vision of the business and ensures any previous personal development activities are brought into the coaching environment such as 360, psychometrics and training. This offers a seamless approach for both organisation and coachee and continues the story of their personal development.

A highly flexible approach allows for the length of the coaching programmes to be altered where required and also determine the mix of face-to-face (f-2-f) and virtual executive coaching interventions to ensure value for money over large populations.

Unlimited Potential are world leaders in the development of coaching cultures and have the capability and capacity to deliver measurable high quality consistent one-to-one coaching packages across the world.

Unlimited Potential are the solution for all your leadership coaching requirements.

MEETING YOUR REQUIREMENTS

You are looking for a proven measurable process that will deliver the best coaching available to your leaders. Since 2004 we have used our experience to develop a coaching process that works at all levels and delivers amazing results every time.

The seven key elements to our successful coaching programmes are -

- **Measurement** - Ensuring that all coaching programmes are assessed and measured against agreed objectives using our UP Coaching Management Platform.
- **Professional matching service** - Ensuring at least three candidate coaches for each coaching programme, giving the coachee ownership of their own development.
- **High quality coaches** - Assessed through a rigorous five step “credibility and ability” assessment, guaranteeing the best quality for every coaching intervention.
- **Flexible** - Individually tailored programmes, from different lengths of programmes and interventions and offering alternative blends of face-to-face and virtual. The ability to deliver across more than fifteen countries whilst maintain high levels of quality.
- **Alignment with you** - Ensuring that your strategic objectives are reinforced in the coaching space. Also aligning with any current or previous personal development programmes.
- **Risk free** - If set objectives aren't met then you will give you your money back.
- **Confidential** - What is discussed in the coaching environment, stays in the coaching environment.





YOUR EXECUTIVE COACHING PROGRAMME

An Objectives-Based Coaching programme will leave your leaders with life changing improvements in business results, improved communication and understanding. They will develop their understanding of their personal effectivity and impact and look for tools and techniques to make this more effective in the workplace.

Objectives-Based Coaching will give your leaders the space to take 'time out' and rise above the inevitable day-to-day "fire fighting" distractions.

During this time, they can take a more objective view and be supported to look at issues of personal and professional development rarely covered in work time.

Objectives-Based Coaching is proven to help individuals confront the need for and accept responsibility for change - a key requirement in your ever changing organisation.

As part of Objectives-Based Coaching we will ensure that any previous development programmes are incorporated into the coaching programme, and we will work with you to make this seamless for the leader, making them feel like this is a continuation of their development.

For many organisations that purchase coaching, being able to see and measure the benefits is a really difficult challenge. With Objectives-Based coaching we have designed a way in which we can measure the progress of the coaching whilst maintaining the confidentiality of what is discussed during the coaching.

OBJECTIVES-BASED COACHING

There are many ways to measure the outcome of a coaching intervention, however in the past it has been difficult to connect individual coaching success with organisational success.

Our experience has also shown that a Return on Investment (RoI) study on a coaching programme often delivers results that are not believable as they appear over-inflated. We have seen individuals reporting over 1000% ROI on their coaching programme.

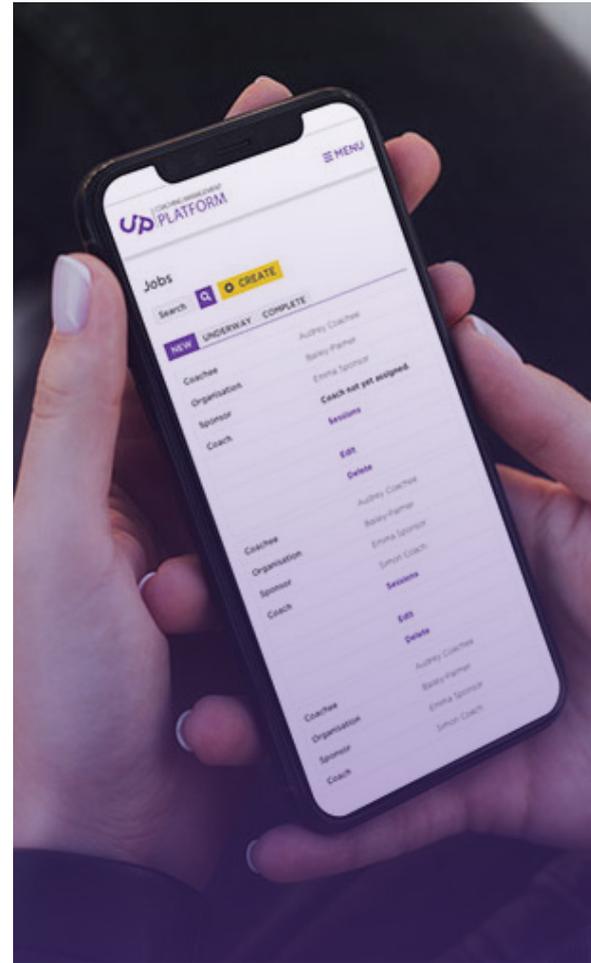
Unlimited Potential wanted a way of measuring and assessing coaching programmes that was unlike anything else in the industry. This method needed to

