



# COACHING & MENTORING

Leadership development that knows when to ask — and when to bring experience into the room.

INDIVIDUAL | COHORT | PEER LEARNING

**Built by Bridge**

What people experience shapes how organisations perform.

## THE PROPOSITION

# One programme. Two pathways. A different kind of leadership conversation.

Leadership development is rarely a straight line. At different points, leaders need space to think, the confidence to challenge their own assumptions, practical guidance, and sometimes an experienced perspective from outside their immediate world.

The Bridge Coaching & Mentoring Programme deliberately brings coaching and mentoring together. Coaching creates space for reflection, questioning and self-discovery. Mentoring brings experience, perspective and practical guidance into the conversation. By moving naturally between the two, the programme responds to what the leader actually needs rather than restricting the relationship to one particular method.

**Sometimes the most useful thing is a difficult question. Sometimes it is an experienced voice saying: here is another way to look at this.**

The programme can work one-to-one with an individual senior leader, or with a cohort of leaders combining individual development, shared group sessions and peer learning. In both formats there is a clear developmental pathway, with enough flexibility to respond to the real challenges, opportunities and conversations that emerge along the way.

## WHY BRIDGE

# Coaching helps you find your answer. Mentoring brings another perspective.

There are times when a leader needs a good question rather than an answer. Coaching creates the conditions for somebody to think differently, explore assumptions, recognise patterns and reach conclusions they genuinely own.

But there are also times when another question is not enough. A leader may benefit from experience being brought into the room: another perspective, a practical idea, a challenge or an honest view of what might work next. That is where mentoring adds something different.

Bridge deliberately interweaves the two. The conversation can move naturally between questioning, listening, challenge, reflection, experience and practical guidance according to what is most useful at that moment.

**The internal voice of the leader + the external perspective of the mentor.**

For cohorts, a third perspective is added: the experience of peers. Individual reflection, experienced external perspective and collective peer insight work alongside one another, allowing leaders to learn not only from the coach-mentor, but from how other leaders see and experience similar situations.

## WHAT IT ADDRESSES

# Leadership is personal. So the development has to be personal too.

Leadership can be rewarding, but it can also be complex and, at times, surprisingly solitary. Decisions carry greater consequences, relationships become more nuanced and the way a leader communicates, responds and behaves can have an increasingly significant impact on the people around them.

The programme creates confidential space to explore the personal and practical realities of leadership. It is not necessary for somebody to arrive with a neatly defined challenge. Part of the process is understanding where they are now, where they want to be and what may need to change to bridge the space between the two.

- Confidence, self-awareness and personal impact
- Strategic thinking, priorities and decision-making
- Communication, emotional intelligence and relationships
- Leading through challenge, transition or increased responsibility
- Resilience, pressure and sustainable performance
- Behaviours, assumptions or patterns that may be helping — or limiting — progress

## THE PATHWAY

# Structured enough to create momentum. Flexible enough to stay real.

The programme begins with an individual consultation designed to establish trust, understand the leader's circumstances, explore aspirations and challenges, and agree what they want from the experience.

From there, the journey moves through five interconnected areas. The pathway provides direction, but it does not dictate the conversation. Leadership happens in real time. If a difficult conversation, decision, relationship or unexpected challenge becomes more important than the planned subject for that session, there is space to work with it.

01

**Defining Vision** — Clarifying direction, values, priorities, aspirations and what success needs to look like.

02

**Building Strategies** — Turning intention into practical choices, actions and ways of navigating challenges and opportunities.

03

**Enhancing Leadership Skills** — Building self-awareness, emotional intelligence, adaptability, communication and leadership impact.

04

**Resilience & Stress Management** — Understanding pressure, strengthening coping strategies and protecting sustainable performance.

05

**Sustaining Growth & Moving Forward** — Embedding learning, strengthening accountability and creating a practical route for continued development.

# Individual Coaching & Mentoring

The individual pathway creates a confidential one-to-one relationship in which the leader has space to think, challenge themselves and work through what is happening in their role — while also having access to practical experience and an external perspective.

It is designed to be personal rather than formulaic. The established pathway gives the work continuity, but each conversation can respond to the leader's immediate reality. That might mean exploring a strategic decision one week, a difficult relationship the next, or recognising a recurring behaviour that is influencing how other people experience their leadership.

## The individual experience can include

- An in-depth pre-programme consultation to establish objectives and build the working relationship
- A structured sequence of one-to-one coaching and mentoring sessions
- Personalised follow-up after sessions, capturing insights, actions and useful resources
- Practical exercises, reflection tools and additional reading where these add value
- 360 feedback or self-awareness work where appropriate
- A continuing focus on turning insight into action in the leader's real working environment

**Not coaching instead of mentoring. Not mentoring instead of coaching. The value is in knowing when each is useful.**

## WHAT DO YOU NEED FROM THE CONVERSATION TODAY?

**The value is in using the right kind of conversation at the right moment.**

### SPACE TO THINK

Sometimes a leader needs room to slow the noise down, reflect and work out what they really think.

### A USEFUL CHALLENGE

Sometimes the most valuable contribution is a question that tests an assumption or opens a different line of thought.

