

Sheila Marsh BSc MBA (Warwick) PhD (Lancaster) FCIPD

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Summary

Sheila has spent her career in management, learning, policy development and research, with the last 22 years spent in **consulting in the public and not-for-profit sectors**. She has focused on change through management development strategy and practice, including approaches to achieving quality services, analytical and problem-solving skills, working with diversity/equality issues, applying 'whole systems' methodologies, as well as on facilitation, training design, policy development and research. She works with organisations, teams and with individuals.

She has developed and led a number of **post-graduate programmes** in partnership with universities and public sector employers: with local government since 1993, and since 1997 also with NHS. She has since 1999 co-designed and co-led two Masters programmes for managers/leaders in health and social care. The first concerns the **changing policy agenda in health and social care and its demands on leaders** from the NHS, Social Services and voluntary sector. The second builds in personal development for leadership through **action learning** and was developed as part of the *Leadership London* initiative sponsored by the NHS Workforce Development Confederations in London in 2001-04. (see <http://www.cspp.health.tvu.ac.uk/FactSheets.html>)

Issues of **gender, ethnicity, disability and other identities** have been a key part of Sheila's work since 1980 as a manager, trainer and in consulting work, in terms of both policy and practice.

Sheila has continued her development through **doctoral studies** at University of Lancaster Business School, Department of Leadership & Management Learning, focusing on interaction between participants in the consulting process (awarded PhD 2006). She published her work with Palgrave Macmillan in 2009.

Recent consulting, learning/development and research work

1 consulting

2008 – date **Investment for Health** – with Maria Duggan advising NHS North West on how to increase health outcomes from public investment other than the NHS

2008 – **Community Cohesion** – policy development for Government Office of the North West and North West Strategic Health Authority launched April 2008 – the '10 challenging questions' in this work formed the basis of national guidance for the health system on

community cohesion published November 2008 by the Institute for Community Cohesion.

2007 - **London Cycling Campaign** - major strategy development project using 'open space' events (with Roma Iskander)

2005-date - **facilitation work with local authorities** in Berkshire, Bristol, Bucks, Devon, Hampshire, North Somerset, Poole, Portsmouth, Wiltshire. This supports members and officers with **health scrutiny**, especially joint scrutiny processes, or more recently in developing **Local Involvement Networks (LINks)** (member of expert team commissioned by **Centre for Public Scrutiny and Democratic Health Network**)

2005 - review of **strategic partnerships** for a 'New Deal for Communities' project in London

2004 - design and management of **stakeholder involvement workshops** for the **Chief Nurse's Review** of the role of nurses in work for vulnerable children as part of developing '*Every Child Matters*' [with Roma Iskander]

- carrying out a **cost benefit analysis** for **North Central London Workforce Development Confederation** on pre-employment schemes in the NHS

- supporting **service users** involved in work to develop the national strategy for personality disorder [with Maria Duggan] for **Dept of Health**

2003 - co-developing work for **Essex Strategic Health Authority** to involve users, trust staff and other key stakeholders in the **Modernisation Programme for Mental Health** (with Maria Duggan and Kate French)

- **organisational review** involving a variety of stakeholders in health and social care to develop appropriate voluntary sector structures in **London Borough of Hounslow**

- development [with Maria Duggan] of a **community cohesion strategy** for **Bracknell Forest Borough Council**, including a multi-stakeholder workshop

2 learning/development (other than teaching university programmes)

2007- date - '**Open Space**' facilitation - co-leading facilitator training with Roma Iskander (see www.healthdirections.org.uk/openspace.htm)

- **materials development** for PG Cert in Strategic Workforce Planning (see <http://www.healthcareworkforce.nhs.uk/pgcertificate.html> the first accredited national programme for **NHS Workforce Planners**, with Thames Valley University

2005-06 - supporting **peer mentoring** for and by local councillors in South East region, commissioned by **Local Government Information Unit and Improvement & Development Agency**

2005 – led team to create learning and development strategy to support work on **health inequalities** for Nottingham City Council & health partners (with Roma Iskander)

2003 – **workforce development review** for **Barts and the London NHS Trust** [with Maria Duggan, Marsaili Cameron, Marion Macalpine, Roma Iskander]

3 research

2008 – **Public Health Research** – scoping project for NHS NW (with Maria Duggan) on extending scope and reach of research on social determinants of health for local population, resulting in new Centre for Transformation of Population Health being set up 2009.

2006-07 **The King's Fund** – evaluation of Partners for Health grants scheme & publication at <http://www.kingsfund.org.uk/document.rm?id=7386>

2006 - Phase two '**swampy ground**' – research study on the nature of collaborative working across health and social care sponsored by Thames Valley University - 4 new cases developed [with Marion Macalpine]; see www.swampyground.org Early phase 2001 sponsored by NHS London.

