NoLimits

Bringing learning to life



Programme Planning Guide

Tailored learning for your people, their challenges and the work they do.

We work with teams across Asia Pacific, including Australia, India, Singapore and Hong Kong, and across the UK and Europe, virtually and in person.

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How to Use This Guide

Find the Right Starting Point

Start with what you want people to do differently. Each starting point can run as a single session or become part of a connected programme. Select a page number to go straight to the detail.

If you want people to...	Start with	Page
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Choose a Format

Start with a focused hour, a 90- to 120-minute practice session, a half day or a full day. For a series, agree what people will try at work between sessions and where they can bring back questions.

Programme Starting Points

Leadership Capability



Delegating a decision

What can your colleague decide independently, and when would they welcome your input?

Practical ways for new and experienced leaders to guide people, build engagement and help others develop.

Programme	What people practise and take into work
Leadership Essentials	Make the move from doing the work to getting results through others. Practise setting expectations, delegating and adapting your approach. **Take into work:** A delegation plan for a current responsibility.
Performance and Engagement	Connect goals, everyday feedback and motivation. Work through conversations about progress, development and underperformance. **Take into work:** A plan for a real-life performance or engagement conversation.
Adaptive Leadership	Recognise what a person needs in a particular situation and adjust the balance of direction, support and challenge. **Take into work:** A leadership approach matched to a current team member and task.
Coaching Skills for Leaders	Listen with curiosity, ask questions that develop thinking and help others explore options and take responsibility. Practise on real-life leadership situations. **Take into work:** A coaching conversation and follow-through plan.

Coaching as a Leadership Skill

Coaching Skills for Leaders builds the listening, questioning and dialogue leaders use to help others think and take ownership. For one-to-one coaching for a senior leader, see Executive Coaching on page 11.

Who for: New and experienced leaders and managers.

Action Learning and Group Coaching

Bring back a delegation or feedback conversation you tried. Peers ask what happened and what you noticed. With the coach, choose a different approach, try it at work and report back at the next session.

Programme Starting Points

Feedback, Conversations and Influence



Asking for feedback

Think of a recent conversation. What could you ask a colleague to help you see it from their side?

People know a conversation is needed and struggle to start it, keep it constructive or reach agreement.

Programme	What people practise and take into work
Seeking and Giving Useful Feedback	Start by seeking feedback: ask for useful input, listen with curiosity and decide what to act on. Then practise giving specific feedback and working with emotional reactions. **Take into work:** A feedback conversation prepared for use at work.
Difficult Conversations and Conflict	Separate observations from assumptions, find shared purpose and move towards practical action. Practise saying no while maintaining the relationship. **Take into work:** A conversation plan with options for difficult moments.
Influence Without Authority	Understand stakeholder priorities, build credibility and adapt your message. Work on gaining support where you cannot simply give an instruction. **Take into work:** A stakeholder and influencing plan for a live challenge.
Managing Successful Relationships Ready-to-run series	Build trust, use diagnostic questioning, influence and resolve conflict in important working relationships. Three existing virtual modules pair workplace assignments with an Extended DISC profile. **Take into work:** A plan to strengthen a key working relationship.

Seek Feedback First

Practise asking for useful feedback, listening without rushing to defend and choosing what to do with it. Build from that experience into giving feedback that is specific and useful.

Who for: Leaders, professionals and people working across boundaries.
Ways to extend: Rehearsal, a follow-up clinic or a tailored OwnMentor conversation tool (page 14).

Programme Starting Points

Teams and Change



Working through change

What has changed for your team? Identify one decision you can make together and one question that needs an answer.

Helping Teams Thrive Through Change and Collaboration

A team needs shared direction, more open dialogue or better collaboration across roles and functions.

