

Dr. Steve Marshall



Clients:

Audit Scotland
BAE Systems
BP
BT
Coca-Cola Enterprises
Cranfield University
DHL
FCO
Forum for the Future
Global Generation
HMC Qatar
Health Scotland
IHG
Johnson Controls Inc
Lincoln University
Metropolitan Police
MoD
Network Rail
Newcastle University
NHS(NSS)
Nokia
Sadara
Sheffield Children's Trust
Swiss Re
The Home Office
The Prince's Trust
WaterAid
York University

Qualifications:

D.Prof Organisation Consulting.
MSc Organisation Consulting.
MBA.
BA (Hons) Photography, Film & Television.
Certified Management Consultant (IMC)

Profile

Steve has more than 15 years experience as an international organisation consultant, facilitator and executive coach in the public, private and third sectors. His practice is informed by inquiry, dialogue, and complexity-based approaches to creative change and innovation. Steve provides a pragmatic and critical practitioner focus to his work founded on his experience as a leader and decision maker in dynamic, conflicted, high-stakes environments. He emphasises the importance of deep commitment and a developed sense of purpose to personal and organisational change. New perspectives on vision, psychology and sustainability increasingly find a place in Steve's work. He extends his consulting and executive coaching work into research and is currently examining how digital imagery, new technologies and social media can help to nurture creativity, insight and change.

Professional Expertise

Steve's experience combines a multi-faceted military career as a highly experienced operational fast-jet pilot, trainer and leader with top-level strategic and governmental interventions. He developed and led the RAF 'Human Factors' specialisation and initiated critical aviation safety interventions across the MoD. His work with safety culture brought together international agencies and contributed to a significant structural shift in RAF aviation training and professional skilling.

In his consulting work, Steve encourages participation, engagement and reflective space to enable inquiry processes that cross boundaries and lead to transformation in the workplace. He increasingly uses visual media shortcut the ritualised, stuck conversations that inhibit creativity and change while offering insight into organisational capability and individual identity. He is a faculty member on the both the Master's and Doctoral programmes in Organisational Change at Ashridge.

Recent Professional Highlights

- Design and delivery of an Appreciative Inquiry supporting the leadership of strategic and cultural change in a complex financial services organisation. The work also required a blend of coaching, group facilitation, and action learning processes.
- A photo-reportage project into the design processes of a global telco leading to increased creativity and improved cross-boundary communications.
- An action inquiry project into the healthcare systems and emergency services of a Gulf State improving response times and internal working relationships.
- Provision of on-going coaching conversations for a high profile political figure addressing the complexity of her role that intervenes across multiple agencies.
- Facilitation of an Open Space event engaging 60 stakeholder organisations with front-line youth workers and London gang members developing novel solutions to youth violence.
- Developing the board-level capabilities within a research group aspiring to achieve top-level recognition within electronics and engineering.