2002 – researching and writing a resource tool for people involved in health scrutiny for **Dept of Health** [with Maria Duggan]

2001-2006 - Doctoral work at **University of Lancaster**: the nature of relationships and interaction in public sector management consulting (supervisors Prof Michael Reynolds & Dr Sharon Turnbull; examiner Prof Karen Legge, Warwick University)

1999-2001: the **Audit Commission** 'what works where?' researching the change process in NHS trusts and local authorities

1994/5 **The King's Fund**, co-researcher & co-author of *Our Own Capabilities: clinical nurse managers achieving strategic change*, 8 case studies on strategic management and gender issues in health published by the King's Fund.

Early career

From management in hotel & catering operations, she moved to the Hotel and Catering Industry Training Board, advising a variety of national firms and running the small business advice service for London. This background gives her experience in delivering demanding customer services and a practical and developmental orientation to consulting. Subsequently in local government in the 1980s, she worked on regeneration leading training policy work and project development for the Greater London Council and heading economic policy work at the London Strategic Policy Unit. She began her consulting business in 1987. (see www.opustrg.co.uk) Her consulting work has involved long term relationships with organisations such as Amnesty International (1987-1995), Audit Commission (1992- 99), City University (2003-05), Civil Service College (now National School of Government) (1988-date) and

Thames Valley University (1996-date). A full list of employers prior to 1987 is given at the end.

Affiliations

Visiting Fellow in Management Education, Faculty of Health & Human Sciences, Thames Valley University since 1997;

Associate of Civil Service College, Sunningdale (now National School of Government), since 1989;

Fellow of Chartered Institute of Personnel & Development 2007 (Member since 1987) (FCIPD)

Director, Continuous Learning in Organisations Ltd. since 2003 (leadership development partner with Thames Valley University)

Publications

2009 *The feminine in management consulting: power, emotion and values in consulting interactions*. Basingstoke: Palgrave Macmillan

2008 'Funding the practice of learning: exploring the relationship between funders and grant recipients', with M. Cameron, S. Dewar & K. Hinds, *Evidence & Policy*, 4(4), p.293-312

2008 'Unpicking the managerial stitches: challenging the sutured subjectivities of public sector managers in our corporate dominated world.' with Marion Macalpine, *Journal of Workplace Rights* 13(2), p.115-132.

2008 'In the swampy lowland: using hypertext to navigate the multiple meanings of partnership' with Marion Macalpine, in *Organising and Re-organising - power and change in healthcare organisations*. E Ferlie, P Hyde & L McKee (eds) Basingstoke: Palgrave Macmillan.

2007 'Consultants, confidante)s and consorts: advice-giving in the premodern offering a 'feminine' discourse of management consulting'. Paper at the 5th *International Critical Management Studies Conference*, Univ. of Manchester.

2006 *(Re-)animating a 'feminine' discourse of management consulting*. PhD thesis, University of Lancaster.

2005 'On being white: there's nothing I can say': exploring whiteness and power in organizations, with Marion Macalpine, *Management Learning*, vol 35 no 4 429:450

2005 'I didn't have the balls for it': a space for the feminine in consulting?' in *Critical Management Studies at Work: Multidisciplinary Approaches to Negotiating Tensions between Theory and Practice*. T. LeTrent-Jones, M. Vonorov, D, Weir and J. Wolfram-Cox (eds) London: Edward Elgar forthcoming 2009)

2005 'Research supervision as hologram: a space for critical influence on organisational practice?' with Marion Macalpine, in *Critical Management Studies at Work: Multidisciplinary Approaches to*

Negotiating Tensions between Theory and Practice. T. LeTrent-Jones, M. Vonorov, D. Weir and J. Wolfram-Cox (eds) London: Edward Elgar forthcoming 2009)

- 2002 'Perversity and absurdity in 'high' managerialism: the role of management educators', with Marion Macalpine, paper at 3rd *International Conference on Connecting Learning and Critique*, July, Cambridge
- 1999 'A 'really useful' tool for managing paradox', with Marion Macalpine, *Journal of Management Development*, vol 18 no 8
- 1999 'Can you have 'critical management' as well as improve services?' with Marion Macalpine, paper at 1st *International Critical Management Studies Conference*, July, Manchester
- 1998 'Negotiating a 'borderland' : nursing, gender and management', with Marion Macalpine, *Health Services Management Research*, 11, 221-227
- 1998 'Gendered management: building crucial connections between gender and organisational discourses and management practice' with Marion Macalpine, paper at *Gender, Work & Organisation conference*, Manchester, January.
- 1996 'Cautionary Tales : managing in the internal market', *Journal of Management Development*, vol 15, no 2
- 1995 *Our Own Capabilities: clinical nurse managers achieving strategic service improvement* with Marion Macalpine, a study commissioned and published by The King's Fund, London [repub. Hodder 1999]
- 1992 'The enabling committee and how it works', with John Fairley, *Local Government Studies* Autumn, University of Birmingham