Programme	What people practise and take into work
Team Purpose and Ways of Working	Agree what the team is here to achieve and how members will work together. Turn values and expectations into observable commitments. **Take into work:** A team charter with agreed, observable commitments.
Psychological Safety and Speaking Up	Practise raising concerns, inviting different views and responding constructively. Work with the situations people actually encounter. **Take into work:** Agreed practices for raising concerns and responding to them.
Cross-Team Collaboration	Explore different priorities and perspectives, work through points of friction and agree how to coordinate more successfully. **Take into work:** Agreed ways to coordinate across teams.

Who for: Teams who work together, leadership teams and teams that depend on each other.
Ways to extend: Discovery interviews, a team assessment, facilitated feedback and a progress review. For a facilitated intervention with your own team, see Team Development on page 10.

Leading and Navigating Change

People need to make sense of change, remain engaged and support colleagues through uncertainty.

Programme	What people practise and take into work
Leading Yourself Through Change	Understand your own response to change, identify what would help and create practical actions for the next stage. **Take into work:** Practical actions for the next stage of the change.
Leading Others Through Change	Recognise different reactions and needs. Practise listening, explaining direction and supporting people through transitions. **Take into work:** A plan to support each team member through the transition.
Resilience and Emotional Intelligence	Notice patterns in how you respond under pressure, understand other perspectives and develop more useful choices at work. **Take into work:** Alternative responses for situations that create pressure.

Who for: Leaders, managers, project teams and employees experiencing change.
Ways to extend: Sequence an employee session, manager practice and follow-up coaching; add tailored tools for use during the change.

Programme Starting Points

Presenting and Personal Impact



Making your case

Choose a decision you need from this audience. Rehearse the opening and invite a colleague to challenge your reasoning.

People need to communicate their ideas clearly, build trusting relationships and make a stronger contribution.

Programme	What people practise and take into work
Presenting with Clarity and Impact	Use the 4MAT model to organise your message: why it matters, what to know, how it works and what if the audience applies it. Rehearse delivery and take questions. **Take into work:** A revised presentation and personal practice plan.
Personal Brand and Stakeholder Relationships	Understand the impression you create, clarify your contribution and build relationships that support your work and development. **Take into work:** A personal impact and relationship plan.
Self-Awareness and Working Styles	Explore preferences, strengths and blind spots, then practise adapting how you communicate and work with others. **Take into work:** Specific adaptations for important working relationships.

Practise with Your Own Message

Bring a presentation, stakeholder conversation or important meeting. Work on structure, delivery and the impression you create, with feedback and an individual practice plan.

Who for: Professionals, emerging talent and leaders.
Ways to extend: Optional assessments, presentation practice and a later clinic. Business Writing with Impact is on page 8.

Programme Starting Points

Talent and Business Capability



Hiring against evidence

Compare the evidence two interviewers recorded. Where do you agree, and what do you still need to find out?

Hiring, Careers and Talent Development

Managers and employees need practical tools for hiring decisions, development conversations and career ownership.

Programme	What people practise and take into work
Interviewing and Hiring Skills	Prepare around role requirements, gather relevant evidence and use a structured approach to evaluation and candidate feedback. **Take into work:** An interview plan and evaluation approach for a current role.
Career and Development Conversations	Explore aspirations, strengths and opportunities, then turn a useful discussion into a realistic development plan. **Take into work:** A realistic development plan.
Stepping Up and Taking Ownership	Support early-career talent or people moving into a bigger role to speak up, build confidence and contribute across levels. **Take into work:** Actions to contribute with confidence at the next level.

Who for: Hiring managers, people managers, employees and emerging talent.
Ways to extend: Tailored workbooks, manager tools, mentoring, coaching or an interview-preparation assistant. For graduate and early-career intakes, see page 9.

Business Partnering, Thinking and Innovation

People need to understand the wider business, diagnose challenges and develop solutions with others.

