**National Army Museum**

**Coaching for the Senior Leadership Team – Proposal**

1. **Background**

The National Army Museum’s (NAM) mission is to connect people with the Our Army and its soldiers. Through five permanent galleries the public can explore what it’s like to be a soldier, why we fought in conflicts – past and present; and discover British society’s sometimes conflicted relationship with the Army. The Museum holds world-class collections relating to the Our Army and is supported by a well-developed Collections facility at Stevenage.

We aim to be an inspiring, vibrant and successful world class national museum engaging, exciting and inspiring our audiences, with an annual physical footfall of >300K and digital >3mil, dedicated to the history of Our Army and the soldiers who served in it. An institution regarded as authoritative, nationally and internationally, sitting at the heart of a thriving national military history and heritage ecosystem. Regarded as the default heritage partner by the British Army and specialist societies of subject experts. An institution where the staff have an understanding and empathy for the Army and a real commitment to the cause of telling Our Army’s story. An agile institution that puts ideas into action swiftly and is enabled through efficient processes and strong finances. A place where people love their work as part of an inclusive team and feel that they can develop and grow as professionals and volunteers.

We have ambitious strategic objectives to achieve over the coming four years to ensure we live up to our Royal Charter objectives and provide value for money to the Army, and our Sponsor Department.

1. **The Issues**

* Colleagues have highlighted a number of areas of frustration in getting things done.
* Achieving our objectives as a small National Museum will require sustained high performance based on clear objectives and dedicated resources.
* Direction and priorities for work requires input from various departments and working in silos has caused friction and diluted accountability.

1. **A new way of working so that NAM can meet its objectives and be a better place to work for all colleagues**

To achieve our full potential for high performance we are changing the way we work, which will require us all to think in a different way.

We have:

* Strengthened cross departmental working by creating seven public facing delivery teams drawn from across the existing departments within NAM and each focused on a specific audience facing output or priority project. Each team will have an accountable and empowered team leader. For those not working in public facing delivery teams have been grouped into enabling teams built largely around existing support departments.
* Introduced standardised team charters, which create clarity of purpose, resource allocation (people and finance) and timeframes.
* Introduced of a new institutional “battle rhythm” to better support decision making, operational co-ordination and planning.
* Introduced of a single authoritative NAM annual and quarterly forecast is being introduced.
* Introduced (and developing) agile working to improve the way we work based on digital platforms accessible to all colleagues and supported with adequate and ongoing coaching and training to ensure confidence amongst system users.

Existing departmental homes will continue to group colleagues with certain skills, and provide certain institutional outputs, personal development and individual objectives, but will not be involved in day to day management of tasks.

1. **Coaching Requirements**

To support the new ways of working, one-to-one and group session coaching for members of the Senior Leadership Team (SLT) is required. As we move away from a hierarchical structure towards self-organised teams where senior leaders are responsible for the overall target setting, performance, and where needed, guidance for specific delivery and enabling teams, a new leadership style is required.

Senior Leadership Team

Director, Justin Maciejewski

Deputy Director, Mike O’Connor

Assistant Director (Collections), Ian Maine

Assistant Director (Enterprise), Dawn Watkins

Assistant Director (Human Resources), Teresa Scott

1. **Required Outcomes**

* Develop the leadership skills required to enable and sustain effective planning, communications support and empowerment of others.
* Develop the skills to enable team leaders to take ownership, responsibility and greater accountability for a project; and for problem solving.
* Develop skills around conversations on strength-based feedback.
* Develop skills around conversations to establish objective setting in a way that fosters accountability and alignment.
* Develop the skills to deal with the psychological effects of change upon morale; and in the delivery, engagement and motivation of teams and to facilitate and drive culture shift and change management.
* Develop the skills to have uncomfortable but sometimes necessary conversations and deal with confrontation.
* Greater institutional flexibility and agility.
* Sustainable workloads with clearer priorities.

1. **Proposed Programme**

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| Tender Invitation issued | 5 November 2020 |
| Tender submission to NAM | 27 November 2020 |
| Short listed interviews/presentation | w/c 14 December 2020 |
| Successful contractor appointed | 17 January 2020 |
| Proposed dates of work | January - April 2021 |

1. **Tender Process**

The process to be followed will be in accordance with the NAM Financial Procedures Manual in that it will be a sealed bid process.

The NAM will not necessarily award to the lowest price tenderer. NAM reserves the right to appoint the contractor who has interpreted the brief fully and provides value for money.

Clarifications

All enquiries in the first instance should be directed to:

* Assistant Director Human Resources - Ms Teresa Scott tscott@nam.ac.

Tender Return

All electronic tender documents/electronic media are to be addressed to [tenders@nam.ac.uk](mailto:tenders@nam.ac.uk) and annotated with “TENDER DOCUMENTS NOT TO BE OPENED BEFORE Tuesday 27 November at 9am. Tenders shall comprise of 2 x hard copies and 1 x electronic (PDF format). Tenders incorrectly addressed or late will automatically be disqualified.

On no account are the tender documents to be passed to the requesting department before the tender board date, any documents sent in breach of this may at the discretion of the Board exclude the tender submission.

Tender “hard” copies shall be submitted to:

Secretariat

National Army Museum

Royal Hospital Road

Chelsea, London SW3 4HT

Tenders are to remain open for acceptance for a period of 90 days. The tender price is to be inclusive of all fees, travel and subsistence

The Tender Board will comprise the Project Board and other nominated individuals.

Tenders will be assessed on the following criteria:

Fee 50%

Qualifications and Experience 10%

Approach to delivery 30%

Presentation 10%

1. **Tendering costs**

The Museum will not be responsible for or pay for any costs or expenses that are incurred by any tendering contractor in preparing and submitting their tender.