David Sleightholm CV

**Summary**

David has been a freelance management and HR strategic advisor since 2003, delivering coaching and mentoring, and providing leadership, strategy and HR advice, facilitating action learning, undertaking HR assessments, dispute resolution and mediation. He specialises in working in companies who are on a journey from the public sector, and whose managers are often uncertain about where they stand and how best to lead and motivate a workforce, some of whom have deep-seated objections to the direction of travel.

Prior to that, he had over 20 years management experience, 12 at Deputy Chief Officer level, which included responsibility for Operations and also Finance, ICT, Facilities, Legal Services and HR. He managed holistic organisational change. He was involved with extensive policy advice to government and staff and union communication and negotiation.

Professionally, he is interested in the development of coaching and mentoring. He is International Vice President of one of its professional associations and oversees its work on quality. He is a member of the faculty of a coach-mentoring training company, running programmes and working individually with candidates who are learning coaching skills. He is an external assessor at Middlesex University

**Key Skills and Experience**

David worked for over 20 years for probation services, but kept on the move. He started at the bottom and worked his way up to the top, undertaking a range of roles in a range of services, big and small, urban and rural. As Essex Deputy Chief Probation Officer, he led a process of fundamental change, having responsibility for all support services: human resources, information, technical services, property, legal services and finance. He directly supervised the Committee Secretary and Heads of Finance, Human Resources and Information. The changes were driven by the need to change service delivery, so that it became much more based upon research evidence about what actually works in reducing the offending of those under supervision, and much less on ways of working that are well established, comfortable, but of dubious efficacy. He managed the required changes to structure, staff profile and property and computer use. This included cutting the number of field offices from 12 to 6, and changing markedly the staff profile; much of this was undertaken by agreement with the unions, with whom he sought to engage. The context was cuts of 8% in real terms over 2 years, in the budget of an organisation constitutionally forbidden to hold reserves.

He left the public sector in 2003 to pursue a career in coaching, mentoring, HR consultancy and assessment. He has his own company but often works as an associate. For 8 years he worked with CCL advising and assessing candidates for membership of CIPD via a portfolio route. Gradually he has been drawn toward spending more time on coaching and mentoring. He has undertaken very many hours coaching (1000+) and also over 1000 hours coaching supervision. Most of the coaching is within the public sector and much of it includes the exploration of current challenges, change, and the personal adaptations and leadership required. Not all succeed in making the transition. But all are helped in working out how they would like to approach it. Although some conclude that they would prefer to find a post elsewhere within which they are more comfortable, most can be helped to challenge their well-honed ideas about how organisations work.

Recently he has begun to focus much more on the introduction of coaching techniques into the management practice and cultures of organisations. A key skill is knowing when coaching is appropriate and when it is not. It is no panacea. But many organisations who are undergoing a fundamental change in structure, culture and/or philosophy seek to do so in a way that does not challenge a basic command and control management style. The benefits of external coaching can be magnified by the introduction into the organisations of a ‘coaching tool in the toolbag’ for managers generally. It improves motivation, engagement and organisational flexibility and responsivity.

**Previous Clients and Assignments**

NATS, Grant Thornton, the Open University, AVIVA, London Ambulance Service, Thames Valley Community Resettlement Company, RBS, Tesco, Ernst and Young, Marafiq (a Saudi utilities company), PWC, BNP Paribas, London Probation, Bounceback, Sparkinside, RWE (npower), BT Finance, British Gas, University of Leeds. These assignments have been mainly either coaching and mentoring, or the development of coaching and coaches.

**Career History**

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| Year | Organisation & Role |
| 2014 - present | **European Mentoring and Coaching Council – Vice President** |
| 2003 – present | **Independent Coach/Mentor/Supervisor/Trainer/Assessor** |
| 2003 – present | **The OCM – Coach-Mentor Supervisor** |
| 2013 - present | **Middlesex University – external examiner** |
| 2001 – 2003 | **London Probation Area – Deputy Chief Officer** |
| 1998 - 2001 | **Inner London Probation Service – Deputy Chief Probation Officer** |
| 1993 - 1998 | **Essex Probation Service – Deputy Chief Probation Officer** |
| 1989 – 1993 | **Essex Probation Service – Assistant Chief Probation Officer** |
| 1982 –1989 | **Suffolk Probation Service – Senior Probation Officer** |
| 1974 –1982 | **Suffolk and West Midlands Probation Services –Temporary, Trainee, then Probation Officer** |

**Qualifications & Education, and Professional Memberships**

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| BA - Mathematics – 2nd: Oxford University |
| Diploma in Social Work: Birmingham University |
| Master of Business Administration: Anglia Ruskin University |
| Chartered Fellow of the Chartered Institute of Personnel and Development (FCIPD) |
| NVQ A1 (Assessment) and V1 (internal verification) |
| Open Market Assessor Licence (EFQM Excellence Model) |
| Advanced Diploma in Coaching and Mentoring: Oxford School for Coaching and Mentoring |
| European Individual Accreditation – Master Practitioner level - European Mentoring and Coaching Council |
| Certificate in Organisational Coach-Mentoring Supervision (the OCM) |
| Fellow of the Chartered Management Institute |