

CURRICULUM VITAE

Professor Michael A West

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Biographical Details

Name: Michael Alun West.

Address: Aston Business School
Aston University
Birmingham
B4 7ET

Telephone Number 0121 204 3269

Facsimile Number 0121 204 3327

International Facsimile +44(0) 121 204 3327

E-Mail: M.A.West@aston.ac.uk

Education

1973 to 1977 University of Wales Institute of Science and Technology. Psychophysiological and Psychological Correlates of Meditation. Qualification: PhD.

1970 to 1973 University College, Swansea, University of Wales Psychology with Social Statistics. Qualification: BSc Econ (Hons) Class II, Division 1.

Employment

Present

- 2007 to date Executive Dean of Aston Business School
- 2004 to date Director, Aston Organisation Development Ltd
- 2001 to date Professor of Organisational Psychology, Aston Business School, Aston University
- 2001 to 2006 Research Director, Aston Business School, Aston University

Previous

- 1992 to 2004 Member of the Corporate Performance Programme, Centre for Economic Performance, London School of Economics and Political Science. (Programme Co-Director 1992-1997).
- 2000 to 2002 Visiting Professor, Technical University of Eindhoven, Netherlands
- 1999 to 2001 Professor of Organisational Psychology and Convenor, Organizational Studies Group, Aston Business School, Aston University, Birmingham B4 7ET.
- 1997 to 2000 Visiting Research Professor, University of North London.
- 1994 to 1997 Professor of Work and Organizational Psychology and Deputy Director, Institute of Work Psychology, University of Sheffield, Sheffield S10 2TN. Professor, School of Management, University of Sheffield.
- 1996 Visiting Professor, Graduate School of Management, University of Queensland, Australia
- 1995 Visiting Professor, University of Tilburg, Netherlands.
- 1991 - 1994 Senior Scientist, Medical Research Council, MRC/ESRC Social and Applied Psychology Unit, Department of Psychology, University of Sheffield.
- 1987 to 1991 Course Director, MSc in Occupational Psychology and Research Officer, MRC/ESRC Social and Applied Psychology Unit, Department of Psychology, University of Sheffield, Sheffield S10 2TN, UK.
- 1984 to 1987 Member of the Scientific Staff (Non Clinical) of the Medical Research Council. Research Fellow at the MRC/ESRC Social and Applied Psychology Unit, Department of Psychology, University of Sheffield, Sheffield S10 2TN, UK.
- 1980 to 1984 Head of Psychology Department, Division of Academic Studies, Bermuda College, Devonshire 4-04, Bermuda.
- 1978 to 1980 Research Fellow, Social Psychology Research Unit, University of Kent at Canterbury.
- 1979 to 1980 Lecturer, Department of Social Work Studies, University of Kent at Canterbury.
- 1978 to 1979 Linesman, Survey Department, Oakdale Colliery, Blackwood Gwent.

Membership of Professional Bodies

British Psychological Society

2006 to date	Fellow of the British Academy of Management
2006 to date	Chartered Fellow of the Chartered Institute of Personnel and Development (CIPD)
2006 to date	Fellow of International Association of Applied Psychology (IAAP)
2003 to 2004	Member British Psychological Society Parliamentary Affairs group
2002 to 2004	Member Publications and Communications Board, British Psychological Society
1998 to 2002	Member of Council, British Psychological Society
1998 to 2004	Chair, British Psychological Society Journals Committee
1992 to date	Fellow of the British Psychological Society
1992 to 1994	Member of British Psychological Society Working Party of Scientific Affairs Board on Fostering Innovation
1990 to 1991	Member, Books and Special Projects Group, British Psychological Society
1998 to date	Fellow of Royal Society for Encouragement of Arts, Manufactures and Commerce
1989 to 1994	Member, Journals Committee, British Psychological Society
1988 to 1989	Chair, Occupational Psychology Section, British Psychological Society
1988 to date	Occupational Psychology Division Member, British Psychological Society

American Psychological Association

1998 to date	Fellow of American Psychological Association (APA)
1998 to date	Fellow of Society of Industrial and Organizational Psychology (SIOP). American Psychological Association.
1993 to 1998	Foreign Affiliate, American Psychological Association

Policy and Advice

1993 to 1995	Member of National Health Service Management Executive Steering Group on Corporate Governance in the NHS
2004 to date	National Health Service, HR Capacity Advisory Group,
2003-2004	National Clinical Assessment Authority
2002 to 2004	Consultant to Blackwells Publishers, U.K.
2001 to 2003	Member of Advisory Board, Kurt Lewin Institute, Netherlands
1999 to date	Member, British Academy of Management
1996 to date	Member, Academy of Management
1995 to 1996	Member of the Executive Committee of the European Association of Work and Organizational Psychology
1991 to date	Member of the European Association of Work and Organizational Psychology

