

Dr Jeremy Hinks

PCC, SFHEA

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I am a natural leader with my experience developed over nearly 40 successful years. I have worked in pharmaceutical research, in university academic and professional services roles (University of Southampton), as a change agent in the National Institute for Health and Care Research (NIHR), and as an independent consultant and coach. Common themes throughout have been my abilities to:

- encourage new ways of thinking that foster individual and group creativity;
- support people in 'thinking about their thinking' through coaching, facilitation, mentoring & training;
- challenge people and teams to be more effective in all situations: open to learning, seeking improvement, welcoming diversity of opinion, and succeeding in ever changing contexts.

In 2016 I established my consultancy, **Alpamayo Coaching Ltd.** As a leadership and development coach I thrive in working with diverse clients: from early career researchers to established Professors; clinical directors to headteachers; board members in private and third sector organisations to youth workers supporting victims of gangland crime. Alongside, I am an inspirational trainer, a creative facilitator, and have wide experience of project and change management. My coaching approach revolves around four foundation elements: trust, support, challenge and change which I apply to individuals and teams, and through face-to-face or virtual connection. My clients report some truly transformative experiences in our coaching partnerships, which have made them stronger, more resilient and more effective.

Partnerships and collaborations

Know You More: Coaching Community Operations Director and Founding Coach; Director of the Build Up Coaching Skills programme

Clore Social Leadership: Affiliate coach on a range of leadership programmes and Find a Coach

Vitae: Affiliate coach on programmes for researchers and Fellows in the UK and across Europe

Maximum Coaching: Faculty member on ICF accredited coach training programmes

International Coaching Federation: Coach mentor

Organisational clients

Public sector/ NFP	Imperial College; Universities of Edinburgh, Glasgow, Leeds, Southampton, St. Andrews; Wessex Academic Health Sciences Network; National Institute for Health and Care Research; NHS Scotland and NHS Education Scotland; Care Inspectorate; NHS Trusts in England (various); Laboratory of the Government Chemist; Education Scotland; College Development Network; Hampshire CC; Chartered Institute for Management; Scottish Land Commission.
Charity Sector	Over 35 UK based charities <i>including</i> Action for Children, Princes Trust, On Side, Victim Support, Young Barnet Foundation, Fight for Peace, Woodland Trust, CRIN, ARC, Spring Impact, Muscular Dystrophy UK, Papyrus, National Voices, Princes Trust, Primary Care International, Renaisi, Save the Children.
Private sector	Ocado, Kingfisher, Five Rivers Environmental Contracting, IAC.
Church/ Cathedra	Association of English Cathedrals, Church Institutions, Diocese of Guildford.

Skills and achievements

Coaching and Facilitation

- Since **Alpamayo Coaching Ltd** was created in November 2016 I have completed over 1600 hours of coaching and around 600 hours of coaching CPD. My practice is informed by a deep knowledge of a number of coaching methodologies, enriched by my ability to adapt them for my client's benefit and draw on more than 35 years of my own professional experience.
- I have coached Senior Executives and Board members, senior and middle management in the private, public and charity sectors, University academic staff, schoolteachers, and university students.
- My coaching practice includes 1-2-1, group and team projects, and I am equally at ease with in-person or virtual connection.
- My qualifications include PCC accreditation (recently reaccredited to 2026) supported by extensive coaching CPD, mentoring and supervision.
- Masters Level Certificate in Executive Coaching and Mentoring awarded by the Institute of Leadership and Management (ILM).
- **Some examples of bespoke coaching projects I have been involved in.**
 - Lead coach on project to support adaptability and resilience for early career researchers in the Faculty of Engineering and Physical Sciences, employing two associate coaches;
 - Coaching in support of academics seeking promotion to Full Professor (STEM subjects) in support of adapting to their broader responsibilities;
 - Bespoke group coaching for academics of all experiences and disciplines in a programme created to build self-awareness, called Develop from Within (DfW);
 - Coaching for under-represented groups in Higher Education;
 - Group coaching for Professional Services in HE in a bespoke programme called *The Inner Game of Residential Services (TIGeRS)*;
 - Coaching for senior PhD students on the PLATO Training Network and the Caja Rural Fellowship scheme
 - Group Coach on a programme for Fellows at Imperial College, UCL, and King's College
 - Senior and founding coach with Clore *Find-a-Coach* programme available to leaders in the charity sector.
 - Coaching on Clore's leadership programmes including *Leading beyond Lockdown*, *Emerging Leaders*, and *Rise Up*.
 - *Coaching for Wellbeing coach* with NHS Scotland and leadership coaching with Education Scotland.
- I am a practitioner with Lumina Learning using their Spark and Emotion profiling tools which offer an accessible 'trait not type' evaluation of leadership behaviour preferences.
- Personal and team skills analysis using Lumina Spark that offers powerful insights to clients.
- Founder member and coach of Know You More (KYM) – an organisation offering a virtual coaching model bringing coaching on a large scale to private and public sector.
- I am Coaching Community Operations Director with Know You More as well as being a founding member and coach. I have responsibility for the professional development and wellbeing of a community of 150 independent coaches.
- My facilitation approach is built around the needs of the client drawing on my toolkit that includes methods for supporting divergent and convergent thinking. Examples include, Action Learning Sets, process mapping, KETSO, and World Café.