- Deliver meaningful results to both coach and sponsoring organisation.
- Protect the confidentiality of the discussions between coach and coachee.
- Connect coaching success with organisational success
- Be able to be viewed by the coach, coachee and sponsoring executive.
- Be available online and mobile.
- Provide easy to understand reports at the end of the coaching programme

To achieve this, experience guided us into an Objectives-Based coaching approach.

We also wanted to capture feedback and progress from the coaching at different levels; these are loosely based on the Kirkpatrick assessment system

- **Coachee Feedback** - How is the coaching progressing for them in the moment.
- **Coachee Objectives Feedback** - How is the coaching impacting on the set objectives for the program from the coachee's point of view.
- **Organisational objective feedback** - How is the coachee progressing with the set objectives from an organisational point of view. This also looks at long term learning.
- **Organisational impact** - How has success of the coaching objectives directly impacted the organisational strategic goals.



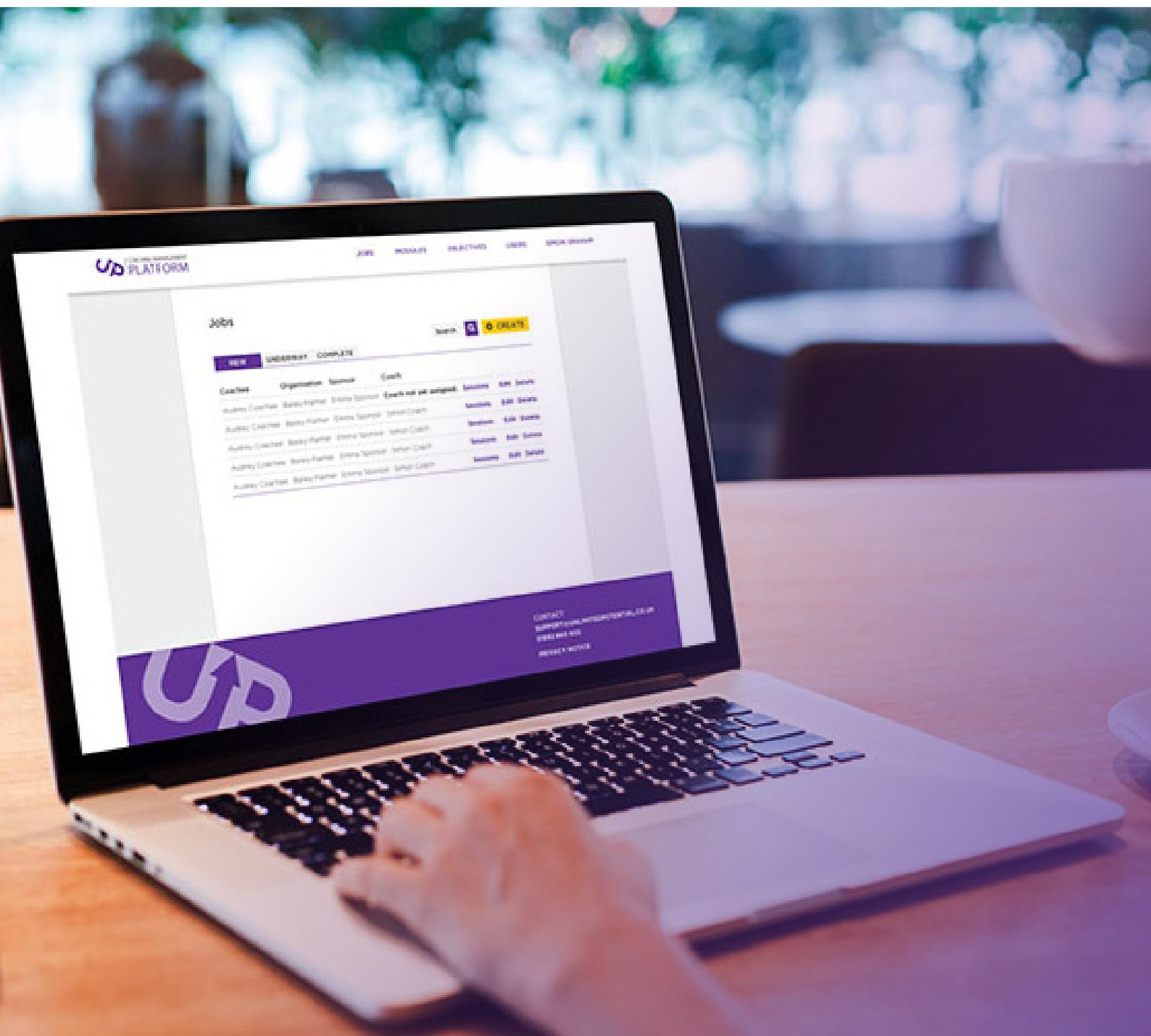
Objectives-Based Coaching is supported by the online UP Coaching Management Platform, this cloud based system allows the coach, coachee and sponsoring executive to interact with the assessment element of the coaching programme.

