Darren John Stevens, Ph.D.

Professional Summary

As an expert in adult development, I am aware of the need for developing students in order for their own complexity to match their future organisational role complexity. This means that their potential will not necessarily be teased out with psychometrics, or even academia, but instead with a more vertical developmental approach. For this, I created a system of measurement for self-awareness called the Thinking Quotient. I have applied my research and expertise in a variety of organisations, developing high level managers and board members with Developmental Coaching and Mentoring. I have more recently moved into academic teaching both under-graduate and post-graduate students at a London-based university. An outcome of my PhD research (Thinking Quotient scale) has been incorporated into the MBA programme at Coventry University London as their method for growing the participants' self-awareness and cognitive complexity. I have six research papers emerging from my thesis and a book in the pipeline. I have also been asked to give guest lectures in Manchester Metropolitan University and Cumbria University on my theory in their psychology under-graduate and Masters' programmes. I am also involved in a research project at Coventry University and a research collaboration at Manchester Metropolitan University.

ACADEMIC HISTORY

Sept 2016 – March 2020 – Coventry University PhD Programme in Cognitive Psychology
My PhD was a full-time course and centred on the creation of a new theory of intelligence that measures awareness of intention in the moment, which leads to choice and responsiveness. The theory is called 'Constructed Development Theory' and constitutes the combination of fifty Cognitive Intentions that combine to create our Thinking Style. The outcome is a tool for measuring self-awareness as the foundation for personal growth in complexity, which is called the Thinking Quotient. There are academic and organisational opportunities with this product in the future. It is ground-breaking research in that it merges the fields of stage development psychology and metacognition in order to create a metacognition for adults not seen before in the literature.

As part of the PhD process, I have given talks ranging from 12 to 90 minutes at various conferences across Europe, taught on a psychology and post-graduate business modules, attended a variety of workshops that facilitated growth, and begun a teaching qualification at university (AHEA). I have also implemented my theory on the Doctoral business programme (DBA) at Coventry University with a view to growing the doctoral candidate's cognitive complexity. This course is directly aligned with high level organisational teams.

EMPLOYMENT HISTORY

November 2014 – Present   Coventry University London Campus (CUL)
Gables Consultancy Ltd (contract)
MBA High Flyers Programme – A developmental approach to academia
I co-created this programme for Coventry University. The High Flyers programme involves picking the top 12 self-select students from each MBA intake and profiling them to determine how their thinking is deconstructed using the Identity Compass profiling too. The results are fed back, and each student is given a set of bespoke interventions with individual mentoring, which helps them to develop how they think specifically. This leads to an understanding of their own level of Dynamic Intelligence and thus growth in their approach to problem solving and work roles. This forms the basis for my cognitive growth programmes within academia and industry, which I call the "3 Leaders Programme". The Thinking Quotient scale offers a range of thinking complexity which is used to differentiate managerial decision-making and it walks the participants along the path of cognitive growth, demonstrating higher level decision-making.

January 2015 – 2017   Spalding (UK) Ltd, Lincoln (contract via Gables Consultancy)
The Four Leaders Vertical Development Programme
As part of my own business, I offer Vertical Developmental consultancy. For Spaldings, I designed, implemented and ran a development programme for their Directors and senior Sales Consultants to help focus their business acumen by changing the way they think about business. This was a new approach based on my research. I utilised the psychology of stage development as well as my own Constructed Development Theory to expand their thinking and to grow their dialectical approach to their immediate business issues. By growing their thinking, the sales staff changed how they saw their specific business in the context of a larger market force, the connections and relationships they were directly affecting and affected by, and thus fundamentally changing how they saw and processed their position within the organisation, as well as the organisation within the market. They also gained a benchmark for their personal development based on the output of the Identity Compass profile tool and my new Thinking Quotient scale.

Nov 2008 – Present   Erudite IT Technical Solutions Ltd
Service Delivery Manager – Director and 50% ownership
I bought a 50% stake in this company 10 years ago with the specific aim of growing its business footing. I coordinated with a marketing specialist and used his expertise to help me grow the business. Since my PhD began, I have taken a more backseat approach to Erudite, with consensus from the team.
For any new customer, it was my role to ensure Service Delivery were met, including all SLA's, and to act as the contact point for all customers. It was necessary to retrain existing engineers with new, customer-focused attitudes and improve communications between the business and its clients, and also overhaul the business processes for Erudite. I am currently overseeing the development of a bespoke application that controls, measures and delivers a metric for each customer's experience, to ensure we comply with our SLA's and meet our Service Delivery targets. Erudite has also taken on two apprentices as part of the government scheme to get

school leavers into work. I ensured they were trained in the importance of Service Delivery and to expect more from their service to the customer. I also have no problem being hands-on with the role.

