

LDC shadowing experience guidance – Pathway 4 Cohort 2

Purpose

As part of Pathway 4, leaders will have the opportunity to be shadowed by you, their leadership development coach. You will observe them during their day-to-day work and give them tangible and constructive feedback to help them meet their developmental goals and aspirations in relation to their leadership journey.

Aims

Shadowing is an opportunity for leaders:

- To receive tangible and constructive feedback on their areas for development and ways of working in a specific area of perceived challenge to help them improve and grow in their leadership
- To have an experience that is bespoke and personal to their developmental needs
- To strengthen the coaching relationship which will enable you to provide tailored support, challenge and encouragement

Shadowing is not:

- Being followed around or observed without clear direction or purpose
- Rigid or prescriptive – this time is for your leader to use in the best way, to meet their needs in collaboration with you as their coach.

Arranging the experience

- **Planning of the shadowing experience should be discussed during your third coaching session. Please note this has changed from cohort 1 based on coach and leader feedback.** The leader should reflect on and discuss with you how they would like to be shadowed and the focus of the experience (thinking about what opportunities are coming up), linked to their development goals. **In the unlikely case that you do not have a coaching session booked in, please liaise with them about this over email or phone.**
- **The shadowing should preferably take place between mid-November to the end of January as this window has been planned around other programme components.** That said, the priority is that the experience is helpful for leaders, so we understand if the area in which they want to be shadowed (e.g. a specific meeting) falls outside this window if this works for both parties.



- We recommend that the shadowing experience takes place in person, if this is practicable, or remotely. This can be approached flexibly, for example, you could observe two or three shorter remote meetings across a few weeks if that works best for your leader's development needs.
- Leaders will be provided with a consent template to send to colleagues also present in any meetings or sessions which you will attend either in-person or online. This has been included below for your reference.

How to structure an effective shadowing experience

The experience itself should be planned in three parts;

1. Briefing (30 mins) – a space for you to contract with your leader e.g. around confidentiality. You will also agree the focus of the shadowing - the more specific the better.
2. Observing (up to 3.5 hours) – you will shadow your leader through undertaking the meeting(s) and/or activities identified. We advise you take notes during this time to support the debrief.
3. Debriefing (1 hour) – a space for you to provide your leader with feedback and a chance for them to critically reflect on their learning.

Feedback

There will be an opportunity to formally feedback on the shadowing experience in the feedback form. Leaders will also have a chance to feedback via the mid-point programme survey. Additionally, leaders will be able to record their reflections and learning on the learning portal. They are also encouraged to take these reflections forward in future coaching sessions to further interrogate and develop them to make progress towards their goals.

Calendly

Once a date has been agreed between you and your leader for the shadowing to take place, please record this as a booking in Calendly. This is essential as it allows us to monitor that the shadowing experiences are being booked and taking place.

The team will add full day and half day events to your Calendly for in-person shadowing. If you would like shadowing events adding in any other increments, please reach out to the Coaching team for guidance.

Payment

You will be paid a day rate of up to £400 for the shadowing experience. If you are shadowing your leader in person, we expect this to take place over one day and will be paid at a flat rate of £400 (plus any associated travel expenses). If your leader would prefer to be shadowed remotely e.g. over a number of shorter meetings and/or activities, please calculate the shadowing time at a £75 hourly fee (including the briefing and debriefing), capped at £400.



Example payment for remote shadowing

Briefing (30 min) = £37.50

Shadowing (2-hour meeting @ £150) + (1.5-hour meeting @ £112.50) = £262.50

Debriefing (1 hour) = £75

Total = £375

Shadowing Experience 1 – Consent template (P4 leader to attendees)

Dear [Colleague's name]

As you may be aware, I am taking part in Pathway 4 of the [Social Work Leadership Pathways Programme](#). Part of this includes being shadowed by my leadership development coach to provide me with tangible and constructive feedback to help meet my development goals and aspirations in relation to my leadership journey.

As you will be present at [Meeting title] on [Date], please be aware that my coach will also be attending this [meeting / event] which is taking place [online / in-person].

Please note, my coach will be attending only to observe me and not any other attendees. If you do not consent to this or have any questions on this matter, please let me know by [enter appropriate deadline].

Best wishes,