### ANOTHER PERSPECTIVE

Sometimes experience helps: a different lens, a practical idea or a view from outside the leader's immediate world.

### WHAT MIGHT WORK NEXT

And sometimes the conversation needs to become very practical: here is what I have seen work; here is another way you could approach it.

**Bridge does not make the leader fit the methodology. We move between coaching and mentoring according to what will be most useful in that moment.**

# Cohort Coaching, Mentoring & Peer Learning

The cohort pathway keeps the individual at the centre, but adds the experience of other leaders. Participants move through a shared development journey while bringing their own leadership challenges, perspectives and experience into the room.

That creates a third dimension to the Bridge model. Coaching supports personal reflection. Mentoring brings experienced external perspective. Peer learning allows leaders to see how others interpret similar situations, challenge assumptions, share practical experience and learn from one another.

## What the cohort adds

- A shared language and development journey across a leadership group
- Individual attention alongside facilitated group learning
- Peer challenge and perspective that broadens thinking
- Opportunities to practise openness, feedback and constructive challenge
- Learning that continues between formal sessions through peer support
- A stronger connection between individual leadership development and the wider team experience

The aim is not to turn six individuals into six identical leaders. It is to help each person understand their own leadership more clearly while building the trust and shared understanding that allow leaders to learn with — and from — one another.

## TOOLS THAT SUPPORT THE CONVERSATION

# Insight is useful. Applied insight changes behaviour.

The programme is supported by practical tools that help leaders turn reflection into something they can see, discuss, test and use. They are introduced where they add value rather than treated as exercises that everyone must complete.

## Past, Present, Future

A structured reflection that helps somebody describe where they are now, picture the future they want to create and identify the practical steps that bridge the space between the two.

## Reframing

A simple way of noticing unhelpful or limiting thought patterns, questioning the assumptions underneath them and developing a more balanced, constructive perspective without denying the reality of difficult emotions or situations.

## 360 feedback

Peer and self-assessment can provide another lens on emotional intelligence and communication — including self-awareness, empathy, self-regulation, social awareness, clarity, listening, feedback and conflict resolution.

**The tools support the conversation. They never replace it.**

## WHAT LEADERS CAN TAKE AWAY

# Development that shows up in the real world.

The purpose of the programme is not to create a prescribed version of the 'perfect leader'. It is to help people become more conscious of who they are as leaders, how other people experience them, what they want to achieve and what may need to shift to get there.

- Greater self-awareness and a clearer understanding of personal leadership impact
- More confidence in judgement, communication and decision-making
- Stronger emotional intelligence and relationship awareness
- Clearer personal and strategic direction
- More effective responses to challenge, pressure and change
- Practical strategies that can be used, tested and refined in the workplace
- Greater ownership and accountability for continued development

Most importantly, development does not remain inside the coaching conversation. Greater awareness begins to influence how leaders think, communicate, make decisions, build relationships and create the everyday experience of leadership for the people around them.

**What people experience shapes how organisations perform.**

## THE BRIDGE DIFFERENCE

# We keep the framework. We follow the person.

Many development programmes are built around a methodology that participants are expected to fit. Bridge starts from a different place. We use a clear pathway because structure matters, but the pathway exists to serve the person — not the other way around.

That means the work can be reflective and challenging, but also practical. We can stay with a question when somebody needs to think more deeply. We can share experience when that will help. We can bring in a tool when it gives the conversation shape. And we can change direction when the leader's real world changes.

## The principles behind the programme

- Confidential, candid conversations
- Challenge without performance or theatre
- Practical experience as well as reflective questioning
- Development connected to real work, real relationships and real decisions
- Space for individuality rather than a single model of leadership
- Follow-through that connects insight to action

## ABOUT THE FACILITATOR

# Dale Smith

Dale Smith founded Bridge in 2005 and has spent his career working with leaders, teams and organisations around culture, employee experience, customer experience, communication and behavioural change.

His approach combines the curiosity and questioning of coaching with the practical perspective of somebody who has worked alongside organisations and leaders across different sectors and situations. As an NLP Master Practitioner, Dale also draws on tools around language, mindset, communication and behavioural patterns where these are useful to the individual.

The style is deliberately human: thoughtful, challenging, practical and grounded in what is actually happening rather than what leadership is supposed to look like on paper.

## Built by Bridge

Bridge works at the point where behaviour, experience and organisational performance meet. Our work is built around a simple belief: what people experience shapes how organisations perform. Coaching & Mentoring sits within the Built by Bridge collection alongside our wider work in culture, teams, safety, engagement and organisational development.

**Change minds. Change business.**

## START THE CONVERSATION

# Which pathway is right for you?

The programme can be commissioned for an individual leader or developed around a cohort. The right format depends on what the organisation wants to achieve, who the programme is for and how individual development needs to connect with the wider leadership environment.

We begin with a conversation. That allows us to understand the context, identify the most useful pathway and shape the programme around the people who will actually experience it.

### INDIVIDUAL

A confidential one-to-one coaching and mentoring pathway shaped around the leader and their real-world challenges.

### COHORT

A shared leadership journey combining individual development, mentoring, facilitated group learning and peer perspective.

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