

Curriculum Vitae for Elaine Mottram MPhil, DMS, MCSP, MAC

www.pensando.co.uk

PENSANDO CONSULTING

Elaine established Pensando Consulting in January 2009 after a career in the NHS. Since then she has worked across the public, private, voluntary and charity sectors in the areas of organisation development, change management, leadership and team development and individual coaching. Elaine's extensive public sector experience, which included clinical, managerial and consultancy and development roles brings a valuable richness and diversity to the wide variety of clients she now works with.

Underpinning all Elaine's work are the principals of respect for the individual and their own experience of their work and life as well as the benefit which can be gained from setting time aside to reflect, learn and plan for the future.

Much of Elaine's work in organisations involves data gathering, analysis and feedback. Her MPhil gained through a qualitative research project, her experience of focus groups looking at organisational culture and change management work are evidence of her competence in this area.

RECENT WORK EXPERIENCE

Private Sector

Recent projects include:-

- Delivery of training and development programmes for Aberdeen and Grampian Chamber of Commerce covering leadership, management, personal effectiveness, communication and managing stakeholders.
- Delivery of year long in-house leadership development programmes for senior teams.
- One to one coaching in a number of organizations in the oil and gas sector
- Facilitation of development event for entire department of approximately 25 staff in HR in the oil and gas sector.
- Facilitation of 3 day event for 25 technical and non-technical staff in oil and gas sector.
- Facilitation of focus groups for a customer survey for transport sector.

Public Sector

- Change management consultancy and one to one coaching in a number of University sector departments.
- Change management and facilitation of events in both NHS and local authorities.
- Multi-agency change management projects.

Third Sector

- Provision of one to one coaching for carers
- Coaching for senior managers
- Piloting the use of coaching for young people in supported accommodation.
- Change management consultancy
- Project to study various aspects of carers and employment
- Currently evaluating the use of coaching for carers

Coaching profile

Coaching clients have included managers at all levels in the NHS, in the agencies mentioned above, in the University sector and in private industry. This wide range of clients has meant working in a variety of organisational contexts and as a result, appreciation of the impact of the organisation on an individual's ability to cope and succeed. Areas of coaching work include personal leadership styles, career planning, enhancing impact through consideration of effective communication, among many others.

Whatever the context or the topic Elaine's coaching practice is based on supporting clients to identify and implement solutions which will be an appropriate fit for them and the organisation and context within which they work. A range of tools, frameworks and approaches are available and selected according to client needs – these include cognitive behavioural coaching, emotional intelligence frameworks, the Myers Briggs Type Indicator, Mindfulness, Solution Focussed approach plus many others. In all situations the approach is "person centred" and is built on a foundation of trust and challenge appropriately balanced.

EDUCATION and PROFESSIONAL ACTIVITY

University of Aberdeen 2008	Post-graduate Certificate in Coaching
University of Aberdeen 2002	Master of Philosophy
The Robert Gordon Institute of Technology, Aberdeen 1987	Diploma in Management Studies
The Queen's College, Glasgow 1980	Diploma in Teaching Physiotherapy and Certificate in Education
King's College Hospital, London 1973	Diploma in Physiotherapy/Member of the Chartered Society of Physiotherapists

- Member of the Association for Coaching
- Member of the NHS in Scotland Executive Coaching Register

COMPETENCIES

- MBTI qualified practitioner. Experience of using the tool to support both individuals and teams. Significant experience of working with clinical teams to develop their multi-disciplinary working and service delivery.
- Qualitative data gathering and analysis.
- Use of a wide range of tools to support development and coaching.
- Use of a number of coaching approaches

PERSONAL QUALITIES

- Able to quickly establish effective working relationships at all levels with a reputation for reliability and for delivering quality work on time
- Committed to achieving organisational and system effectiveness through the development of individuals and teams.

EXPERIENCE IN THE GATHERING AND ANALYSIS OF QUALITATIVE DATA

During her NHS career Elaine worked with qualitative data in a number of different areas. Initially as a physiotherapist gathering both staff and patient data, and then subsequently as an Organisation Development practitioner gathering staff, management, public and patient data. In her role as a physiotherapy lecturer Elaine taught the use of qualitative data gathering techniques and used them herself in research projects. In her organisation development role she led a number of staff and organisation culture surveys where the data gathering was through focus groups.

In 2002 Elaine gained a Master of Philosophy at the University of Aberdeen through a qualitative research project based on interviews with consultant medical staff to gather perceptions of and attitudes towards management.

Since leaving the NHS in 2008 Elaine has delivered 2 significant change management projects involving the use of qualitative data gathered through one to one interviews and focus groups. Data analysis followed and consultancy work to support the development of responses to the data. Elaine has been involved in the facilitation of customer focus groups as part of a wider project in the transport sector.

Most recently, the year long leadership development programmes that Elaine has delivered commenced with organisation data gathering which then informed the content and design of the programme.