Programme	What people practise and take into work
Business Partnering and Trusted Relationships	Move from responding to requests towards understanding needs, asking better questions and shaping useful solutions together. **Take into work:** A partnering approach for a current internal client.
Creative Thinking and Problem Solving	Try assumption busting: pick a constraint you take for granted, question it and use a different starting point to generate options for a real-life challenge. **Take into work:** Options and next tests for a real-life challenge.
Strategy and Team Alignment	Facilitate shared thinking on purpose, priorities and choices, connecting the wider direction to team action. **Take into work:** Shared priorities linked to team actions.

Who for: HR and support functions, client-facing professionals, managers and teams.
Ways to extend: Work on a live business issue through action learning or combine facilitation with targeted skill building. Business Acumen and Consultancy Skills for HR is on page 8.

More Programme Options

Practical Skills for the Working Day



Writing for a decision

Take a recommendation you are writing this week. What will the reader need to know before they can say yes?

Five further starting points for a focused workshop or a broader development programme. We shape the activities around the roles, situations and work your people bring.

Programme and participants	What people practise and take into work
Business Writing with Impact Professionals who write reports, recommendations or important emails.	Clarify the reader and purpose; structure the message; write concise summaries and recommendations that make the next step clear. **Take into work:** A clearer structure for a report, recommendation or email.
Planning, Prioritising and Getting Things Done People balancing competing priorities and demanding workloads.	Connect goals to priorities, plan realistically, manage interruptions, tackle procrastination and practise saying no constructively. **Take into work:** A personal priorities and time-management action plan.
Successful Decision-Making Managers and professionals making decisions with incomplete information.	Work on a real-life decision: weigh priorities, risks and consequences; understand stakeholders; recognise decision traps; plan implementation. **Take into work:** A reasoned decision and an implementation plan.
Leading and Working in Virtual Teams Managers and colleagues collaborating across locations.	Build trust at a distance, clarify outcomes and roles and improve virtual meetings and communication. Seek and give useful feedback remotely. **Take into work:** Shared communication agreements and a team action plan.
Business Acumen and Consultancy Skills for HR HR teams strengthening their contribution as business partners.	Define the business-partner role; diagnose needs through listening and questioning; offer constructive challenge; shape solutions and agree action. **Take into work:** A practised consultancy conversation and individual development commitments.

Optional workplace practice, peer coaching or follow-up sessions can help people apply the learning. For graduates, analysts and management trainees, see Early-Career and Trainee Programmes on page 9.

A Strong Start for New Talent

Early-Career and Trainee Programmes

A connected programme for graduates, analysts and management trainees as they move into professional work and take on greater responsibility. We have designed and delivered graduate programmes for a global investment bank, an international hotel group and a global science-based company.

Choose the Programme Elements

Programme element	What participants practise and take into work
Career Ownership	Explore strengths, aspirations and opportunities, then take ownership of development and early career choices. **Take into work:** A personal development plan for the first stage of their career.
Professional Presence and Personal Brand	Understand the impression they create, clarify their contribution and build relationships that support their work. **Take into work:** A personal impact and relationship plan.
Presenting with Clarity and Impact	Structure a message around the audience and the decision needed, then practise delivery and handling questions with feedback. **Take into work:** A revised presentation and personal practice plan.
Stakeholder Influence	Understand stakeholder priorities, build credibility and gain support where they cannot simply give an instruction. **Take into work:** A stakeholder plan for a live piece of work.
Feedback and Everyday Leadership Conversations	Seek feedback and act on it, then practise giving specific, useful feedback to peers and colleagues. **Take into work:** A feedback conversation prepared for use at work.
Working Styles and Teamwork	Explore preferences and strengths, then adapt how they communicate and work with others. **Take into work:** Specific adaptations for important working relationships.

A Connected Journey

Before
Agree outcomes with HR and brief managers, buddies or mentors.

During
Space modules across the first months, with peer practice and assignments at work.

After
Review progress with line managers and agree the next development step.

Connect Learning to the First Months at Work

Combine the modules with mentoring (page 12), OwnMentor practice tools (page 14) or the writing, planning and decision-making sessions on page 8.