I have completed facilitation work across the Association of English Cathedrals, Universities of Leeds and Southampton, SUSU, and with multiple groups in the National Institute for Health and Care Research. In all cases there have been actionable outcomes arrived at with a high degree of agreement.

Training and Education

- Director of the KYM Build Up Coaching Skills training programme, accredited by the European Mentoring and Coaching Council (EMCC) in 2022, leading a Faculty team of over 20 people.

- In the last six years I have delivered training in communication and leadership styles; emotional intelligence; customer service; change management; building coaching skills; and process efficiency commissioned by a variety of clients (2017-present day), informed by 17 years of experience in academic module and degree course design (see below).
- Invited to deliver a webinar to NHS Scotland on *Self Coaching for Self-Care* in the early part of the pandemic. Attendance exceeded the 500 capacity of the conferencing system.
- I have designed and delivered video resources for the Professional Skills Curriculum at the University of St Andrews in areas including internal and external self-awareness; the competency cycle; Beckhard Harris change equation; The SCARF model; Exploring difference.
- As part of the Growing Adaptability and Responsiveness (GAR) programme I designed and delivered a course of 15 different modules about process efficiency including elements on SIPOC, prioritisation, value and failure demand, the Kano model in customer service, PDCA/ DMAIC (2016)
- I have 17 years of experience of design, delivery and assessment of undergraduate chemistry courses in theory, practical and work-based settings. Winner of the Science Faculty Education Award (2004).
- I was responsible for development of a suite of skills-based training programmes and events for 18-25 year supporting the development of 'real world' corporate awareness (1995-2013).
- I designed a range of practical learning experiences for primary & secondary school pupils that shifted the perception of the University in relation to how to do influential outreach activities (from 2000).

Change, Programme and Project Management

- I project managed a research collaboration between the NIHR and the Universities of Bristol and Southampton looking at the use of digital tools in clinical trial recruitment (2018).
- My project management supported the implementation of a revised Standard Application Form across the NIHR in response to a mandate from UK Government Chief Scientific Advisor (2016-2018).
- Programme (change) management of the GAR programme at NETSCC that included multiple process change projects and a training programme. As well as supporting a successful £160M contract tender there are many outcomes of this work that are now embedded in the operations and the cultural fabric of the organisation (2015-17).
- Process evaluation of the University approach to the Destinations of Leavers from Higher Education (DLHE) survey whose outcomes are of strategic importance to the university (2014). Outcomes led to a significant improvement in the league table return.
- Managed multiple change programmes in my roles in chemistry and Residences that required clarity of vision and transparency in communication with both student and staff communities.

