

**BAZ HARTNELL - Executive, Team and Board Coach Profile****OVERVIEW**

Baz is a Master Coaching Practitioner having 15 years coaching experience, during which time he has coached hundreds of individual leaders, over thirty Boards and numerous senior

management teams. With previous Board director experience himself, he is able to give individual senior leaders, their Boards and senior management teams both the hard skills to understand the context in which they lead and the soft skills to increase their impact and effectiveness to be more successful especially in complex and volatile operating environments. He is also an Affiliate of the Centre for Leadership Studies at the University of Exeter which enables him to maintain a leading-edge focus in the latest advances on leadership development.

**SECTOR EXPERIENCE AS A COACH**

Baz has experience in working with a broad range of organisations, large and small, private and public, as well as with charities and various social enterprises, having accrued over 5,000 hours of coaching practice to date.

Private sector experience includes:

- BT
- BP
- Virgin Media

Third sector experience includes:

- RNLI
- MacMillan Cancer Care
- ActionAid.

Public sector experience includes:

- National NHS Coaching Register for the past 14 years for top NHS leaders
- NHS England Coaching Register
- NHS Board Development Register
- Senior Civil Servant Coaching Register coaching up to Permanent Private Secretary
- UK Sport Coaching Register.

**FORMAL QUALIFICATIONS**

- **MSc** in Coaching & Development (2005) awarded with Merit from the University of Portsmouth; his dissertation described how transformational coaching shifts managers into leaders.
- **MBA** (1996) awarded with Distinction from the University of Aston. Awarded 'Top of Class'.
- **British Psychological Society** Level A, B and B+ to facilitate various psychometric tools e.g. EQi v2.0.
- **B.Sc. (Hons.) 2/1** Electrical & Electronic Engineering.

**PROFESSIONAL MEMBERSHIPS**

- Member, European Mentoring & Coaching Council (EMCC)
- Affiliate, British Psychological Society Special Interest Group in Coaching Psychology
- Associate, Centre of Leadership Studies, University of Exeter

**COACHING SPECIALISATION**

Baz works mostly with senior leaders and aspiring senior leaders, as well as their teams and Boards around areas such as:

- Developing leadership capacity to lead effectively in volatile, uncertain and complex environments
- Developing a leader's 'way of being'
- Adding to the repertoire of a leader's responses to the situations they face
- Helping senior leaders shift from ego-centric 'heroes' to eco-centric 'hosts'
- Developing self and system awareness to build personal presence, resilience, impact
- Working with recently promoted leaders to deal with complexity and ambiguity
- Leading complex change
- Working collaboratively on decision-making around contentious issues
- Building high performing teams and Boards operating in complex and volatile environments

**CONTACT DETAILS**

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## CAREER

Originally an electronics graduate, Baz moved from electronic engineering design roles into business development, and commercial roles and then into three board level directorial positions within private sector businesses, including a FTSE 500 organisation (600 Group plc). Having worked for British and US businesses, he has directly managed operations across Europe, Asia and America in both manufacturing and service industries.

In 2003, he set up his own leadership coaching business, Starr Performance Limited.

## SUPERVISION / PERSONAL DEVELOPMENT

Baz is rigorous with his supervision and undertakes a number of formalised personal development activities as follows:

- Individual Supervision – 8 times / year
- Group Supervision – 4 times / year
- Individual Gestalt Therapy – ongoing, every 3 weeks for the past 4 years
- Annual Retreat with colleagues

### SUPERVISORS TESTIMONIAL

*“Baz is a very experienced executive coach who brings solid theoretical understanding and honed practical skills to his work. He has a great deal of experience and an appreciation of contextual and organisational dynamics and their impact on individual performance. He is very committed to his own ongoing learning and development and makes excellent use of coaching supervision to explore his practice and how the challenges of his clients and their contexts impact him. He is well supported in relation to challenging himself and being challenged as part of this process and does not shy away from complexity. This supports him to support his clients to make sense of their own complex challenges and discover new and timely strategies for responding.”*

- Simon Cavicchia, MA (Oxon), MSc (Change Agent Skills and Strategies), MSc (Gestalt), Dip. Supervision, APECS Accredited Executive Coach, UKCP Psychotherapist.