Who for: Graduates, analysts, management trainees and early-career hires, plus the managers who support them.



Learning across the first months

Try a new approach on a live assignment, then bring the experience back to the group.

Team Development

Work on the Team, with the Team



Agreeing how to work together

Choose a handover that regularly stalls. Agree who takes the next step and how colleagues will know it has happened.

Use the team's current priorities and relationships as the material for development.

Choose the Focus

If the team needs...	An intervention can focus on...
Shared direction	Purpose, priorities, values, roles and a team charter.
More open dialogue	Raising concerns, responding to challenge and exchanging constructive feedback.
Stronger collaboration	Understanding different perspectives and agreeing better ways to coordinate.
A reset after change	Re-establishing expectations, relationships and commitments.
A more successful leadership team	Collective responsibility, leadership behaviours, decision making and stakeholder relationships.

The team workshops on page 5 can also form part of a team intervention.

An Illustrative Team Journey

Before: agree the purpose; gather relevant perspectives through interviews or a team assessment.

Together: work through the real-life issues, practise useful conversations and agree ways of working.

After: put commitments into practice and return to review progress and unresolved challenges.

Make the Output Useful

The outcome might be a team charter, clearer expectations, working agreements or a shared action plan. The format depends on what the team needs to achieve, and a focused offsite is often a good place to start.

See the team development examples on page 16

Individual Development

Executive Coaching



A confidential conversation

Bring a decision, a relationship or a transition that is occupying your attention. Your coach can help you explore what to try next.

A confidential partnership that helps a leader think clearly, challenge assumptions and put purposeful actions into practice. The agenda follows the leader's role, development priorities and emerging situations.

- Possible focus: leadership presence, strategic contribution, stakeholder influence, delegation, transitions and leading change.
- Agree the goals, number of sessions, period of support and how progress will be reviewed.
- Optional elements include stakeholder feedback, assessments, sponsor reviews and shadow coaching. The scope of any between-session contact is agreed.

Work on the Situations That Matter

A role transition, a demanding stakeholder relationship, a strategic decision or a recurring leadership challenge can provide the starting point. Apply agreed actions between sessions and review what changes.

A Tailored Coaching Partnership

Agree the development priorities, confidentiality, sponsor involvement and practical signs of progress at the outset. The agenda develops with the leader as their needs evolve.

For leaders who want to coach their own people, see Coaching Skills for Leaders on page 3.

Mentoring Programmes

Implementing a Structured Mentoring Programme



Preparing both partners

A mentee brings a development goal. A mentor brings questions and experience. What would make their first meeting useful to both?

Create a new mentoring programme or refresh an existing one. We partner with HR from the first design conversation through launch, the life of the programme and its review, working with your own leadership frameworks and language.

Programmes We Can Design and Run

Programmes can support executive development with senior leaders as mentors, high-potential and talent pools, graduate and early-career intakes or diversity and inclusion goals. Reverse mentoring is covered below.

Stage	How we can support you
Create and design	Clarify the purpose, intended participants and outcomes. Agree sponsorship, roles, selection and matching criteria, the programme length and meeting rhythm (often six months of monthly meetings) and how progress will be reviewed.
Prepare and launch	Develop workbooks, seven-step conversation guides for mentors and mentees, goals and meeting tools. Prepare mentors and mentees in separate sessions, brief line managers and support the launch with clear communications.
Sustain and support	Keep relationships moving with midpoint sessions, mentee energisers, mentor guidance, peer clinics and refreshers. Agree a route for confidential pairing support.
Monitor and improve	Use interim and final surveys, participant feedback and sponsor reviews. Translate findings into an action log, targeted support and recommendations for the next cycle.

