

Curriculum vitae

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"You must be the change you wish to see in the world." Mahatma Gandhi

"The world we have created is a product of our thinking; it cannot be changed without changing our thinking." Albert Einstein

Something about me

I live in the beautiful North Pennines, in a portion of what was the Alston with Garrigill workhouse. The old workhouse buildings and enclosed grounds are now home to a community of eight people, and we share energy resources and grow our own fruit and vegetables. My partner Steve and I have lived in Alston for nine years and we love it.

I enjoy running and cycling in the Cumbrian Fells, whatever the weather. A member of 'A Bit Crack', a Newcastle-based storytelling club, I tell stories in both the hearthside and professional tradition. I am qualified to teach Introductory level Iyengar Yoga and teach a weekly class in Alston. For the last twenty five years, I have been deeply committed to the peace movement, and continue to undertake voluntary conflict resolution work in areas of conflict, such as Kosovo.

I feel I'm a well-balanced, happy and constructive person in work and play.

Education

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| 2005 current | University of Bath School of Management
PhD: Professional Folk Devils: Towards a new delinquency – an exploration of attitude and activism in organisations |
| 2002–2004 | University of Bath School of Management
MSc Responsibility and Business Practice (passed with distinction)
An innovative management degree which addresses social, environmental and ethical issues, using inquiry and self reflective learning. Workshops included: new economics, ecology and sustainable development, humanity and enterprise, diversity and difference. |
| 1999 | University of Durham
PGDipHE Teaching and Learning in Higher Education (pass) |
| 1980-1983 | University of Kent at Canterbury
BA(Hons) English and American Literature (2:ii) |
| 1974-1980 | Selby High School (North Yorkshire)
4 A levels (English Literature (A), Geography (A) Biology (C) General studies (B))
9 O Levels (Maths, English Literature, English Language, Geography, French, Chemistry, Biology, Physics, General Studies) |

Career

I have never consciously followed a career path, just looked for challenges congruent with my passions and personal values. My working life comprises three entwined threads of experience and learning:

2003-current: Researcher, consultant and project manager in sustainability, social justice and action research

1993-2002: Lecturer in Higher Education

1984-1993: Communications management in private industry

Researcher, consultant and project manager in sustainability, social justice and action research

April 2005 onwards Self employed facilitator and consultant

Self-employed facilitator and consultant to community organisations and a range of businesses. My contracts included:

- Coaching the board of directors of a wind turbine company in sustainable leadership approaches
- Facilitating learning sets at middle management level in two large plcs in the North East
- Personal coaching to five female middle managers and directors in the North of England
- Project managed and delivered a senior management development initiative, working with the senior team at Business Link Tyne and Wear
- Company secretary and member/director at the Moody Baker, an Alston-based workers' co-operative
- Running short courses for social enterprises in non-hierarchical management, stakeholder management and human resource management
- Managing the completion of Deneholme, a venue and conference centre in the North Pennines, developing pricing, bookings and customer service processes, and marketing the venue

January 2003 – New Economics Foundation

April 2005 Internal Learning Co-ordinator, Local Alchemy

nef is a radical think-and-do tank, which challenges mainstream thinking by developing new, more inclusive economic models which work for people. My role was to research, design and develop the content and process for a community-led economic development product called Local Alchemy (LA), which is being piloted in eight areas of the East Midlands, and is sponsored by the East Midlands Development Agency. My role comprised:

- Designing and developing participative and accessible workshops and other activities to promote local economic literacy and generate economic ideas.
- Training LA coaches to deliver the workshops and other activities
- A major contribution to the overall design of phase 2 of the pilot: exit strategies; selection criteria, evaluation and feedback processes.
- A major contribution to the design of the overall Learning Framework for the project, which is our mechanism of capturing our experiences and further developing the product

- Development and design of a LA coaching approach, which at its heart requires coaches to enable rather than initiate. The approach incorporates existing coaching models as well as an original LA design.
- Designing and delivering a coach development and learning programme
- Significant input to and influence on the philosophical and conceptual direction of Local Alchemy

In addition to this, I also led and co-ordinated the capture of learning across the new economics foundation, which is a not-for-profit organisation of 50 people plus an associate network.

1993-2002: Lecturer in Higher Education

During this period I worked in the higher education sector:

Leeds Metropolitan University: Senior lecturer in public relations. Taught on the BA Public Relations, MBA, MA in European Public Relations (for which I was also course director) My teaching and research topics were: stakeholder relations, reputation management, community management, corporate governance and sustainable development and I published seven papers in RAE-rated academic journals during that period

Durham (University) Business School: Programme manager. Working principally in executive education. My clients included Barclays Bank, HBOS, Royal Bank of Scotland, AMEC, and SMEs throughout the North East. For these clients I designed and delivered senior management development and learning programmes, principally in triple bottom line management and sustainable leadership practices.