At the beginning of the coaching programme the coachee and sponsoring executive are able to enter up to seven objectives for the coaching programme, four personal and three organisational. They are then required to score those objectives based on where the coachee is at the beginning of the programme. As they go through the program the coachee and sponsoring executive chart the progress of the coachee as they work through their objectives.

The coach, coachee and sponsoring executive can look at this progress at anytime during the coaching using the UP Coaching Management Platform (CMP).

At the end of the coaching a visual, and immediate, online report is generated showing the coachee's progress for each of the selected objectives .

The reports are both visual and written and allow all stakeholders to instantly see progress against objectives connected to organisational success criteria.



COACHING PROGRAMMES

As all our clients have different requirements our coaching programmes are built up from one hour segments. Some clients may want twelve hours of coaching over twelve months some may want three hours over three weeks.

To ensure we meet this, our programmes are built up as required for the client and their people. To provide a guideline as to how coaching programs work the following are our most popular.

Name	No. of sessions	Type of sessions	Programme length
Coach Virtual	6	All virtual	6 months
Coach Encounter	6	4 virtual, 2 f-2-f	6 months
Coaching Challenge	6	All f-2-f	6 months

Each coaching session will be a different length depending on the seniority of the coachee.

- **1 hour coaching sessions** - designed for non-managers, new managers and junior/middle managers
- **1 1/2 hour coaching sessions** - designed for senior managers, not executive or C-Suite
- **2 hour coaching sessions** - design specifically for executives, C-Suite and board members

For a really in-depth coaching experience we also offer the Coach Immersion package, this is an intense high level and on-demand coaching service offering one-to-one and team support to executives only. Standing beside executives through tough times of change.

The coach immersion programme last 8 months and is a combination of one to one coaching, leadership observation and team development.

We are flexible in the delivery of all our programmes and would prefer to talk to you about designing a programme to meet your needs.

We are also able to offer multiple coaching programmes across markets, cultures and languages



