



## Jane Allen: Developmental Leadership Coach and Supervisor

I am an experienced international consultant and leadership coach working in public and private sectors. I mainly support consultants and coaches to develop and deepen their practice in the field of transformational organizational and leadership development. I also run my own practice and facilitate workshops in specialist areas of interest.

My particular interest is in developmental leadership coaching particularly in well performing organisations facing major change and transformation looking to become a next stage enterprise. My approach is to discover the concerns and issues coaches and clients face and to explore ways of working on their developmental edge. I have particular expertise in working with Senior Executives in Public Service and the Private sectors with the issues and ambitions inherent in those roles.

I am a co-founder and Chair of Amara Collaboration [www.amara.fi](http://www.amara.fi), an Action Inquiry Fellow see: <http://www.williamrtorbert.com/about-bill-torbert/collaborative-developmental-action-inquiry-cdai-fellowship/> and one of four nominated people globally to train and certify coaches to use the Global Leadership profile - see: <https://www.gla.global/about/certified-global-leadership-coaches/certified-coaches-in-europe/>

In addition I am a European representative for the Authentic Leadership Centre, Naropa University, Boulder, Colorado, an Associate of Harthill practitioner using the LDF <http://harthill.co.uk> and with Leadership Insight and the Recess College: <http://recesscollege.org/our-staff-team/>

Past and current clients: include senior members of CASE International, Trinity Laban Conservatoire of Music and Dance, Anglia Ruskin University, Edinburgh University, Boston College, Massachusetts, Chief Executives of Community Rehabilitation Companies across Wales and England and consultants across Europe in the field of leadership development.

My main focus is in the supervision, support and development of consultants and coaches in their practice and especially the relationship of their work to developing transformational leadership and transformations within organisations. The development of skilled practices both using the concepts of Action Inquiry and the Global Leadership profile is my main work. I have about 4- 6 coaching clients at any one time that are at major turning points in their careers, or in the direction of their organisations. I act as a confidante for these clients meeting for half a day every 3 months and being available in between for advice and assistance.

I love the process of coaching and my intention is for people to experience me as committed, confident and enthusiastic about the power and potential of the process. People say I'm very present and listen attentively to the other person bringing an understanding of the work you do and the organisation and system of which you are a part. I provide suggestions for reading and for practice as required by the challenge we are discussing.



I assume most people know most of what they need to know and coaching helps to give time, space and focus to draw this out. I give honest feedback and I'm not afraid to be challenging, and to work with feelings or challenging circumstances. I can be practical and will offer advice, if it's appropriate and invited.

I tend to work with the individual to identify what is the cutting edge and then focus on developing the courage to learn and to grow particularly in breaking unhelpful patterns for ourselves. Then, with renewed confidence, take new actions attempting to break difficult patterns and situations in the work context and the organisation or system.

Review and feedback is an ongoing process within the sessions and contact is possible in between formal sessions if it is appropriate.

### **Background career**

I have been consulting since 1986.

I originally trained as a Social Worker, became a manager and then a trainer responsible for professional, post-professional training and leadership development. Prior to that I was an Internal consultant whilst in Nottinghamshire County Council developing managers and organisational development projects from 1982. I set up JA (Associates) Ltd in 1986 and the Centre for Mentoring in 1995 and was appointed as a Director of Harthill Consulting in 2006. My work in Harthill included the authorisation training for the Leadership Development Framework profiling and consultancy around leadership and organisational development. My client history include the public sector, small to medium companies, third sector (Marie Stopes International) and the private sector (BT, Eli Lilly pharmaceutical company, TOTAL and DANONE)

I established and was managing partner for Leadership Insight - [www.leadershipinsight.org.uk](http://www.leadershipinsight.org.uk). In this context we use a leadership development / emotional intelligence instrument for profiling. I work with senior managers and professionals across all sectors and predominantly across Europe.

I have been a mentoring and coaching formally since 1992 when I set up the Centre for Mentoring, which is now the Centre for Mentoring and Coaching [www.http://www.mentoringcentre.co.uk/page/Home](http://www.mentoringcentre.co.uk/page/Home) under a new team.

I have been mentoring and coaching for over 20 years and regularly work with Chief Executives, senior managers and Board members from different sectors.

I have provided training and development of coaches and mentors in the construction industry, the Prison Service and the National Trust – all in the UK.

### **Publications**

'People, places and politics: Learning to do things differently' Leadership Centre for Local Government, May 2010 [www.localleadership.gov.uk/current/publications/](http://www.localleadership.gov.uk/current/publications/)

'THE ART of MENTORING' 'from the series Revealing the Power of Mentoring

'Inspired Leadership under the Spotlight' Allen (2007) *Criminal Justice Management*

'In Search of the Holy Grail: Leading Common Sense Transformation' Allen (2008)  
*Government and Public Sector Journal*.



### **My approach to coaching:**

My approach is a distinctive approach to transformational coaching, grounded in Action Inquiry and the GLA. What that means in practice is a focus on transforming leadership performance through:

- Heightening awareness and generating a deep understanding of the coachee's Action Logic – the sense-making frame that underpins a person's current level of performance
- Having a rigorous understanding of the coachee's potential to develop beyond their current Action Logic frame and the steps required to support their further development
- Creating multiple ways of seeing complex challenges that coachees face and then developing a range of skills and responses appropriate to dealing with complexity
- Reframing problems and providing radical, innovative, approaches to finding solutions
- Integrating a systems perspective to working with individuals and supporting the coachee in fully embracing their integral role as change leaders.

### **Tools & Techniques**

- Global Leadership Profile
- Harthill's Leadership Development Profile
- Leadership Insight – a profiling identifying the cycle of behavioural interactions that is set in motion when an individual's core beliefs and principles become challenged.
- MBTI – although I'm not a registered user I am fully conversant and I will integrate insights and development needs arising from people's MBTI profile where appropriate
- The action learning / action inquiry cycle of research, hypotheses, reflection, action and review.

### **Models**

- I use a wide range of models gathered from individual psychology, group relations theories, and approaches to understanding the dynamics of organisations – most prominently systems approaches to understanding organisation and the work of Barry Oshrey.
- The Leadership Development Framework (Rooke and Torbert)
- Leadership Insight
- Wilfred Bion on his work about the basic assumptions groups (teams) operates from.

### **Further Training**

- I have undertaken the Coach Supervisors Programme: 2014  
<https://www.barefootcoaching.co.uk/courses/pg-cert-coaching-supervision>
- Managing a Future Search Training Workshop, Dublin July 17-19<sup>th</sup> 2016
- ALIA Masterclass 2012 – 2014
- Harthill LDF Certification Workshop 2007

**References may be provided on request, [jane@amara.fi](mailto:jane@amara.fi)**