



The Association of Heads of University Administration



# REGISTER OF COACHES





## *Executive coaching from the AHUA*

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

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 realize that they can make more informed choices in their life and thereby increase their success.

If you are new to the role of Chief Operating Officer, Registrar (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 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.

If you wish to go ahead, feel free to contact one or two of the coaches for an initial chat and to see who might be a best 'fit'. You can then arrange the date of your first session directly with your chosen coach.

If you would like to discuss the process of selecting a coach, the AHUA's development consultant would be happy to support you in this process. Please contact the AHUA office for contact details.

### **WHAT MEMBERS HAVE SAID...**

*"The coaching helped me to navigate the new and more senior role I assumed, particularly how to manage the changes this necessitated in the relationship I had with colleagues. It also gave me the confidence to challenge long standing methods of working and, as a result, to modernise the role of Clerk to the Board."*

Dawn Edwards, Clerk to the Board of Governors,  
Royal Northern College of Music



# Tess Brooks

## Contact Details

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## Location

Coaching services are provided from a location in central London.

## References

Available on request



## Previous experience of coaching

I work across the public sector, eg HE, the NHS, the Police and cultural sector and 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.

## 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

## Assessment tools used

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.

# Laurence Clarke

## Contact Details

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## Location

Coaching services can be provided in Scotland and the North of England.

## References

Available on request

## Previous experience of coaching

I have been coaching for nearly 30 years and because of my academic background, have specialised in the HE sector. Working with both academics and professional services has given me a rich understanding of the challenges facing the sector. I have worked with all levels of leadership in universities but have most experience with executive teams and leaders of colleges, schools, departments, directorates and units of professional services. Beyond coaching, I act as a consultant on the people aspects of change and the leadership of change for universities and facilitate and coach senior teams to build strategy and work more effectively together. I have delivered many leadership development programmes with HE often cascading from the executive team to all levels of leadership.

Outside of the HE sector I have coaching and consulting experience in the oil, power, electronics, financial services, transport, engineering and manufacturing sectors as well as many aspects of the public sector. I am known for designing and building leadership development programmes and helping senior teams become more effective. As part of this I have coached many CEOs, COOs and other members of executive teams.

As part of my background, I have run as MD/CEO, several organisations from a bakery to an engineering works as well as being MD of The Taylor Clarke Partnership for 30 years.

## Significant issues around which I have coached

- Handling tricky relationships
- Building personal confidence, impact and influence
- Strategic thinking and strategy development
- Coping with the pressures of a senior role
- Creating and managing change
- Creating own leadership style
- Effectiveness in a senior role
- Building and getting the best out of a team
- Innovation
- Understanding one's impact and how to release more from one's colleagues



## Assessment tools used

- Hogan Psychometric including Hogan's derailers
- MBTI
- Firo B
- 360 feedback
- Denison Culture 360

I also have experience of various assessment tools that don't require accreditation such as Career Drivers, Interpersonal Influence Inventory, VIA Strengths, Lenceoni and Thomas Kilman Conflict

## Coaching approach and style

I like to maintain an eclectic approach to my coaching drawing on various schools of thought like NLP, Gestalt, Transactional Analysis, CBT and Psychodynamics. Underlying my sessions is a basic model:

- Discovery (often using 360 feedback and or psychometrics and making sure that we have good contracting around the issues to be tackled)
- Establish the gap (between where the coachee is and where they feel they should be)
- Motivation (working with the coachee to establish their motivation to close the gap)
- Closing the gap (utilising the coachee's own strengths and resources as well as help from me)
- Sustaining the changes and review

My primary focus throughout is to try to work with the coachee to resolve their issues and develop reasonably simple solutions that they own. I'm not afraid to offer ideas if they seem to be struggling but I am at pains to say that these are only there to stimulate the coachee to explore different options.

