

Coaching triad guidance for leaders

There are two coaching triads as part of your leadership development coaching, which involve your line manager, your leadership development coach (LDC) and you. You should contract with your LDC as to how you would like to structure these sessions, which take place toward the beginning and end of the programme.

Before each coaching triad, you will discuss the structure and focus of the meeting as well as the portion of time you wish your line manager to join with your LDC. You should also discuss this with your line manager to ensure you are both clear on the purpose and structure of the meeting and to find a suitable time for the meeting to take place. Your LDC will not share anything with your line manager that hasn't been contracted beforehand.

Purpose of coaching triads:

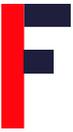
At the start of the programme:

- Before the first coaching triad, you will receive your 360-feedback report and have had an opportunity to digest this with your LDC. The initial coaching triad provides an opportunity for you to share your reflections on this feedback with your line manager and the development goals that you have started to identify which relate to this. Your line managers attendance and engagement within the coaching triad allows them to feed into these goals as appropriate.
- Engaging with the initial coaching triad also enables you and your line manager to identify ways they can support you to achieve your development goals during the programme (and beyond) and enhances your line managers understanding of your learning and development on the Pathway 3 programme.

At the end of the programme, to enable you and your line manager:

- To share the impact that the programme has had on your development, in preparation for the final presentation.
- To identify ways to broaden the impact you can have across the service.

Scheduling your coaching triad



- We recommend that you schedule your first triad between Leadership Session 1 (LS1) and Leadership Session 2 (LS2) as this will take place in the early stages of the programme and bring your line manager into conversations about your development goals, enabling them to support you throughout the programme.
- However, if it would be better for your session to take place slightly later (e.g. you have a new line manager, you want to spend longer refining goals with your coach) you can schedule this between LS2 and LS3.
- Please discuss this with your coach – we want these sessions to feel as purposeful and useful as possible for you.

How to prepare for your session

- You will meet your coach at Leadership Session 1, spending time contracting and discussing your development goals. This will support your conversations in your coaching triad, and you should discuss with your LDC how you would like to structure this session and what would be the most effective use of time. We would recommend that you spend time before and after with your LDC to brief and debrief on the session with your line manager however this is flexible if you would prefer an alternative approach.
- The timings can be determined by you and we recommend that you spend between 15-30 mins before and after the session and around 30-60 minutes for the triad discussion itself. The most important thing is that the session benefits you.
- Speak to your LDC about what you wish to share and achieve in this session and let them know if you would like any specific input from them.
- Agree a date with your manager and coach. If you need to reschedule, please do so 24 hours in advance to ensure you have the opportunity to rebook the session. Sessions cancelled with less than 24 hours notice will be classed as 'spent' and cannot be rebooked.
- Discuss the triad with your line manager and ensure you are clear on the purpose of the triad by sharing the guidance for line managers.
- The session will take place online. Please ensure that your environment enables you to speak freely, provides a confidential space and is free from distractions.



Coaching triad example 1

Timings	Attendees	Purpose
Between 15-30 mins	Leader and LDC	Contracting and briefing space
Between 30-60 mins	Leader, LDC and line manager	Triad discussion
Between 15-30 mins	Leader and LDC	Debrief and action setting