

## CORE FACULTY



### **Howard Atkins**

Howard is a Business Development Associate at Ashridge, and an independent leadership and organisation development consultant. Previously Howard was a Business Director and Leadership Team member of Ashridge Consulting. His speciality is in helping senior managers develop their leadership capability, and in working with organisations to develop their change capability. Howard has worked extensively with a wide range of organisations in over thirty countries around the world, including DFID, FCO, International Finance Corporation (IFC), EBRD, Volvo, Deutsche Bank, BBC, DSM, Pernod-Ricard, Unilever, and the UK National Health Service. He is currently working with clients as diverse as ICRC and FrieslandCampina.

Howard's health care experience includes running Action Learning groups with leaders in community health, developing networking and influencing skills with public health professionals, coaching Clinical Directors in acute trusts, and designing and running leadership development programmes in both the NHS and private health sectors. He is an associate of QFI Consulting, who specialise in using Theory of Constraints (TOC) based approaches to improving quality in health systems.

Howard was previously Director of the Consulting & Change in Organisations open programme at Ashridge, and was a faculty member and programme manager on the Ashridge Masters in Organisation Consulting (AMOC). He graduated in Business Economics from Southampton University, and has a Masters degree in Organisation Development from Sheffield Business School. He has completed programmes in Executive Coaching and Brief Therapy.



### **Peter Dudgeon**

Peter's area of expertise is in organisational transformation, specialising primarily in the fields of Lean and Six Sigma. Before joining Ashridge, Peter Dudgeon consulted internationally for organisations such as Zurich Insurance, Her Majesty's Revenue and Customs, and the Cabinet Office. Prior to his consulting work, he was an operational manager for the Unipart Group of Companies.

He has a first degree in English Language and Literature, and has numerous business improvement qualifications including a Six Sigma Black Belt. His blend of process improvement and learning and development expertise has helped clients within and beyond the health service to develop their improvement capability.

Peter has a specific interest in promoting and developing the role that people engagement plays in successful transformation.

## Tsheli Lujabe

Tsheli is an Organisation Development and Change consultant at Ashridge. An experienced practitioner with more than 15 years' experience in leadership and organisational development and change management, Tsheli adopts a practical approach to working with teams and one-on-one to assist people in managing the tensions, dilemmas and complexity that exist between their individual identity, their role and the organisational dynamics. Using interventions that leverage individual strengths and a Gestalt-based style, she brings about results for the individual, the team and the organisation.



Before joining Ashridge, Tsheli worked across industries such as financial services, professional services firms, utilities, mining and a number of NGOs. She worked extensively with MAC Consulting, YSA, and Gemini Consulting in South Africa to implement large scale organisational and business change with various clients.

Tsheli's varied career started as a Clinical Psychologist in Cape Town, South Africa where she worked as a therapist with survivors of violence and torture as well as refugees and human rights organisations in the NGO sector.

Tsheli has a BA in Psychology from Richmond College, The American University in London; an Advanced Diploma in Education (Child development) from the University of London; a BA (Hons) in Applied Psychology from the University of the Witwatersrand (Wits University, Johannesburg); an MA in Clinical Psychology cum laude from the University of Cape Town; and an MSc Ashridge Masters in Organisational Change (AMOC).

## Brian Marshall



Brian joined Ashridge from his role as Head of Organisation Development and Design for the British Civil Service. In this role he led a team of internal consultants from across all government departments and was involved in a broad range of leadership development programmes, board facilitation, large group interventions and individual coaching. The aim of this work was to equip departments to work more efficiently through higher staff engagement and enable more effective policy creation and delivery. His clients have included the Ministry of Justice, the Home

Office, Defra, the Department for Transport and many more.

Brian has worked with a range of clients in both private and public sectors globally, and has worked on change projects in sectors such as telecommunications, manufacturing, FMCG, and health. He also has a background in Lean and Six Sigma, as well as other improvement methods.

Previously Brian was the Director of Strategy and OD for Unipart Group globally and had responsibility for looking at acquisitions and the overall direction of the business. He led a number of company-wide initiatives on strategic decision making and customer engagement, supporting this with leadership development programmes.

His formative career was in general management and logistics – with companies such as British Oxygen, Black and Decker and Exel (now part of DHL). He was MD of Unipart Technology Logistics and grew this business from a standing start to a highly profitable company with a blue chip client list.

Brian graduated from London University and has a masters degree in Organisation Consulting with Distinction from Ashridge Business School.

