



The Association of Heads of University Administration

Register of Coaches

coaching



The AHUA launched its coaching programme for newly appointed AHUA members in 2009 since when it has become central to the AHUA's development portfolio.

If you are new to the role of Registrar, Chief Operating Officer, or equivalent post, you can claim four sessions of executive coaching which will be paid for by the Association. The sessions present an invaluable opportunity to explore work performance and increase awareness of those skills and behaviours which you may wish to develop further.

They also offer appropriate targeted support to help you effectively manage the transition to your new role. For those who are new to higher education, coaching provides a unique way of helping you to understand the characteristics of the sector and to facilitate your introduction to professional networks.

We would strongly encourage you to take advantage of this opportunity which is made available within the first 12 months of you joining the Association.



Contact Details

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COACH PROFILE

Tess Brooks

Venue

Coaching services are provided from a location in Central London

Previous experience of coaching

- across the public sector, eg HE, the NHS, the Police and cultural sector
- with professionals from a range of backgrounds

Previous experience

I am a well-established consultant and coach working with senior executives, professionals and those with leadership potential across a range of sectors. I have a significant track record in both personal and organisational development with a particular expertise in strategic change management and leadership development. A keen interest in the link between personal and organisational effectiveness has informed much of my working life.

My specialism as a coach is underpinned by a thorough understanding of facilitation within the context of both teams and large systems, as well as an expertise in organisational analysis. I identify my particular strength as an ability to offer significant challenge and support to those with whom I work,

in order to maximise their potential. I have wide experience of coaching senior professionals, particularly those who have moved into leadership positions and I enjoy a reputation for working with individuals who are at transition points in their careers.

With a background in healthcare (I was Director of Leadership Development for the NHS), I have experience of personal and organisational development across a range of public services. Most recently much of my work has been in the field of higher education, particularly for the AHUA. I co-lead two of the Association's programmes for aspiring Registrars and Directors of professional services, facilitate action learning sets and coach newly appointed members.

Significant issues around which I have coached

- The development of a personal leadership style and confidence
- Personal transitions and personal growth within a work context
- Strategic capability in both individuals and senior teams
- Strategic change management and the leadership of change
- Organisational innovation

Details of experience of Assessment Tools

British Psychological Society: certificates of competence in occupational testing Levels A and B.

Coaching approach and style

While I have a thorough knowledge of the theories and models which support learning, I am more comfortable working flexibly in response to the individual client's needs. For me, coaching involves building a relationship, the foundation of which is respect for the individual and a belief that only the individual can make changes. The coach's role is to support that process.

The balance between offering appropriate levels of support and challenge within the coaching relationship is a fine one and sits at the heart of its success. Challenge itself is supportive when it comes from a position of trust and integrity, fundamental to any coaching relationship. It is not my view that coaching needs to be solemn and I aim to build an informal approach. My clients would probably describe me as probing, rigorous and fun.

References

Available on request



Contact Details

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rachelholmes2@me.com

COACH PROFILE

Rachel Holmes

Venue

London, the South of England, Home Counties and the Midlands

Previous experience

My background is in travel, education and human resources, including 7 years with a leading international publisher of psychometric instruments, delivering accreditation programmes in the NHS, local government, financial services, management consultancy, professional partnerships and the pharmaceutical and petrochemical sectors.

I established my own consultancy in 2001, and now provide tailored development programmes at board and senior management level, across both the public and private sectors. My work as a qualified Executive Coach complements this, and is a significant part of my portfolio.

Within the HE sector, I have, with Tess Brooks, been joint leader of development programmes for the Registrar and aspiring Registrar community since 2006. I have run Learning Sets for the AHUA as well as other HE professional organisations. As a Key Associate for the Leadership Foundation for Higher Education, I deliver the 'Leadership Styles' session

on the LFHE's Top Management Programme.

Significant issues around which I have coached

- Career Transition
- Work/life Balance
- Confidence
- Personal Impact
- Communication Skills
- Influencing - particularly at the academic / Professional Services interface
- Motivation and Job Satisfaction
- Cross-cultural understanding

Details of experience of Assessment /Development Tools

I am qualified to levels A and B with the British Psychological Society, enabling me to use both occupational tests and personality Profiles within my work where appropriate.

Among the tools I might use within coaching sessions are: the Margerison-McCann TMS Team Management Profile (your preferred approach to work); MBTI® Step I and Step II (your personality type), Window on Work Values Profile (personal, team and organisational values).

Coaching approach and style

Clients and colleagues describe me as warm, open, engaging, committed and professional. I'm curious about what motivates people to work in the way they do, and believe strongly in our ability to make changes in our lives, by developing and drawing on personal resources.

A linguist and singer, I am particularly interested in the patterns and use of language, and enjoy working with clients to develop an awareness of personal style, and to improve communication skills.

I am results-focused; however my approach is intuitive and emergent, rather than 'painting by numbers'.

I prefer to respond to your agenda as this becomes clear, drawing on a variety of coaching models and techniques, rather than being wedded to one. As your coach, I aim to provide a clear framework for each session, with a balance of challenge and support appropriate to your situation and needs. Within this framework, you are encouraged to explore different options and perspectives, to determine the action you wish to take.