Leadership, management and representation

- I am Director of Alpamayo Coaching Ltd. Since April 2018 I have contracted with 50 different organisations and collaborated on coaching programmes with three others.
- I am Coaching Community Operations Director with Know You More leading the professional development and wellbeing of a community of 150 independent coaches.
- I am lead coach on a University based coaching programme for Early Career Researchers, working with my associate coaches to achieve a scalable delivery to meet our client's needs.
- I devised and led new ways of working in the Research on Research (RoR) team at the NIHR. RoR is responsible for meta-research providing an evidence base for continuous improvement in NIHR's research management activity (2017).
 - My management facilitated a research output of seven publications in 2017.
 - A stronger, better understood RoR team has been created under my leadership.
- My influence over the NIHR Evaluation, Trials and Studies Coordination Centre (NETSCC) executive team was critical in building the Growing Adaptability and Responsiveness (GAR) programme. GAR was influential in NETSCC's success in the renewal of its contract, the biggest consultancy contract at the University of Southampton with a value of £160M over 10 years (2016-17).
- As Residences Manager (2013-15) I led a team of 100 staff in provision of a 24/7 service to students in the University of Southampton's Halls of Residence. In a three year period my leadership led to:

- A more profound understanding of customer service across the Residential Services.
- Greater integration of residential community life into the overall student experience.
- Commissioning of services that expanded the residential estate by nearly 20%.
- Winning a team Vice Chancellors Award recognising extraordinary service standards (2014)
- I was selected by my peers to be Deputy Head of Chemistry (Education) (2010-13) and in this role I led the Department's under- and postgraduate taught programmes. In my period of office I collaborated with colleagues to create new courses and ways of working to streamline teaching activity without lowering academic standards or the high quality of our student experience.
- I had many other leadership roles at the University of Southampton, all of which influenced my coaching and people management skills. Three outcomes of which I am particularly proud are:
 - Doubling the number of chemistry students without lowering academic standards during my time as Director of Admissions (from 200 to 400) (2007-2012)
 - Raising the standard of the student experience to be the best in the UK (Guardian, 2010) while I was in charge of the academic programmes.
 - Developing a unique Master in Chemistry (MChem) placement programme with over 80 collaborating organisations in 14 countries – leading to a huge improvement in our students' preparedness for employment (2003-2013).
- I was elected by my peers to the Royal Society of Chemistry Science, Education and Industry Board and was one of the first Senior Fellows of the Higher Education Academy (SFHEA) at the University of Southampton, a reflection on my influence and credibility within the community.

Dissemination

- Blog content shared via my website www.alpamayocoaching.com.
- Occasional short thought provoker videos called WARES created with a colleague on coaching related topics and shared on LinkedIn. For example, one on '[non places](#)' and another on '[the beholder's share](#)'
- A [paper on self-reflection and coaching skill](#) published by the General Teaching Council for Scotland (p33); An invited webinar in the Leadership Links series hosted by NHS Education Scotland on [Self-Coaching for Self-Care](#);
- A podcast on [Insights into coaching and self-awareness through the lens of the competence model](#) accepted by the International Coaching Federation and hosted on their website
- Training materials for coaching skills programmes produced for Know You More to private sector clients (IAC); St Andrew's University; KYM's Build Up coaching skills programme
- Multiple scientific papers and co-inventorship on several pharmaceutical patents.

Current employment

Alpamayo Coaching Ltd
(2016 – present day)

Director: Coach, Facilitator, Trainer, Consultant

Past employment

National Institute for Health and Care Research
(NIHR)
University of Southampton
(2016-2018)

Senior Programme Manager
Lead of Growing Adaptability and
Responsiveness (GAR) Programme
Lead of Research on Research (RoR)

University of Southampton
(2013 – 2016)

Senior Manager, Residential Services

University of Southampton
(1995 – 2013)

Deputy Head of Chemistry (Education)

and several other senior academic positions including
Director of Programmes, Director of Admissions, MChem
Placement Tutor, Senior Tutor, Exams Officer,
Industrial Liaison Officer.

SmithKline Beecham Pharmaceuticals
(1982-1995)

Medicinal Chemist
(Senior Scientific Officer)

Education and Professional membership

Masters Certificate, 2017

Executive Coaching and Mentoring (ILM)

Doctor of Philosophy, University of
Southampton, 2002

The Synthesis of Furofuran Lignans

First Degree, Kingston University, 1987

Graduateship of the Royal Society of Chemistry
(RSC): *Pass with distinction*
(winner of the RSC Downland award)

Secondary Education

5 'A' levels (1982), 1 'O/A' level; 9 'O' levels (1980)

Professional membership

International Coaching Federation (PCC accredited)
Higher Education Academy: Senior Fellow
Royal Society of Chemistry: MRSC, CChem (to
2015)

References

Available on request