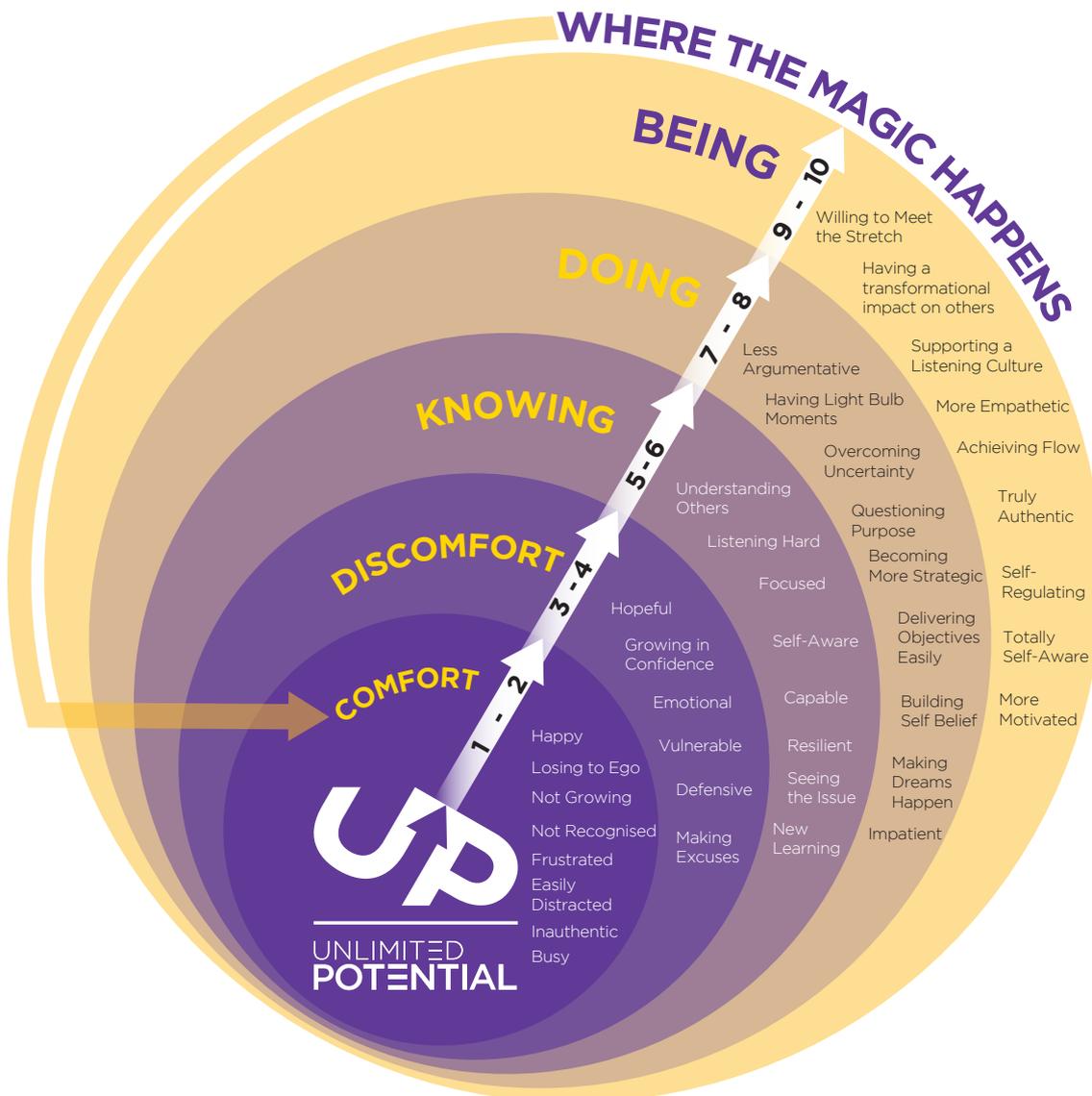
COACHING PHILOSOPHY

Our coaching programmes are delivered under our three fundamentals

1. **Challenge**
Our professional associates will stretch leaders to move safely out of their comfort zone – giving them unlimited potential.
2. **Authenticity**
Our life-changing coaching will give leaders the ability and freedom to be the best they can be – if they are willing to take up the challenge.
3. **Agility**
Every coaching programme is unique. We will ensure that the coachee’s agenda is at the heart of our work, allowing us to flex with their requirements.

To ensure we meet the requirement of safely pushing our coachee’s out of their comfort zone, we use our Comfort Zone Index to allow the coachee to demonstrate how far out of their comfort zone they have gone.

The Comfort Zone Index – Ensuring transformational change everytime



COACH RECRUITMENT

Unlimited Potential commit to finding the best people for its clients and ensuring our associates have all the equipment required to deliver the best quality development experiences.