October 2010 – October 2014   Arabica Coffee House Ltd (Retail)
Owner and Director
After extensive market research, I set up and self-financed a Coffee House on the High St of my hometown. I employed ten staff at the height of business, but I was subject to market forces and large-chain brand awareness culminating in the closure in 2014.
I was able to utilise the skills I developed in large organisations, as well as my personnel management skills, relationship skills and communication skills, to undertake all aspects of purchasing, negotiating, sourcing, issue resolution, accounts payable and every facet of an organisation. Having the coffee shop was all about relationships, just at a different organisational level. It was also about statistics and measures. In the strictest sense, SLA's changed from an IT perspective to a more immediate customer-focused perspective. The potential requirements of ensuring a properly staffed and stocked coffee house on a daily basis and how my skills in procedural and organisational Service Delivery transferred to a different environment. I feel this business gave me an opportunity to widen my awareness of the ramifications of my skillset and an appreciation of this within a different environment.

Jan 2001 – May 2005   GE Life Ltd (General Electric), Hitchin, Hertfordshire
Service Delivery Manager
Service Delivery is about collaboration, and networking effectively with the customer, listening to their needs and fulfilling their requirements whilst balancing them against I.T.'s capabilities. As the single point of contact for service provision, I had to firstly sell myself to the customer in order to win their confidence in my ability to fulfil the role on their behalf. I represented the Support functions within the organisation, becoming the touch-point for the internal customer to IT or external customer to the business. Managing four support teams, I also performed a number of key activities:

- Successfully renegotiated contract and SLA's for 1st & 2nd Line Support (saved \$190K off original \$435K cost)
- Vendor management for both support functions plus other maintenance contracts (printing etc)
- Managing customer expectations of IT Support via regular **service reviews** with customers and 3rd parties
- Determined where IT could improve technically, using **Root Cause Analysis** and implemented initiatives to reduce call numbers accordingly, thus reducing cost and improving service
- Implemented and developed a Support Central intranet web site as 1st point of contact for customers
  - Reduced the number of calls going to 1st line, thus reducing costs
- **Procedure management** and **procedure simplification** to ensure IT function was streamlined and efficient.
- **Green Belt certification** (6 Sigma) ensured my managed functions adhered to a logical and waste-free approach to projects.
- Processes implemented to ensure IT Dept adhered to Sarbanes Oxley (SOX) standards and requirements.
- Operational control and responsibility for the delivery of technical support for internal and external customer issues, within defined service level agreements.
- To manage / co-ordinate the day-to-day aspects of system security, asset management and change control.
- To provide assistance in developing the technical infrastructure by liaising with key business representatives.
- To arrange technical training for the support team to ensure there is sufficient proliferation of knowledge.
- To ensure knowledge was retained within the team and made readily available by putting into practice a policy to share extensive documentation of solutions, forthcoming changes and procedures.
- To provide mentoring and technical help to the support team.
- **Helpdesk System Project:** Selection and installation of Change Management system which also included new Call Logging software for the Helpdesk. It was fully integrated into existing procedures and updated.

May 1998 – Jan 2000   North Herts NHS Trust – Lister Hospital – Y2K Upgrade Manager

Education & Awards

- **PhD** in Cognitive Behavioural Psychology at CU
- **Masters** in Behavioural Psychology at CU 2017
- **AHEA** Teaching Qualification for university
- The Open University – **BSc (Hons)** in Psychology 2016 (Ongoing)
- University of Hertfordshire – **BA (Hons)** in Business Administration 1994
- North Herts. College – **Higher National Diploma** in Business Studies 1993
- PRINCE 2 Project Management
- Neuro-Linguistic Programming Master Practitioner
- Many Coaching qualifications over the last 15 years

- Performance Consulting – The Learning Clinic (US) September 2011
- BPI (6 Sigma) LEAN Practitioners – General Electric University 2005
- Certified Facilitation Expert – GE University
- ITIL Foundation – GE University
- Neuro-Semantic Meta Coaching
- Gold Award for Customer Service – GE 2005
- Vice President's Award for Customer Excellence – GE 2003
- Sarbanes Oxley (Sox) process implementation