At the end of each session we will agree actions that the coachee wants to take between sessions and these are reviewed at the start of the next session. Also at the start of a session I ask what they particularly want to cover before continuing with the areas identified in the first session, and as modified as we've gone along. At the last session we will revisit the presenting goals and assess the progress towards them. I've found that if the coachee can get those around them to notice the changes they are trying to make by enlisting their support, then they are much more likely to sustain the changes they have decided to make.

# Rachel Holmes

## Contact Details

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## Location

London, the SE and SW England,  
Home Counties and the Midlands.

## References

Available on request



## Previous experience

My background is in travel, education and human resources, including seven years with a leading international publisher of psychometric instruments delivering accreditation and team development programmes in HE, the NHS, local government, and the financial service, management consultancy, professional partnership, pharmaceutical and petrochemical sectors.

I established my own consultancy in 2001 and 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/COO and aspiring Registrar/COO community since 2006. I run learning sets for the AHUA as well as other HE professional organisations. As a Key Associate for Advance HE (formerly the LFHE), I deliver the 'Leadership Styles' session on the 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

## Assessment tools used

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) and Hogan.

## Coaching approach and style

Clients and colleagues describe me as warm, open, engaging 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 in order to determine the action you wish to take.

# Kim Newton-Woof

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## Location

Coaching services can be provided in London and the South of England, South Wales and Ireland. Other national or international locations by agreement.

## References

Available on request



## Previous experience

After a decade of working in HE, I now operate as an independent organisation and leadership development specialist, facilitator and coach. My clients are organisations from the public and private sectors that are struggling to bring out the best in their business and people. I take an engaging yet pragmatic approach to helping leaders make sense of and master organisational and personal change.

With early career success as a teacher, communications expert and project manager, I honed skills in organisation development and design in a university environment. This included managing campus-wide portfolios of activity, centralised leadership development programmes, business model redesign and frameworks for transformation and culture change.

As an independent consultant and executive coach, I continue to work as a trusted partner for organisations, their leaders and senior teams in HE. In addition, I support clients from other sectors including, FE, health, finance, service and charity.

## Significant issues around which I have coached

- Transformation and leading through change
- Strategy development and operationalisation
- Leadership behaviour and performance (individual, team)
- Courageous conversations and conflict
- Leadership presence and personal impact
- Confidence and personal resilience
- Transition from management to leadership roles
- Stakeholder management and engagement

## Assessment tools used

- Insights Discovery
- Myers Briggs Type Indicator (MBTI)
- Self-assessment and 360 degree feedback

## Coaching approach and style

People who work with me want to be great at what they do and how they do it. They're searching for meaningful ways to sustain positive change – at a personal, team or organisational level – and together, we make it happen.

For my clients to be at their best, often it's the smallest changes that have the biggest impact. The key is working out what's really holding them back and exploring what can be done about it through powerful conversations.

Using a creative combination of questioning, assessment and feedback to provoke deeper thinking, I help my clients explore and challenge their activities and behaviours. They value my use of 'real' work to build trust, foster accountability and improve performance.

My approach works well for those who are willing to take time and space to think and explore what they do and how they do it, are open to reflection and healthy challenge, and are committed to making a change.

The wisdom, experience and creativity of human beings never fails to astound me. I believe the people with a problem have the solution. My role is to enable them to find it.

## What clients say about me

- Passionate, committed and courageous – with a great balance of support, challenge and drive
- Adds huge value with an energetic, creative and positive style
- Strategic and systemic thinker, translating complexity into simplicity
- An exceptional organisation development and design consultant, facilitator and HR professional



# Kevin Saunders

## Contact Details

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🌐 www.thelearningcurve.co.uk

## Location

Coaching services can be provided from the following locations: London, South and South East of England, Home Counties and Midlands.

## References

Available on request



## Previous experience of coaching

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 & existing)
- Managing resistance to change in self & others
- Raising self awareness through 360 reporting

## Assessment tools used

- 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, 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 you 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 both the private, public and HE sectors, including Director-level responsibility within a very large and culturally diverse organisation.

# Andrew Scott

## Contact Details

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## Location

Coaching clients are welcome to come to my office in the Lake District; otherwise, at venues throughout the North of England by agreement.