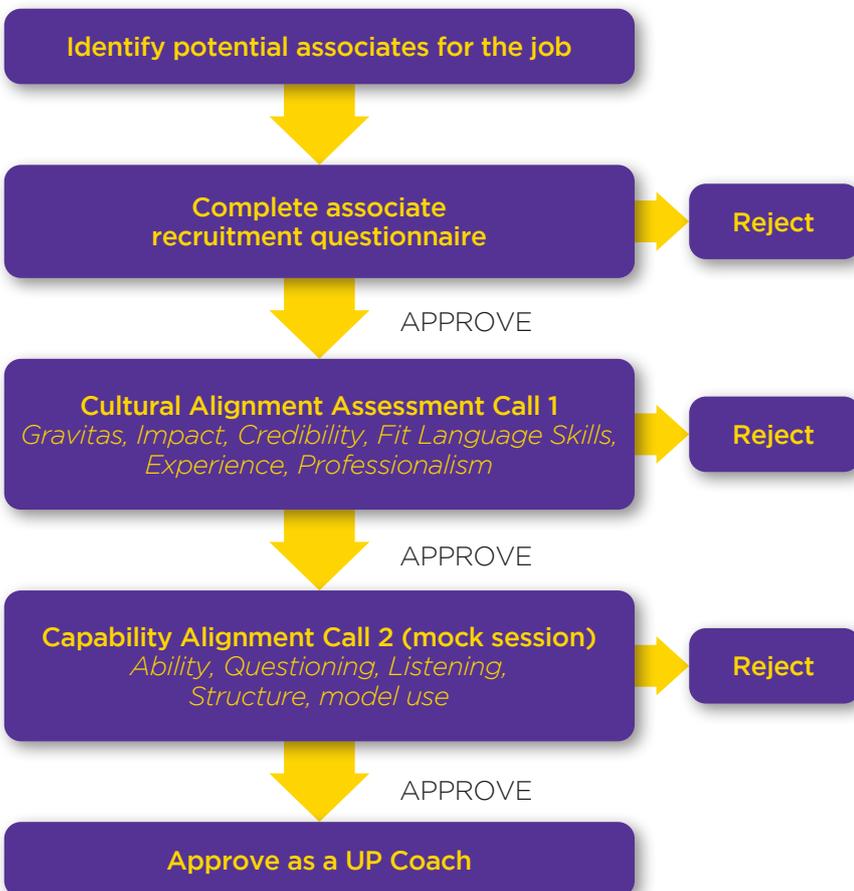
The initial recruitment process is outbound only, with Unlimited Potential conducting their own search for potential associates. If this does not deliver, then we will use our current internal network as a potential source of contacts. It is the intention of Unlimited Potential that associates feel like the selection process is two-way, they are choosing us as much as we are choosing them.

This process is a 5-step credibility and ability assessment process. It is designed to ensure that our associates have suitable experience and capability to deliver the best transformational experience to our clients.

At each step in the process potential associates face rejection. Associates can pull out of the process at any point.

The 5-Step Credibility and Ability Recruitment process

Since we are recruiting associates from all over the world some of the communication may need to be a little different. This must be considered during the recruitment process. Wherever the coach is based the same process will be followed.



Recruitment looks at the following requirements

- Contact Details
- Social Media activity
- Web presence
- Skillset in terms of coaching, training and consultancy
- At least 2 years management experience
- At least 2 years coaching/training experience
- Over 100 hours of coaching/training delivered
- What Continuous Professional Development they are involved in
- Do they have supervision
- Are they happy to include expenses in the rate
- Are they happy with contractual and payment terms
- Relevant qualifications
- Follow the ICF code of Conduct
- Relevant bodies that they are members of
- Relevant tools that they are trained in
- Languages they can work in.
- Locations they can operate in
- Their previous work experience
- Their expertise in their field
- Their style of training or coaching
- Professional and presentable coaching/training style.
- Appropriate for Unlimited Potential work
- Permission to hold data
- Criminal Background checks



3-2-1 COACH MATCHING

Objectives-Based Coaching is not just reliant on good measurement. It also ensures complete buy-in from the coachee from the outset. With our large community of associates from all over the world, we guarantee at least three candidate coaches for every coaching programme. This gives the coachee choice, and allows them to see different approaches in coaching, so ensuring they pick the right person.