During my time at Durham I also acted as a subject specialist quality auditor for the Higher Education Quality Assurance Agency;

I was a member of the Business School's Teaching and Learning Committee, and was responsible for researching and disseminating best practice in higher education teaching and learning through workshops and group development within the Business School.

1984 –1993 Communications management in private industry

During this period I worked for three different companies:

BICC plc (cables and construction): Corporate communications manager

Logica plc (computer software): Head of corporate relations

EG&G Inc (engineering): Vice president corporate communications

Across the three companies, my growing responsibilities were: media relations, investor relations, employee relations, design and publications, stakeholder and reputation management. I managed between 3 and 12 people, and budgets of up to £2million.

Personal Projects (recent and current)

Non-Executive Director, Primary Care NHS Trust: I was elected to the board of this new primary care trust in late 2003, on the strength of my experience of working with senior managers on personal and organisational development while at Durham Business School. My main contribution has been to champion continuous professional development across the organisation, and support the organisation as it adapts to its trust status.

Director and Member, the Moody Baker Workers' Co-op: As a member, I baked bread, savoury and sweet baked goods, and served in the shop. As a

Director I advised the Co-op on all aspects of running a small bakery, such as production, stock control, procurement and staff issues, as well as on the legal and ethical details of co-operative models of working.

CARPP Vital Network: This network comprises people who have been or are involved in the Centre for Professional Practice in Action Research, at the University of Bath. What we have in common is an education, training and interest in action inquiry and research. The network follows business opportunities such as action research contracts and consultancy to which I contribute if time allows. The CVN also runs ongoing action inquiry workshops and training which help me maintain and develop my skills.

Business with Altitude: Alston Moor, where I live, has been described by New Sector Magazine as "*a hot bed of co-operative and social enterprise*". I sit on the advisory board of Business with Altitude, a funded project to support and grow emerging and existing sustainable social enterprises on Alston Moor. My primary contribution is to champion the development of a network of associates and mentors who support social enterprises on the moor.

Skills

Critical thinking: I have worked since 1984 – almost 21 years – and during that time have amassed, in many different contexts, a wealth of experiential learning. All of these layers allow me to frame new and current situations using a variety of different contexts to give fresh perspectives. My recent education has allowed me to study 'new paradigm' concepts and theories in some detail and I have developed a rigour and attention to detail in my work. I am particularly sensitive to congruence, language and power.

Whole systems thinking: As well as a depth to my thinking, I also have a breadth. Through my general business experience, my academic training, and my three different director roles I have learnt to consider issues in the context of the whole, with all the symbiosis and interconnections that this implies. This influences the solutions I offer and the interventions that I make.

Designing and delivering learning: My knowledge of learning theory, together with cumulative work experience means I have the skills to design learning from long term, accredited courses to workshops and personal mentoring programmes

Facilitation: I am an experienced and practising facilitator, trained in a variety of different approaches, and able to work with individuals and groups.

Business advice: I am familiar with, and can advise on and train in, the legal and business structures of social enterprises and co-operative working, together with the day to day reality of working in non hierarchical consensual decision making environments. I have solid experience in the basics of setting up businesses: finance, marketing, procurement and delivery.

Project management: My work record demonstrates that I am able to lead and work with others on large and small, complex and simple, multi and single discipline projects which involve different stakeholder groups, hands-on practical work and doing what it says on the tin.

Team working and self sufficiency: I much prefer team working, where talents combine and the sum is greater than the parts. Within this context, I muck in, do my own admin, and make an excellent cup of strong Yorkshire tea.

Training (a selection)

Myers Briggs Types Indicators Qualifying workshop: I am MBTI qualified (via Durham Business School, 2001)

Harthill Associates Leadership Development Framework: accredited practitioner training (2003)

Facilitation training:

Roffey Park:

Practical Facilitation Skills (1999)

The Art of Facilitation (2001)

CARPP:

Module 1: Stages of group development and models of group dynamics

Module 2: Groups and organisations as systems

Module 3: Groups and organisations as complex adaptive systems

(all 2002-2003)

Storytelling

Emerson College:

The Fine Line: Storytelling and Conflict (2002)

The Voice of the Storyteller (2003)

Earth Activism Training

A three week course, with Starhawk and colleagues, which uses permaculture principles and practices to develop sustainable and progressive approaches to activist organising.