BUILT BY BRIDGE

The Cohort Coaching & Mentoring Framework

Why the programme deliberately moves between individual development and collective learning.

THE RATIONALE

Leadership development is personal, but leadership itself is relational. People need confidential space to explore their own goals, behaviours, assumptions and challenges. They also benefit from seeing how other leaders interpret similar situations, hearing different perspectives and practising constructive challenge with peers.

The cohort model therefore alternates between one-to-one coaching and mentoring and facilitated peer workshops. The individual work creates depth and personal ownership; the cohort sessions create connection, perspective and shared learning. Each informs the next.

The framework at a glance

01	02	03	04	05	06	07	08
360°	**Diagnostic**	**1:1 × 2**	**Peer 1**	**1:1 × 2**	**Peer 2**	**1:1 Final**	**Forward**
Insight	Personalise	Develop	Connect	Apply	Unify	Goal-set	Sustain

How each part works - and why it is there

1. 360° self-awareness

The journey begins with 360° feedback or structured self-awareness work. It gives the participant a broader view of strengths, communication, emotional intelligence and interpersonal impact, providing evidence to explore rather than assumptions to defend.

2. Individual diagnostic

Before formal coaching begins, each participant has a confidential diagnostic conversation. It explores their goals, current context, learning style and preferences for challenge, reflection and facilitation. This means people can share a common framework without receiving an identical experience.

3. Two individual coaching & mentoring sessions

The first two one-to-one sessions create depth. Coaching supports reflection and owned answers; mentoring brings experience, perspective and practical guidance. The 360° and diagnostic inform the starting point, while real issues can be brought into the room as they happen.

4. Peer workshop one

The cohort then comes together. It may be one intact leadership team or leaders drawn from different departments. Facilitated peer-to-peer coaching and mentoring allows people to compare experience, test assumptions, offer perspective and begin building a trusted support network.

5. Two further individual sessions

Participants return to one-to-one work with new perspectives from the cohort. They can test ideas, work through live situations, deepen self-awareness and turn learning into practical changes in behaviour, communication and decision-making.

6. Peer workshop two

The cohort reconnects to review progress and share what has changed. The emphasis moves towards application, constructive challenge and unification: what are we learning individually, and what does that mean for how we work together as leaders?

7. Final individual goal-setting session

The final one-to-one mentoring and coaching conversation consolidates the journey. Progress is reviewed, remaining challenges are explored and the participant sets clear goals, commitments and practical next steps for sustaining development beyond the programme.

8. The connection between every session

The programme is not a series of isolated meetings. Before each individual session there is a short touchpoint or preparation activity. After each session, personalised follow-up captures learning, actions, reflection, practical work and recommended reading. That material feeds into the next conversation, creating continuity and momentum.

The rhythm around every one-to-one conversation

BEFORE

Check-in, reflection or preparation identifies what matters now and reconnects the participant with previous learning.

IN THE ROOM

Coaching and mentoring move together: questioning, reflection, challenge, experience and practical guidance.

AFTER

Actions, follow-up, reading and practical reflection carry insight back into work and forward into the next session.

Why the alternation matters

- One-to-one sessions protect confidentiality and keep individual goals at the centre.
- Peer workshops introduce perspectives and experience that cannot be created in a purely individual programme.
- Returning to one-to-one work lets each person process collective learning in relation to their own leadership.
- Repeated cohort touchpoints build trust and a practical peer-support network.
- An intact team can use the workshops to strengthen how it works together; a cross-department cohort can build connections across organisational boundaries.
- The final individual session converts the whole journey into personal goals and sustained action.

Individual insight creates depth. Peer learning creates perspective and connection. Moving deliberately between the two turns development into something leaders can apply together.

What people experience shapes how organisations perform.