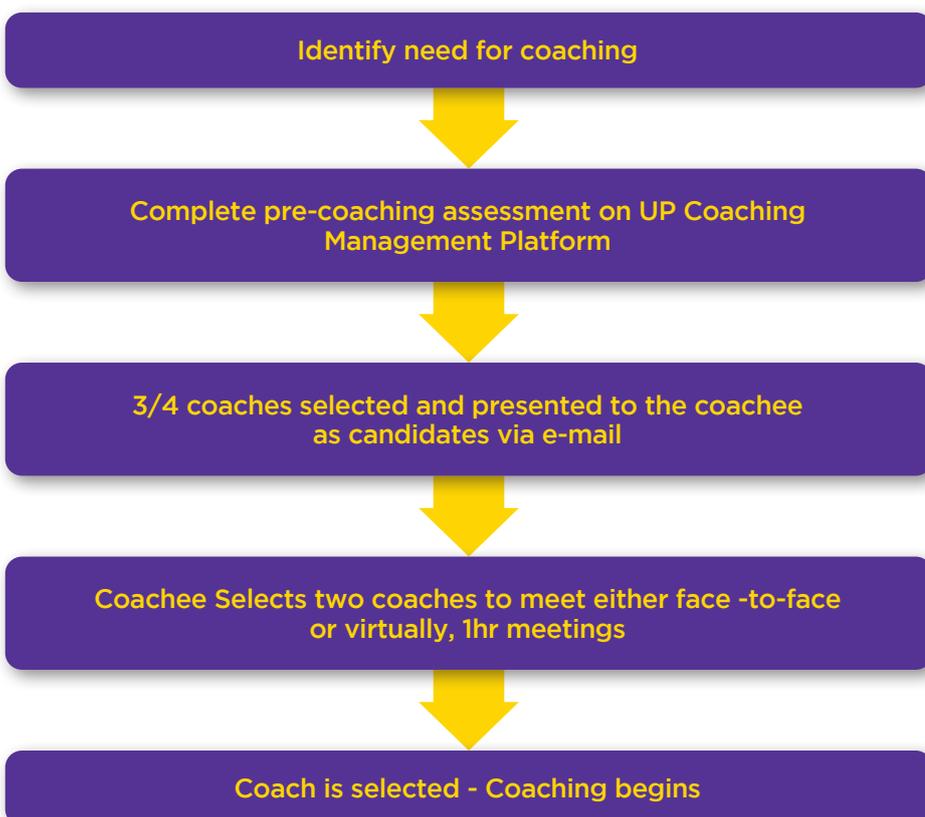
Our coach matching process is known as the 3-2-1 process. This is because at least three potential coaches are put forward at the beginning of the program as potential coaches. The coachee arranges to meet two for one hour, this may be in person or virtually. Following these two coach matching sessions the coach is then able to select the coach they wish to work with.

The purpose of the 3-2-1 process is -

- to ensure the coach is engaged in their own coaching programme
- to give the coachee choice
- to allow the coach to choose their own coach
- to prevent a coachee blaming someone else for a coaching programme that's not working for them
- to allow the coachee to set their own timetable for development

Since we believe that coach matching is the key to a successful coaching programme we do not charge for any of the coach matching process.

If we cannot find three coaches in the right area we shall go out and recruit them for you. This may take up to three weeks.



CONFIDENTIALITY

Confidentiality is the key to life changing coaching. It is critical that whatever is discussed in the coaching space remains with the coach and coachee only. The purpose of this level of trust is to ensure that the coachee can feel free and open to discuss anything about them and their leadership style. Without confidentiality coaching would have no value.

Unlimited Potential have had no reported breaches of confidentiality since 2004, and continue to find better ways to maintain and enhance coachee confidentiality.

With this in mind we put in a number of measures in place to ensure that confidentiality is maintained and that the level of trust is guaranteed.

- All new coaches are required to sign-up to the ICF code of ethics when they become a coach with Unlimited Potential (ICF Code of ethics).
- During the recruitment phase associates are questioned on their values around the importance of confidentiality in the coaching space. Coaches who do not show sufficient importance to confidentiality are not accepted into the Unlimited Potential community.
- Employees and other associates agree not to ask about what is going on in a coaching programme, and coaches agree not to say.
- For professional reasons a coachee may discuss the contents of a coaching programme during a supervision session. During this session the identity of the coachee is not discussed and the issue is talked about in generic terms. The supervisor is bound by their code from the Association of Coaching Supervisors, not to discuss any of the issues outside of the coaching session.
- A coaching confidentiality agreement is provided as an optional extra, a copy of this may be seen in Appendix 1. This is a binding agreement between coach and coachee and may be chosen by the coachee at the beginning of the programme.
- Notes from the coaching are captured on encrypted electronic devices and not on paper.
- Any paperwork involved with the coaching will be covered at all times whilst outside of the coaching intervention to ensure the information cannot be seen.