## Janet Smallwood

Janet is hugely committed to the aims and values of the programme and supporting all Fellows in their own and unique development journey. Through personal choice the majority of her work now is with the health sector in the UK. In addition to GenerationQ she is working with the NIHR to support the development of R&D within trusts and other health organisations.



Janet has worked with Ashridge for over 20 years in both the Consulting Group and the Business School and has served on both the Ashridge Consulting and Ashridge Business Schools Leadership teams. She has enormous experience of designing and leading delivery of complex leadership development programmes that satisfy both the system and individual leaders' agendas. Her particular interest is where leadership connects with strategy and change. Janet works at all levels in organisations but particularly enjoys supporting senior leaders and teams as they 'reach out': thinking together and connecting more effectively for change with their wider stakeholders. Over the years, Janet has worked with many organisations in both the public and private sector including Nokia, DSM, the BBC and The House of Commons. She has also been a member of faculty on the Ashridge masters in organisation change (AMOC). Before joining Ashridge Janet had a consulting career with Arthur D. Little and a managerial career with ICI.

Janet holds masters degrees in Natural Sciences and Chemical Engineering from Cambridge and the Ashridge masters in Organisation Consulting. She is married, has two grown up children and enjoys living close to Ashridge having spent too much of her career in airplanes.



## Liz Wiggins

Liz feels incredibly privileged to love her work and finds working with senior leaders in the NHS incredibly rewarding and inspiring intellectually and emotionally. She has co-led GenerationQ from its inception in 2009. She is also part of NHS England Senior Leader Coaching Pool and a member of the Ashridge team who support the NIHR. Prior to Ashridge, she held a variety of senior leadership roles in marketing, HR and communications at Unilever and BT, living in both France and the Netherlands, and working across Europe and Asia.

She has led and participated in a wide range of consulting assignments from strategy implementations and culture change to internal communication and engagement. Clients have included Microsoft, Royal Holloway College, University of London, the National Trust, the Home Office and Oxfam. As her husband is a GP, she rather enjoys finding their work worlds now coming closer together. She and her husband live in Norfolk, along with her two children and rather temperamental Scottie called Willoughby.

Liz's academic background is Psychology and Philosophy. She has a BA from Durham, an MSc and PhD from Birkbeck College London and a masters with distinction in Coaching from Ashridge. Her latest book was co-authored with a GenerationQ Fellow and is called '*Relational Change: The Art of Changing Organizations*'. She is an Associate Professor of Change and Leadership.

## Julian Thompson



Julian's work focuses on helping people achieve higher levels of purpose, productivity and fulfilment in their working lives. With an academic background in anthropology and social psychology, and practical interests in social innovation, participatory change and sustainability, he is dedicated to helping organisations unlock the talent and energy of their people for the benefit of those they serve.

Julian applies a range of methods including large group interventions, design thinking, collaborative social media, leadership and organisation development and group-based action inquiry.

In his three years at Ashridge he has conducted award-winning work for voluntary, public and private sector clients, spanning global financial services (Euroclear), welfare-to-work (Shaw Trust), health and social care regulation (Care Quality Commission), national government (UK Civil Service) and hi-tech innovation (CDT). Among other things he currently runs the UK Civil Service's Senior Leaders Scheme, a year-long programme for 100 members of the senior Civil Service.

Before joining Ashridge Julian spent five years at the RSA – a social innovation charity – where as an executive Director he managed a diverse portfolio of social research and innovation projects. Prior to that he spent ten years at the research agency Ipsos MORI. As a Research Director he specialized in qualitative research, large-scale public engagement and deliberative dialogue, foresight and innovation.

Julian holds a MA in Social Anthropology from Cambridge University, a Postgraduate Conversion Diploma in Psychology from London Guildhall University and an MSc in Organisational Psychology from Birkbeck College, University of London.

He lives in North London with his wife, a doctor - whose tales have long inspired him to work in health - and his four young kids whose primary health contribution is to stop him ever sitting down.

## Harriet Hunter



Harriet began her career as a midwife, and quickly became interested in systems change and quality improvement. In 2005, after a variety of roles in the NHS in Scotland related to quality improvement, she began working at the Scottish Government in the Health Directorates. Harriet worked on and led a variety of national improvement programmes, supporting staff across the NHS in Scotland to use improvement methodology to improve the quality of services for patients.

Harriet was in the first cohort of Generation Q, gaining her masters in 2011. She went on to co-author the book 'Relational Change; the art and practice of changing organisations' with Liz Wiggins.

Harriet is currently head of Organisational Development at the Scottish Government, where she works on organisational wide change and provides team development support to leaders and their teams within the government.