Reverse Mentoring

Connect senior leaders with colleagues who bring a different perspective or relevant expertise. We can design the pilot, matching criteria, participant preparation, conversation guides, midpoint support and evaluation. A timely example pairs senior leaders with colleagues who use AI confidently, to explore how it is changing their work and their teams.

AI Support for Mentoring

Commission tools or prompts for goal setting, meeting preparation, conversation rehearsal and reflection. Use an approved internal AI route or agree an OwnMentor pilot (page 14), with user feedback and a review before wider rollout.

We agree responsibilities with you: NoLimits can provide design, resources, learning sessions and analysis; HR typically owns recruitment, matching, participant records and confidential follow-up.

In-House Train the Trainer

Equip Your People to Deliver Training

Build the capability to run practical, engaging learning with your own people. We can prepare internal trainers to deliver a specific programme, strengthen their facilitation skills or combine both.

Two Ways We Can Help

Transfer a programme: prepare your internal facilitators to run an established or tailored programme with consistent learning outcomes.

Develop facilitation skills: help trainers and subject-matter experts structure a session, engage participants, manage questions and turn activities into learning.

The approach	What happens
Design the programme	Agree the learners, outcomes and delivery context. Adapt the content to your frameworks, language, processes and real-life situations.
Experience and unpack	Experience the learning as a participant, then explore why each activity is there, how it works and how to draw out its learning.
Practise and receive feedback	Facilitate selected segments, run exercises and lead debriefs. Receive structured facilitator and peer feedback on what works and what to develop.
Prepare for rollout	Plan the first delivery and agree what can be adapted and what should stay consistent. Identify any further practice or support needed.

A Usable Facilitator Pack

Depending on the brief: editable slides, a facilitator guide with timings and debrief questions, participant workbooks, scenarios, practice assignments, observation criteria and rollout guidance. We can work with your existing materials or develop the pack together.

Build Confidence Through Practice

Trainers rehearse their own delivery and get specific feedback. Optional early-delivery observation, coaching, refreshers or virtual-facilitation support can help them continue developing.



Preparing internal trainers

In manager excellence, trainers prepared to lead four modules on self-awareness, people, performance and engagement. In competency-based interviewing, they took the workshop as learners, then rehearsed delivery in pairs.

Explore the interviewing rollout on page 17

Own Mentor

Instant Access to Human Skills at Work



OwnMentor by NoLimits

Support in the Moment of Need

Practical tools that connect learning to everyday work.

Option	What it can help people do
Tailored AI tools	Prepare to seek and give feedback, rehearse a difficult conversation, explore a leadership challenge, prepare for mentoring or build an interview plan.
Workshops in a box	Run a focused session internally with a commissioned facilitator pack, editable materials, practice activities and follow-through guidance.
Programme add-ons	Use conversation planners, workbooks, job aids, scenarios and reflection prompts when they are needed.

Built Around Your Programme

Your approved materials, terminology and practical situations shape the resource. It can complement a NoLimits programme or an approach you already use internally.

For example: prepare a difficult conversation with a planner, rehearse it with a tailored AI tool, then bring your experience to a follow-up coaching session.

Available as a Commissioned Service

AI tools and workshops in a box are built to order. We agree the purpose, content, platform, access, support and usage rights. Live coaching is scoped separately.

Programme Examples

What a Programme Can Look Like

Anonymised programme designs for leadership and hiring. Explore two further applications:

Team development (page 16) **Internal trainer rollout (page 17)**

Practical Leadership, One Conversation at a Time

Four Modules | Eight 60-Minute Virtual Sessions

The need: Leaders need practical ways to seek and give feedback, sustain engagement, manage emotions and support people through change.

The programme: Four modules: Fast Feedback; Achieving Maximum Engagement; Emotional Intelligence for Leaders; Leading Change and Transitions. Each module is split into two one-hour sessions.

Practical work: Participants bring real-life feedback and change situations. Between sessions they seek feedback, assess their engagement or identify what they and their team need during change.