References

Available on request



Contact Details

The Learning Curve

www.thelearningcurve.co.uk

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kevin.saunders@thelearningcurve.co.uk

COACH PROFILE

Kevin Saunders

Venue

Coaching services can be provided from mutually agreed locations in London, South and South East of England, Home Counties and Midlands.

Previous experience of coaching in

- HE: University. Coaching VC, PVC and Deans
- Other sectors: Financial Services, Pharmaceutical, Airports, Oil Industry Housing Association and Manufacturing. Coaching senior managers, Board members and MDs

Significant issues around which I have coached

- Building confidence, profile, impact, influence and gravitas
- Managing challenging and conflicting demands/behaviours
- Establishing self (new into post)
- Flexing leadership and management styles
- Implementing organisational change
- Building a high performing team (new and existing)

- Managing resistance to change in self and others
- Raising self awareness through 360 reporting

Details of experience of Assessment Tools

- Psychometrics
- Myers Briggs Type Indicator (MBTI)
- FiroB
- Self assessment tools grounded in psychology
- 360 degree feedback process

Coaching approach and style

I'm an experienced coach, facilitator with expertise and experience in Organisational psychology, used to working extensively in Higher Education and at board and director level across small, medium/large corporations both in the UK and internationally.

I help my clients to consider how their behaviour impacts their goal achievement, key relationships and stakeholders to ensure their choices about change are real and lasting. I have particular expertise in relationship building including conflict resolution, building confidence and respect enabling

people at all levels to raise their awareness and understanding of the issues, situations or relationships they find challenging and consider solutions to find resolution. My approach is challenging yet supportive, guiding my clients to develop behaviours which allow them to take meaningful action toward change, within the context of organisational and personal expectations and objectives. I metaphorically stand alongside my client with a metaphorical hand in the small of their back, steadying them when they feel concern, applying gentle pressure to encourage them to move forward and support when they're not sure what to do.

I work with people and organisations globally to enhance board, executive, leadership and management capability. I am adept at helping others thrive through transition and to manage multiple relationships in complex matrix organisations where virtual working is the norm. My extensive experience derives from working in the private, public and HE sectors, including Director-level responsibility within a very large and culturally diverse organisation.

References

Available on request



Contact Details

University of Manchester

Head of Learning and Development

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COACH PROFILE

Jonathan Winter

Venue

Coaching services can be provided from the following locations:

Manchester, Cheshire and other national or international locations by agreement.

Previous experience of coaching in

- HE – considerable experience of coaching at a senior level including Vice Chancellor and Academic Director.
- Other sectors – senior staff in pharmaceuticals, agrochemicals, financial services and property sectors.

Significant issues around which I have coached

- 'Onboarding' into new demanding role
- Leading a challenging team
- Prioritisation
- Strengths based leadership
- Career crossroads
- Imposter syndrome
- Leading transformational change
- Self-awareness and knowledge through use of personality tools including 360 and MBTI

Details of experience of Assessment Tools

- MBTI (Step 2)
- 360 (in various formats)
- Wave and OPQ personality profiling
- Ability testing (numerical, verbal etc)
- British Psychological Society level A and B accredited

Coaching approach and style

Every coaching relationship is different and I believe in adapting to meet the needs of the coachee. There are however certain elements which remain constant. The initial contracting process will be thorough and detailed in ensuring that both parties are clear about the purpose(s) of our work together.

Sessions after contracting is complete, will always include a review of progress and developments since the last meeting, and areas for the coachee to work and reflect on prior to meeting again. Templates are available to assist with the reflective, planning and learning processes.

I draw on a broad range of methods and tools to suit each circumstance, but fundamentally my style reflects a belief that through 'appreciative enquiry' (asking the right questions and genuinely listening to and caring about the answers), everyone is capable of rapidly and successfully overcoming challenges that might have previously appeared insurmountable

References

Available on request

What members have said...

"Despite previous scepticism about coaching I found the process to be hugely valuable in enabling me to reflect on strengths and weaknesses, develop strategies for addressing the most challenging of issues and in providing a means to develop a longer term view about my role. I'm a convert."

Paul Greatrix,
Registrar, University of Nottingham

"I have been fortunate to have the opportunity to work with a coach at various stages of my career and in particular found the support invaluable during the initial months following my first appointment to the Registrar role. There are, inevitably, some aspects of the role that nothing in your previous experience will have prepared you for and the supportive but challenging conversations with my coach really helped me to work my way through to the best way forward on a number of occasions."

Laura Gibbs,
Chief Operating Officer,
Queen Mary,
University of London

"As a new COO, finding the space and time to enable me to think about my role and how I could best support the University to meet its objectives was difficult. Having a coach who was there to constructively challenge, guide and support me in a completely objective way was a massive help. So much so, in fact, that I have continued using my coach beyond the AHUA-supported sessions!"

Vikki Goddard,
Chief Operating Officer, University of Salford



The Association of Heads of University Administration

The AHUA's coaching programme focuses on those working at the most senior levels in organisations.

It provides individuals with a safe space in which they can reflect on their performance and personal development. The coach supports this process using a range of interventions to build self-awareness, emotional intelligence and confidence. In so doing, individuals realise that they can make more informed choices in their life and thereby increase their success.

AHUA

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