## References

*"Andrew Scott is an excellent facilitator, consultant and coach".*

Professor Colin Riordan.

Other references available on request.

## Previous experience of coaching

Extensive experience of coaching at senior levels in HE including VCs, Registrars/COOs, PVCs, Directors of Professional Services and many others over 18 years; also in other public, commercial and third sector organisations, ranging from large blue-chip internationals to small owner-managed enterprises. Post Graduate Diploma in Executive Coaching and Mentoring. Currently qualifying as a Time To Think coach and as a Coaching Supervisor.

## Previous experience

I have run my own consultancy for the last 30 years, working with commercial clients initially and increasingly with HEIs, which are now the large majority of my clients.

I am currently working with 10 UK universities, of all types and sizes, facilitating awaydays, running development programmes for academic and professional staff, designing and delivering skill development workshops, and coaching both teams and individuals.

In particular, the awaydays I facilitate for university executive boards and other senior teams, inform my understanding and enable me to help shape the dynamics of teams and leaders that lead to the delivery of outstanding results.

## Significant issues around which I have coached

- Moving into a more senior role
- Personal effectiveness
- Influencing and negotiating skills and strategies
- Leading teams
- Resolving conflict
- Leading in a political environment
- Balancing work, personal well-being, and other aspirations and commitments
- Shifting unhelpful stories (Imposter syndrome etc)

## Assessment tools used

I am an experienced and qualified user of MBTI (1&2), FIRO B and the Hogan suite of tools. Of these, my preference is the Hogan suite, which covers the Bright Side, the Dark Side (potential career derailers) and the Inside (motives and values). I also develop custom-built 360 feedback processes for individuals and teams.



## Coaching approach and style

At the initial meeting, I work with the individual to agree both what goals we are striving to achieve together, and also how we will work together to achieve those goals. Naturally, that is also an emergent process, so we re-visit this contract as we progress.

I am particularly drawn to Nancy Kline's Thinking Environment approach and am just completing my qualifying training with her organisation. This is predicated on the coach's role being to help the individual to do her or his very best thinking, through a process that is both supportive and challenging – in particular identifying and replacing unhelpful assumptions.

I have also developed (and published a book on) a specific approach to replacing unhelpful stories that we carry in our heads (Imposter Syndrome etc) and work with that when it is appropriate.

Underlying all that, is my understanding of the research that demonstrates that the most important component of effective coaching is the quality of relationship between the coach and the individual being coached: so I work hard to understand and empathise with my coaching clients, and establish a relationship based on an authentic mutual respect.

I am a member of a number of learning networks and take my own development seriously, with regular professional coaching supervision. I am also a member of the European Mentoring and Coaching Council and subscribe to their codes of professional conduct and ethics.

My clients say that I foster a safe, creative, thinking space, build supportive relations effectively and am committed to helping people think beyond their current thinking. I am also told that I am professional, intelligent, good humoured, supportive, focused, insightful, challenging, authentic, trusting and trustworthy, encouraging, and helpful.

The feedback I hear most frequently, and most value, is that I help to re-kindle hope.



# Jonathan Winter

## Contact Details

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## Location

Coaching services can be provided from the following locations: Manchester, Cheshire and other national or international locations by agreement.