## ONGOING PROFESSIONAL DEVELOPMENT

In addition to his MSc in Coaching and Development, Baz has undertaken development programmes in:

### EXECUTIVE COACHING

- The Leadership Development Framework– Harthill
- Stages Adult Development and its Application to Coaching – Pacific Integral
- From Shadow to Soul – Pacific Integral
- Developmental Coaching for Leadership– Changewise
- The Integral Operating System – Ken Wilber
- Transformational Coaching – Bath Consultancy Group
- The Art of Developmental Coaching – Coaches Arising
- Gestalt Coaching Skills – Academy of Executive Coaching (AoEC)
- Coaching, Applied Neuroscience & NLP - ITS
- Shame in the Coaching Environment – Metanoia
- Existential Coaching – i-Coach Academy
- Transformational Chairwork – Scott Kellogg
- Understanding Self and Others using Transactional Analysis – Counselling Somerset
- Coaching Through Effective Intelligence and the Thinking Intentions Profile – Thought Forge

### TEAM AND BOARD COACHING

- Cape Cod Model (Pairs / Group process consultation) – Gestalt International Study Centre (GISC)
- Conflict, Challenge and Confrontation in Groups – The Gestalt Institute
- Overcoming Resistance using Process Consultation – British Psychological Society (BPS)
- Neuroscience and Complex Decision-making - BPS
- Advanced Facilitation Skills – Keeley Carlisle
- Enhancing Your Skills as an Intervener - GISC
- Embodied Presence - GISC
- Coaching Constellations - Coaching Constellations
- Inclusion, Diversity, Power and Practise Programme – NHS Leadership Academy
- Time to Think – Nancy Kline

### LEADERSHIP

- The Leadership Challenge – Kouzes and Posner
- The Leadership Architect – Lominger
- Spiritual Leadership: Theory Practice and Personal Journey - University of Exeter Business School

## COACHING PERSPECTIVE

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Being an effective senior leader in today's volatile, uncertain and complex environment is a tough challenge. The lived experience of senior leaders within this context is one often characterised by frustration, anxiety and fear of failure, despite years of experience and expertise.

Leading in this landscape, demands senior leaders think differently, engage differently and act differently. Baz believes that coaching, like leading in a complex environment, requires more than the coach learning a new set of tools and approaches; it requires coaches to grow into a whole new way of seeing and 'being' in the world so as to pass this on to the leaders he coaches. This is not just about what we know as coaches, but also how far we have journeyed ourselves to better understand the complexity in the external world and perhaps more importantly, the complexity of our internal meaning-making and mental models to deal with the external complexity. Such developmental coaching helps leaders to learn (and as importantly put into practise) what cannot be taught to them in the classroom; specifically how to build a self-authored 'way of being', an enhanced level of consciousness and authenticity to take multiple perspectives, see systems and interconnections and cope with paradox and ambiguity, as well as providing enhanced emotional fortitude.

Baz holds a perspective that you can only coach others on their developmental journey as far as you have gone yourself. In addition to supervision, he continues to see a therapist, who has for the past four years, helped him to facilitate his own self-authored 'way of being' as well as broadening his own level of consciousness to be in service to others. Baz weaves a wide range of coaching approaches including Gestalt, cognitive-behavioural and relational into his work, underpinned by strong practical knowledge of adult development theory.

## RECENT TESTIMONIALS

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*"Baz is a highly effective executive coach and I feel very fortunate that he is helping me on my professional journey during some of the most challenging times the NHS has ever seen. He has helped me to become more effective, influential and improved my self-awareness through a combination of asking tough questions, helping me see different perspectives and being very instinctive.*

*Baz helped me see that when leading complex change that it is okay to pay attention to your own needs as a Director and that by doing so you can become more effective during a period of transition if you take the time to consciously and objectively view the situation with 'passionate detachment'. I was able to do this with Baz's support when my natural inclination would have been to get lost in the complexities of supporting everyone else through the process"*

- Elizabeth O'Mahony, Director of Finance, NHS Improvement

*"Baz's coaching has undoubtedly helped me to navigate the challenging transition into my senior role more effectively. His insight, support and challenge has helped me to acclimatise to the greater levels of uncertainty and complexity that have accompanied the VP role. This has enabled me to be less focused on my operational role and enthused me to more fully enact my corporate role, with a greater emphasis in working strategically alongside my peers. The coaching has enhanced my capacity to be more challenging of my team, my peers and my manager.*

*When needed, Baz is able to offer up pertinent ideas and frameworks around which we explore my articulated challenges and dilemmas and he challenges and reframes my thinking. Recently my manager has agreed to extending his coaching of me, given the positive impact it's having on my leadership and managerial capabilities; not only do I think and behave differently than once I did, but I also feel differently and recognise that with greater confidence, I'm more fully inhabiting my leadership role".*

- Alex White, Vice President Sales and Distribution P&O Cruises