

**CV: "Linn" (Linda) Phipps**  
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### **Professional background**

Since 1998, Linn has developed a portfolio of roles, as a Non-Executive Director and a Consultant in coaching, mediation, facilitation and rapporteur work. She came into mediation through coaching and being asked to mediate in a workplace dispute by people familiar with her coaching style. She brings to mediation her facilitative coaching style and desire to help people to resolve conflict.

Prior to consultancy, she worked in the public and privatised public sectors in transport, health and local government. She has a background in marketing, management and commercial roles, to Executive Director level, and has managed groups of up to 600 staff and direct budgets of up to £50M, and led Railtrack teams negotiating rail track access agreements in excess of £150M pa. She structured the processes and led joint negotiations for the successful merger of British Rail and London Transport's inter-modal travel products (BR revenue £350 million p.a.). Linn has wide experience and a track record of successful commercial negotiations to agree major contracts and mediation/dispute resolution in commercial and workplace contexts.

These have included:

- Rail strike by signalmen – negotiated resolution of claims and commercial disputes to £6.5 million
- Resolved markets dispute for Kirklees Metropolitan District Council by mediation, avoiding imminent industrial action
- Resolved by mediation commercial dispute between Railtrack NW and Greater Manchester PTE (£0.5M)

### **Mediation experience**

Linn was accredited by CEDR as a mediator in December 2005. Her area of special focus is workplace and relationships/conflict at work. She has developed a special model ("IGI") for use in these cases, based on developing the perceptions of the parties in conflict and seeking a behavioural agreement. She has acted as lead and assistant mediator in disputes of various types covering employment, commercial litigation, and inheritance. She has been involved in the following mediations - examples:

### **Employment**

- A mediation between the leaders of two teams who had not spoken for a year: resolution of interpersonal issues - conflict resolution/relationship re-building programme, 2005 (Charity)
- A mediation between senior and junior managers involved in bullying and harassment grievance claim, 2006 (Charity)
- Mediation of conflicts involved in branch closure issue and conflict reduction programme planning, 2005 (Charity)

- A mediation of relationship breakdown and grievance claims between line manager and member of staff, 2009 (Charity)
- A claim in connection with an unresolved grievance, harassment and constructive dismissal (2006)
- Two mediations around relationship failure/ difficulties with hierarchy issues (2011)
- A mediation around performance expectations (Council) (in planning end 2011)

### **Commercial contract**

- A dispute involving non-fulfilment of a contract involving construction (2007), claim approx. £350k
- A partnership/property/leases dispute (2007), claim approx £500k
- A multi-party building & construction dispute in relation to workmanship and remediation, with a value of approximately £90k (2007)
- A dispute in relation to oil drilling with an amount in dispute of around \$70M (2007)

### **Inheritance**

- A claim under the Inheritance (Provisions for Family and Dependents Act) 1975 for provision for an unacknowledged dependent (2007)

### **Personal style**

Linn believes that mediation provides a “safe” opportunity for a facilitated exploration of issues through dialogue, with the aim of seeking opportunities to resolve disputed issues. Her style is facilitative but determined. She brings to mediation her coaching style and desire to help people to achieve their potential and improve their relationships at work, and to resolve conflict. Her own model (“IGI”) helps the parties in conflict to develop wider perceptions of the issues and to seek a behavioural agreement.

Examples of comments made by clients about Linn as a mediator include:

- “Excellent preparation; attentive and helpful”
- “Developed very good relationships with the parties early on”
- “Excellent ability to develop rapport with parties – confident and unflappable”
- “Shrewd assessments and creative ideas throughout the day”
- “Was particularly sensitive to the emotional state and body language of the parties”
- “Easily intervened tactfully and timely; asked searching questions in the information gathering stage”
- “Showed a good grasp of the technical issues although the subject of the dispute was not in her normal sphere”

- “Facilitated agreement to a Tomlin order”
- “Outstanding – one of the best pupils I have had - received commendations from the solicitors”
- “I found the mediator very easy to work with and felt comfortable very quickly. I felt I was listened to and that I was seen as an individual. Mediation was useful and resolved supportive reflection and actions going forward. Skills of the mediator very good. I would happily work with and recommend Linda to others. I sought to apply her model to all the main scenarios and am hoping to use them in other life situations.”

