

■ Profile: Karen Ward



Karen is an experienced organisational psychologist who has been supporting individual, team and corporate change for 30 years. Her work in the public sector stretches back fifteen years and crosses central and local Government in addition to the NHS. Having worked in the Cabinet Office in the late 2000s, Karen has a deep appreciation of the impact of political power on the effectiveness of public sector organisations and understands how this differs from the private sector.

Clients value her integrity, compassion and willingness to speak truth to power. She is committed to creating healthy sustainable workplaces and supporting individuals and teams to thrive in the face of ambiguity and complexity. Karen believes in evidence-based consulting and designs her work to ensure that the voices of a range of stakeholders have the space and time they need to be heard. She is known for working from the 'outside in' so that insights from customers, citizens, patients and communities are included in the work from the outset.

Karen advises a range of organisations on issues related to the effective implementation of sustainable strategic choices. Her work spans two communities within organisations – organisational leaders and line managers on the one hand and change capability practitioners (HR, OD or L&D) on the other. She is particularly interested in the potential of the space between these communities for creating accountable, ethical and healthy places of work.

She previously held senior leadership roles within a range of organisations including the BBC, GSK and Tesco and latterly, as Strategic Change Programme Director with The Open University. She is currently Director of Culture, Leadership & Learning at the Cambridge University Hospitals NHS Foundation Trust, on a part-time basis. She is affiliated to the Corporate Research Forum where she worked as a researcher, facilitator and speaker and has been a tutor and researcher with Hult Ashridge. Karen now lives in East Anglia, works globally but retains a passionate interest in supporting her local community.