



## Academic performance: *meeting the challenge*

Since Bibby Rumbelow was established in 2008 we have increasingly been asked by clients to help address performance issues with staff. Our most recent work has ranged from mentoring programmes for individual academic and administrative staff, through a structured programme to improve team relationships and productivity, to working with a whole faculty to make the wheels turn more smoothly.

Whilst we do not get involved in disciplinary or grievance issues our interventions can often be used as a neutral and fresh development opportunity for staff who are trying to improve outputs and/or behaviours that have been identified as under performance. We recognise the sensitivity and discretion that is required for this type of work and our team brings extensive experience of improving staff and team performance in HE from both senior posts and as consultants.

Below is a summary of the areas in which we regularly work. However, we recognise that performance issues rarely fit into neat categories and as such much of our work is a mixture of several of these areas. On the back page are examples of work undertaken by Bibby Rumbelow in these areas.

### ● **Coaching and mentoring for individual staff**

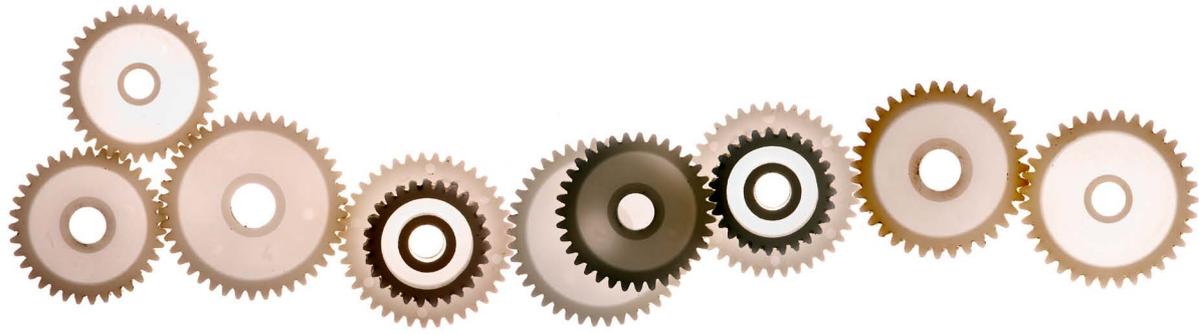
We work with academic and administrative staff individually to support and develop them to address challenges. We can help where a change in behaviour is required or perhaps where someone might need extra support for a demanding line management role. Our coaching and mentoring focuses on getting things done and we will work towards measurable outputs agreed in advance.

### ● **Coaching for teams**

This area focuses on improving the way teams work together to deliver service standards or identified outputs. Our emphasis is on managing and sharing workload effectively as well as ensuring that line management and team communication processes are running consistently and successfully.

### ● **Working with faculties to improve performance**

Working with departments and faculties we have delivered several larger-scale projects to improve performance across administrative, academic and senior teams. This work tends to be tailored to the individual department or faculty, but typically covers support for re-structuring, large-scale procedure and policy change, and development of new reporting systems and quality management.



### Individual mentoring for academic programme leader

**Duration:** One year, monthly meetings

**Aim:** Supporting the academic programme leader to introduce a more structured approach to line management and to take pro-active responsibility for team development.

**Outcome:** The programme leader has used his new-found confidence to lead his team to implement new ideas to increase student recruitment and retention.

### Individual coaching and mentoring for administrative middle manager

**Duration:** Three-month intensive intervention

**Aim:** Working with an operational manager to strengthen team communication methods, including the organisation and delivery of whole team meetings.

**Outcome:** At the end of the mentoring period, the operational manager was given the confidence to organise and run the team meetings alone and as a result the whole team was a stronger and more effective unit.

### Team coaching and mentoring

**Duration:** Six months – monthly meetings plus more formal interventions

**Aim:** Working with a team to manage an unpredictable and at times overwhelming workload, and to find effective ways of covering and managing staff absence.

**Outcome:** Working with the team, both individually and collectively, a range of methods to alleviate sources of friction was agreed as well the creation of a structure to revitalise team relationships.

### Large-scale performance related work with faculties

**Duration:** Nine months – contact as necessary, at least fortnightly throughout the period

**Aim:** To work with a whole faculty to review the management structures and to deliver performance improvements. In particular, to support senior members to design performance objectives and manage staff against these objectives.

**Outcome:** Delivered staff development interventions to support staff in both behavioural changes and changes in practice. Alongside this, team members at all levels were coached in ways to communicate, monitor and report on change. Worked as advisor, listening ear and at times cheerleader, but most importantly acted as an extra pair of (knowledgeable and experienced) hands to make change happen.

#### ● Pricing for academic performance work

We typically use our consultancy day rate for coaching and mentoring work to give clients maximum flexibility. Details of this rate can be found at [www.bibbyrumbelow.com](http://www.bibbyrumbelow.com)

As with all our work we will agree a proposal, outcomes and price in advance so that you are fully informed before making any decision.

For further information about Bibby Rumbelow's services to support academic performance, please contact Dr Judy Rumbelow on 01858 880 801 or [judy@bibbyrumbelow.com](mailto:judy@bibbyrumbelow.com)