Linn has been diligent in maintaining **personal and professional development**. Her **training** has included:

- Basic Counselling Skills, Open College certificate 1999
- Brief Solution focussed therapy, 2005
- Focused Approach Workshop, 2005
- Scottish Mediation Network (SMN) Annual Conference 2006, including “Non-Violent Communication”
- CEDR Law Training course: “CPD Law & Practice for Non-Lawyer Mediators”, 2007
- Training workshops including on Constructive Challenge (2007), Neuro-Linguistic Programming (2007), “Thinking differently” (creative thinking - 2008), Consensus Building (2008), “Dealing with Difficult People” (2009)
- European Mediation conference, 2008, Belfast including development of self awareness in reflective practice
- NW Mediation Network – Network mediation training day: The competencies required for Mediation etc, 2008
- Standing Conference of Mediation Advocates (SCMA) launch at Leeds: “Games People Play in Mediation – Acceptable or Unethical?”, 2008
- CIPFA Managing Small Projects, 2008
- Regular participation in CEDR’s Exchange Forum (CPD sessions for training and development) including topics such as “What mediation has taught me”, “Speed dating for mediators”.
- Regular participation in SMN Workplace and Employment Initiative Group (WEIG) CPD meetings on topics such as Standards in Mediation, Discrimination & Equality
- Design and facilitation of peer self-reflection learning events for Scottish Mediation Network WEIG (Workplace & Employment Initiative Group) around Dilemmas in mediation: sessions on: “Should you follow-up?”; “What about the impact on the team?”; and “The Feelings of the Mediator”.
- Current training in Online Dispute Resolution

**Board roles:** she currently serves as a Board Member of:

- Leeds Partnerships NHS Foundation Trust (Non-Executive Director) (and Chair of its Risk Management and Governance Committee)
- Highlands & Islands Airports Ltd (HIAL) (NED) and Board Trustee on the HIAL Pension Scheme Board
- Lay Member on the national DoH Advisory Group for National Specialised Services (AGNSS)
- NED on the Scottish Government Corporate/ Rural Affairs/Education and Lifelong Learning Audit and Risk Committees.
- Trustee of the national charity Mental Health Matters
- Lay Member, ACCO (Advisory Committee on Conscientious Objectors), Lord Chancellor’s Department now DCA - Dept for Constitutional Affairs

**Prior** to this, she has served as:

- Chair, East Leeds Primary Care Trust
- Member, Highways Agency Advisory Board, HAAB (DfT)
- Member, Beacon Council Scheme Advisory Panel (DCLG) (and Chair of its Learning & Improvement Sub-committee)
- Independent Governor, Leeds Metropolitan University and Chair of its Education Strategy Committee
- Lay Member of the Yorkshire & Humber ACCEA (Advisory Committee on Clinical Excellence Awards - for NHS Consultants) Distinction Awards Scheme
- Trustee, KCPT (Kirklees Churches Partnership Trust)
- Trustee, Age Concern Services Kirklees
- Member, Princes Youth Business Trust Regional Board
- Member, Ridings Housing Association Finance & Administration Committee
- Leeds Initiative (Local Strategic Partnership) Board and its Transport Strategic Partnership

Her **educational qualifications** are:

- University Of Cambridge (Girton College): BA (Hons) In Geography, 1974 (1978 MA)
- Oxford Polytechnic (now Oxford Brookes University) Professional Diploma in Town and Country Planning, 1976
- CNAA: MSc in Urban Planning Studies, 1978

Her **professional qualifications and Memberships** include:

- Accredited Mediator, CEDR (Centre for Effective Dispute Resolution), 2005
- Diploma in Performance Coaching, Newcastle College, 2006
- Member, CEDR Exchange 2006
- Member, Scottish Mediation Network 2006 and Member, Workplace and Employment Initiative Group
- Member, Association of Northern Mediators 2007
- Member, Chartered Institute of Transport, 1980
- Member (MCMI), Chartered Management Institute, 1990
- Member, Chartered Institute of Marketing, 1991 (Fellow 2007)
- Member SOLACE (Society of Local Authority Chief Execs), 1997
- Fellow, The Royal Society for the Encouragement of Arts, Manufactures & Commerce (FRSA) 2000
- Member, European Mentoring and Coaching Council (EMCC) 1999
- Member, UKES (UK Evaluation Society), 2001
- Member of BACP (British Association for Counselling & Psychotherapy) (1999) + ACW Association for Counselling at Work (1999)