Publications & Papers

- 2009 *The Feminine in Management Consulting: power, emotion and values in consulting interactions*. Basingstoke: Palgrave Macmillan.
- 2008 'In the swampy lowland: using hypertext to navigate the multiple meanings of partnership' with Marion Macalpine, in E Ferlie, P Hyde & L McKee (eds) *Organising and Re-organising – power and change in healthcare organisations*. Basingstoke: Palgrave Macmillan.
- 2008 'Unpicking the managerial stitches: challenging the sutured subjectivities of public sector managers in our corporate dominated world.' with Marion Macalpine, *Journal of Workplace Rights* 13(2), p.115-132.
- 2007 'Consultants, confidant(e)s and consorts: advice-giving in the premodern offering a 'feminine' discourse of management consulting'. Paper at the 5th International Critical Management Studies Conference, Univ. of Manchester.
- 2005 'On being white, there's nothing I can say: exploring power and whiteness in organisations', with Marion Macalpine, *Management Learning*, Vol. 36, No. 4 p.429-450
- 2005 'I didn't have the balls for it': a space for the feminine in consulting? Paper at 4th International Critical Management Studies Conference Cambridge July (paper to be published in: *Critical Management Studies at Work: Multidisciplinary Approaches to Negotiating Tensions between Theory and Practice*. T. LeTrent-Jones, M. Voronov, D, Weir and J. Wolfram-Cox (eds) London: Edward Elgar 2009 forthcoming)
- 2005 'Research supervision as hologram: a space for critical influence on organisational practice?' with Marion Macalpine, paper at 4th International Critical Management Studies Conference Cambridge July (paper to be published in: *Critical Management Studies at Work: Multidisciplinary Approaches to Negotiating Tensions between Theory and Practice*. T. LeTrent-Jones, M. Voronov, D, Weir and J. Wolfram-Cox (eds) London: Edward Elgar 2009 forthcoming)
- 2003 'Leading from the front may mean asking questions, not issuing instructions: how can leadership research convert to a Masters degree?' with Trevor Dolan, paper at the 2nd International 'Studying Leadership' Conference, Lancaster University, December
- 2002 'Perversity and absurdity in 'high' managerialism: the role of management educators', with Marion Macalpine, paper at 3rd International Conference on Connecting Learning and Critique, Queens' College, Cambridge July
- 2002 www.swampyground.org - website for health & social care research project on partnership, developed with Marion Macalpine & Wendy Clark & extended 2006
- 1999 'A 'really useful' tool for managing paradox', with Marion Macalpine, *Journal of Management Development*, vol 18 no 8 p.642-651

1999 'Can you have 'critical management' as well as improve services?' with Marion Macalpine, paper presented to First International Critical Management Studies Conference Manchester July

1998 'Negotiating a 'borderland' : nursing, gender and management', with Marion Macalpine, *Health Services Management Research*, vol 11, p.221-227

1996 'Cautionary Tales: managing in the internal market', *Journal of Management Development*, vol 15, no 2 p.69-79

1995 *Our Own Capabilities: clinical nurse managers achieving strategic service improvement*, with Marion Macalpine, a study commissioned and published by The King's Fund, London

1992 'The enabling committee and how it works', with John Fairley, *Local Government Studies* Autumn, University of Birmingham

Employers prior to 1987 (when self employment commenced)

Name and Address of Employer	Post Held	From To	Reason for leaving
London Borough of Camden for the London Strategic Policy Committee (a consortium of 9 inner London Boroughs)	Head of Economic Policy Group (a group of 50 staff continuing the industry and employment work in London of the former GLC)	11 Feb 1986 - 30 Jun 1987	Instability of employing group. Opportunity to work independently
Greater London Council, Industry and Employment Branch	Head of Greater London Training Board Support Unit (the Board was a committee of the GLC working on training/ skills/labour market issues with a £6m grants programme)	12 June 1983 – 11 Feb 1986	Abolition of the GLC
Hotel & Catering Industry Training Board, London Region team	Training Adviser	Sept 1979 – 12 Jun 1983	For promotion & better pay.