## References

Available on request



## Previous experience of coaching

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

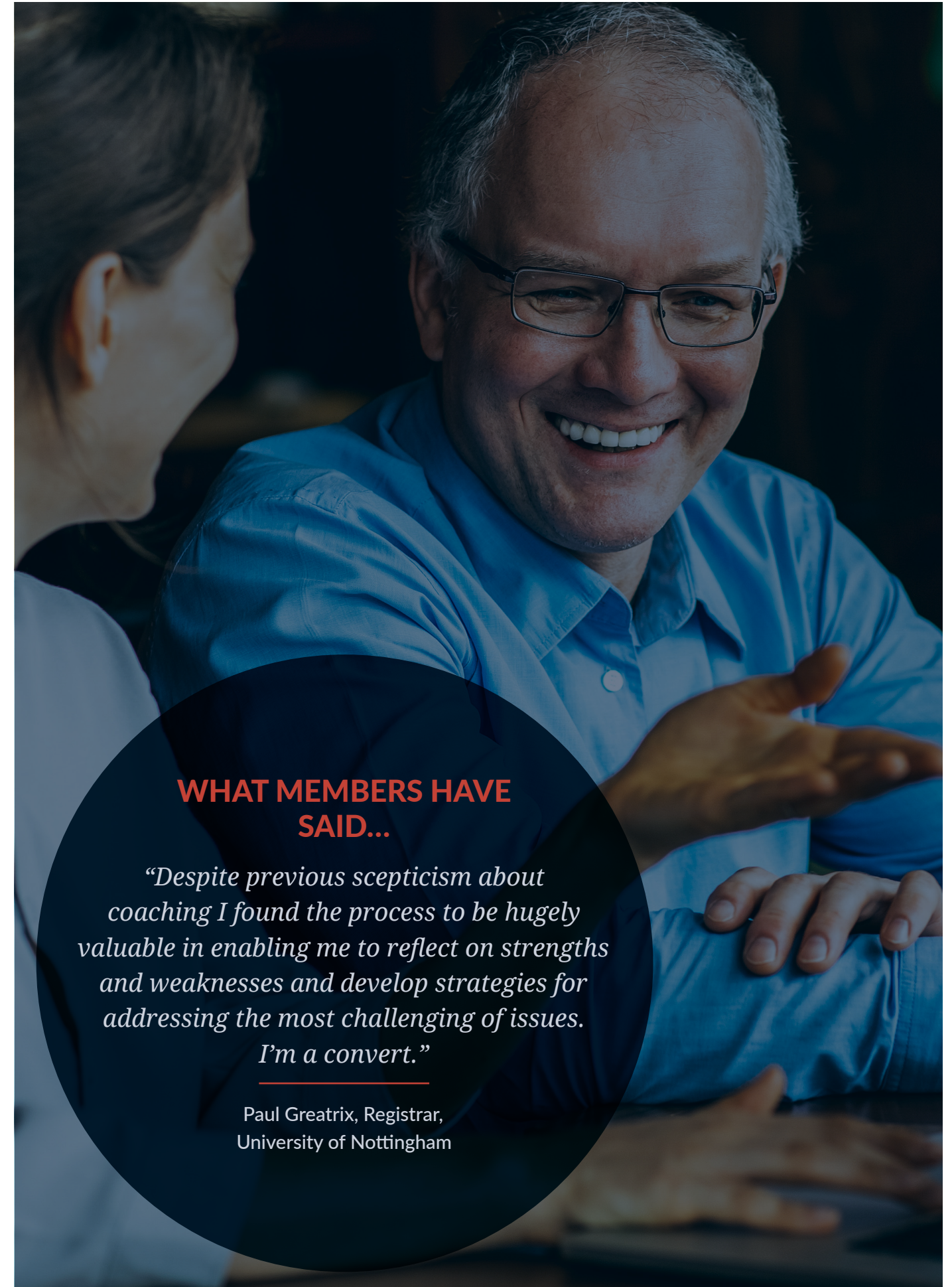
- MBTI (Step 2)
- 360 (in various formats)
- Wave and OPQ personality profiling
- Ability testing (numerical, verbal etc)
- British Psychological Society level A and B accredited

## 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.



## 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 and develop strategies for addressing the most challenging of issues.*

*I’m a convert.”*

Paul Greatrix, Registrar,  
University of Nottingham



## WHAT MEMBERS HAVE SAID...

*“The opportunity to have coaching sessions through AHUA in my first year as a new Registrar and Secretary has been invaluable. Being able to have that independent view to help think through challenging topics and issues has given me an added perspective and the opportunity to reflect on my own leadership approach. Prioritising the time in a busy diary to focus on personal development in this way has been a really positive investment.”*

Jo Horsburgh, Registrar and Secretary,  
University of York



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