Follow-through: Pre-work, workplace assignments, conversation practice and peer coaching connect the sessions to the working week.

What participants can take into work: Prepared conversations and actions for the participant's own team.

Power Hiring: Practical Interview Skills

Three-Hour Workshop | Manager Toolkit | Tailored AI Support

The need: Hiring managers need a more consistent approach to preparing interviews, gathering evidence and making hiring decisions.

The programme: A tailored competency framework, job-profile template, interview preparation guide, question banks and a structured evaluation process, combined with a practical workshop.

Practical work: Managers refine a role profile, turn general questions into competency-based questions, practise probing and use evidence to evaluate candidates and prepare feedback.

Follow-through: A comprehensive workbook becomes a reference for future interviews. A commissioned AI assistant supports preparation and evidence review; hiring decisions remain with people.

What participants can take into work: Usable role profiles, interview plans, evaluation forms and candidate-feedback templates.

Programme Examples

Working Through Change as a Team

Two team briefs called for different kinds of support. The first made space for people to work through a change together. The second asked a leadership team to agree how it wanted to work.

A Whole-Team Session During Change

The proposed starting point was a 90-minute virtual session. People would bring their own experience of the change, identify where they needed support and choose a practical next step.

Support After the Session

The design included three months of short coaching conversations as new situations arose. The team could also commission AI tools for practice and reflection between conversations.

A Regional Leadership Team Reset

A separate design started with a team-performance survey. The team would use the findings in a two-day facilitated session to agree its shared purpose, values and priorities, and turn them into a team charter.

From Feedback to Commitments

The team leader would hear colleagues' feedback and respond with commitments. Team members would then exchange feedback and agree which behaviours to keep, start or change. Individual coaching was an option for follow-through.

What the Team Could Take into Work

A charter for collective decisions and a set of individual commitments that colleagues can revisit together.

Explore Team Development on page 10

Programme Examples

Preparing Trainers to Teach Interviewing

A two-day design for 8–12 internal trainers preparing to teach competency-based interviewing. The trainers needed to understand the hiring method and be able to teach colleagues how to use it.

Day One — Experience the Workshop

Trainers first take part as hiring managers. Working with the organisation's competencies, they practise preparing interview questions, probing for specific evidence and using interview templates to record what they hear.

Day Two — Practise Delivering It

Working in pairs, trainers lead sections of the workshop. Peers and the facilitator give feedback on the delivery. The group reviews likely questions from hiring managers and plans the first internal sessions.

What Goes Back with the Trainers

A facilitator guide, slides, handouts, a participant workbook and interview templates. The pack connects each exercise with the competencies hiring managers will use.

The Same Approach for Manager Development

For a separate manager excellence programme, internal trainers prepared to lead four modules on self-awareness, understanding people, managing performance and managing engagement. Facilitator guides, activities and work between modules gave each trainer a common structure.

Explore In-House Train the Trainer on page 13

Your Next Programme

Bring Us the Challenge

Share the challenge, who it affects and what you would like to see happening differently. We will help you choose a practical starting point and the support that will make it useful.

Start with...	For example...
The change you want	Our managers need to address performance issues earlier.
The people and context	Experienced specialists becoming managers across several countries.
Real-life situations	Feedback to former peers; competing stakeholder priorities; leading through uncertainty.
What already exists	Your competencies, values, materials, programme history and internal support.
The practical parameters	Participant numbers, locations, time, preferred delivery and available resources.
How you will recognise progress	The conversations, decisions or behaviours you want to see more consistently.

Start Focused and Build Where Useful

A workshop, a team session or a coaching engagement can be enough for the immediate need. Where the brief calls for a longer journey, we can connect the modules, application and support into a coherent programme.

Talk to Us About Your Next Programme

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nolimitspartners.com **nolimitsasia.com** **ownmentor.com**

NoLimits brings twenty years of programme experience to the design of practical development for your people.

Imagery: AI-generated illustrations of workplace learning.