The only exception to any of the above will be if the coach is required to disclose such information by law, court order or any government or regulatory authority.



The Unlimited Potential confidentiality policy is available on request.

CONTINUOUS PROFESSIONAL DEVELOPMENT



COMMUNITIES

The CPD Standards Office provides the following definition...

“Continuing professional development is the intentional maintenance and development of the knowledge and skills needed to perform in a professional context.”

Unlike supervision, CPD doesn't always get called out formally, albeit they can be viewed as one and the same thing. To add to the confusion the options are naturally far more wide ranging. Perhaps we just need to ask ourselves if we are regularly improving the service that we deliver. For example, in the realms of...

- Craft – skills, structure and states
- Adult development – personalities, preferences and priorities
- Organisational behaviour – industries, systems and process

All of our associates are required to continuously learn new skills and keep themselves up to date with the latest trends and techniques. This is something we expect them to do individually. To support our associates as a whole we provide our own continuous professional development programmes.

Our core associate group is known as the UP community. All members of the UP community are invited to our monthly Community huddles. these virtual training sessions cover a number of issues

- What's going on in Unlimited Potential
- Latest tools and techniques in training, coaching and development
- A different specialist speaker on key subjects each month
- Breakout rooms and World Cafe sessions on current issues
- an opportunity for our global network to get to know each other



SUPERVISION

The International Coach Federation (ICF) provides the following definition...

“Coaching Supervision is the interaction that occurs when a coach periodically brings his or her coaching work experiences to a coaching supervisor in order to engage in reflective dialogue and collaborative learning for the development and benefit of the coach and his or her clients.”

Good practice suggests that depending on experience levels a coach should have anything from one hour of supervision for every 10-35 hours of coaching (Hawkins and Smith, 2006).

A mixture of individual and group supervision is beneficial. Group sessions might increase the learning that coaches get from each other, as well as building a community of practice. Individual sessions allow for more in depth attention to the coach's breadth of clients and their own particular development.

At Unlimited Potential we understand the importance of supervision with our associates and so therefore offer a three-tier approach to coaching supervision within our community

- Individual Led - When we recruit our associates they are required to demonstrate that they currently have supervision and that they will continue to do so
- Company Led - Unlimited Potential provide regular group coaching sessions available to all our coaches within the community. These are hosted by an accredited coaching supervisor.
- In the Moment - we provide an in the moment service for coaches looking for immediate supervision. This is provided by the office during UK working hours.



APPENDIX 1 – SAMPLE CONFIDENTIALITY AGREEMENT

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Dear XXXXXXXXXXXX,

Unlimited Potential has been retained by your employer to provide you with a number of coaching sessions. I am a consultant working for Unlimited Potential and look forward to working with you throughout our sessions.

To make the most of our meetings, I would like you to be free to disclose as much information about yourself, your career and your personal ambitions and areas where you think I can help you to make the most of our time together.

In doing so, I appreciate that you will be disclosing information to me which you may not want repeated to your employer.

Please therefore accept this letter as confirmation that I will not disclose to your employer or to Unlimited Potential any confidential information which you disclose to me during our sessions which shall include sensitive information such as details regarding your health, private life, aspirations in terms of both personal and career objectives, any difficulties you may have been having at work and any feedback you may wish to share with me regarding your employer or other work colleagues.

I would like you to get as much out of the sessions as possible and therefore the above and anything else that you specifically say is confidential shall be kept strictly between the two of us.

Any information that you do disclose to me will only be used for the purpose of carrying out the coaching sessions with you.

The only exception to this will be if I am required to disclose such information by law, court order or any government or regulatory authority.

I look forward to working with you.

Kind regards.

Yours sincerely

XXXXXXXXXXXXX

Unlimited Potential



Unlimited Potential is a leadership development provider that is genuinely passionate about training your leaders and listening to your needs.

If you are looking for different perspective with which to solve a leadership issue, then prepare to step out of your comfort zone

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