

Coaching triad briefing sheet: guidance for line managers.

Leaders on the Pathway 3 programme have access to six 1:1 coaching sessions and two coaching triads during the 12-month programme. All coaching sessions including the triads will take place online.

Coaching triads involve the leader, their line manager and the leadership development coach (LDC) and are usually scheduled at the start and end of the programme.

Purpose of coaching triads.

At the start of the programme:

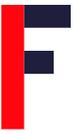
- Before the first coaching triad, your direct report will have received their 360-feedback report and had an opportunity to digest this with their LDC. The initial coaching triad provides an opportunity for your direct report to share their reflections on this feedback and the development goals that they have identified relating to this. Your attendance and engagement within the coaching triad allows you to feed into these goals as appropriate.
- Engaging with the initial coaching triad also enables you to identify ways of supporting your direct report in achieving their development goals during the programme (and beyond) and enhances your understanding of your direct report's learning and development on the Pathway 3 programme.

At the end of the programme:

- The final coaching triad provides an opportunity to review your direct report's progress against their development goals, consider next steps for their learning and development as well as identifying ways that you can support.
- This session is also a great opportunity to identify ways to broaden the impact your direct report can have across the service.

How to prepare for the coaching triad

- The Leader and LDC will have met at least once before to contract their coaching sessions and review the 360-degree feedback report, including feedback from their line manager.



- You are required to attend the coaching triad and work with your direct report and coach to find a suitable date and time to meet. The leader will agree the length of the meeting with their LDC beforehand (usually between 30-60 minutes) and invite you to this.
- Agree a date with your direct report and ensure you are available to attend. 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 direct report and ensure you are clear on it's purpose.
- 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.
- Contact the Pathways team via the [online helpdesk](#) if you require any further information.

Your role in coaching triads

- Your role within the coaching triad is to support your direct report and help feed into their development goals they have set for the programme, enabling you to take action to support them.
- It may also be useful for you to refer back to your direct report's development goals/learning on the Pathway 3 programme within your subsequent supervision sessions. This will help your direct report to connect their learning directly to their role and support them to make the most of this opportunity.

Timings of session

- The session will be between 30 – 90 minutes, depending on how the leaders wishes to structure the session. They may choose to meet with their coach before/after the session for 1:1 time with them.
- Your direct report will arrange a time with you and let you know how long the session will be. Meetings are scheduled via Calendly software. You will receive an invite from Calendly to your email address which you can add directly to your calendar.