Membership of Editorial Boards

2006	Frontiers Editorial Board, SIOP Organizational Frontiers Book Series.
2005	Member of Expert Board of an EU Study
2005	Review Team - The Canadian Health Services Research Foundation (CHSRF)
2004	Panelist of the Roland Calori prize for the best paper published by Organization Studies in 2003 and 2004
2004	International Advisory Board Member, <i>Encyclopedia of Organization Studies (IEOS)</i>
2002 to date	Editorial Board, <i>Journal of Health Services Research & Policy</i>
2000 to date	Associate Editor, <i>European Journal of Work and Organisational Psychology</i>
1999-2003	Editorial Board, <i>Journal of Organizational Behavior</i>
1997 to date	Editorial Board, <i>Journal of Interprofessional Care</i>
1997 to date	Editorial Board, <i>Applied Psychology: An International Review</i>
1997 to 2000	Editorial Board, <i>Canadian Journal of Administrative Science.</i>
1996	Guest Editor, European Work and Organizational Psychologist
1989 to 1994	Editor, <i>Journal of Occupational and Organisational Psychology.</i>
1989 to date	Editorial Board, <i>Psychologie Economicke and Praxis.</i>
1986 to 1988	Editor, <i>The Occupational Psychologist.</i>
1981 to 1984	Editorial Board, <i>British Journal of Social Psychology.</i>

Membership of Advisory Boards:

2008 to date	Summit Group
To date	DEMOS
To date	HR Capacity Advisory Board
To date	Mind Gym
To date	Project Advisory Group for the 'Improving the working lives of cancer consultants' project.
2006 to date	Chartered Fellow of the Chartered Institute of Personnel and Development (CIPD)
2006 to date	Fellow of International Association of Applied Psychology (IAAP)
2006 - to date	NHS Benevolent Fund
2006 - to date	Assessment Panel for the University of Queensland Research Quality Assessment (UQRQA)
2005 – to date	Committee for Psychology research (Netherlands)
2004 – to date	HR Capacity Board
2000 to date	Academic Council, Beta Research School
2006	Deutsche Forschungsgemeinschaft (DFG)
2006	International Editorial Advisory Board (IEAB)
2006	US Association of Academic Health Centres/ The Association of Medicines of Canada
2005 – 2006	Advisory Group Manchester Business School
2005 – 2006	Care Service Improvement Partnership (incorporating NIMHE)
2005 – 2006	Quality Assessment Committee of Psychology , Netherlands
2005 – 2006	RAE Business Studies & Economics Panel, Hong Kong
2005	Canadian Health Services Research Foundation
2005	Healthcare Commission consultation on Assessment for Improvement
2004	Project Advisory Group for the improving health through human resource management
2006	RAE University of Hertfordshire

Membership of Research Funding Bodies

2005	Member of Academic Council of the Research School Beta, The Netherlands
2002	Personal Overview of ERSC End of Award Reports in the area of Work and Organisations
2000 to 2002	Board of Assessors, ESRC PhD scholarships
2000 to 2003	NHS Service Delivery and Organization Commissioning Group
1998	Netherlands Royal Society of Arts. Review Committee for Departments of Psychology in the Netherlands
1997 to 1998	Chair, ESRC Working Party on User Engagement and Knowledge Exchange
1996 to 1998	ESRC Research Careers Working Party
1996 to 1997	Chair, ESRC, Seminars Competition
1995 to 1996	ESRC ROPA Awards Board
1995 to 1999	ESRC Innovation Programme Steering Committee
1995 to 1988	National Health Service Research & Development Implementation Advisory Board
1995	ESRC Management Fellowship Advisory Board
1994 to 1998	Economic and Social Research Council (ESRC) Research Grants Board.
1996 to 1998	Vice Chair of ESRC Research Grants Board

Organisations for which Grant and Research Unit Proposals reviewed

Leverhulme Trust
Economic and Social Research Council
Trent Regional Health Authority
Department of Health
National Health Service R & D
Medical Research Council
Australian Research Council
BETA Institute, Technical University of Eindhoven, Netherlands
US National Science Foundation

Academic Refereeing

Applied Psychology: An International Review
Academy of Management Review
Academy of Management Journal
British Journal of Management
British Journal of Social Psychology
British Journal of Industrial Relations
British Journal of Psychology
Community and Applied Psychology
Creativity Research Journal
Current Psychological Reviews
European Journal of Work and Organizational Psychology
Evidence to Committee of Enquiry into Safety of Maternity Services, King's Fund, 2007
Human Relations
Human Resource Management Journal
International Journal of Human Resource Management
Journal of Applied Psychology
Journal of Health Services Research and Policy
Journal of Management
Journal of Organizational Behaviour
Journal of Occupational and Organizational Psychology
Journal of Personality and Social Psychology
Organization Behavior and Human Decision Processes
Organization Studies
Perceptual and Motor Skills
Psychological Bulletin
Social Behavior
Work and Stress

Research

Current

Reflexivity in teams and organisations
Diversity in teams and organizations
Innovation and creativity at work
Team based working in organisations
Organizational effectiveness in the National Health Service
HRM and organizational performance

Past

Work role transitions and career development (with Prof N Nicholson)
Stress and coping amongst health professionals
Psychology of meditation
The transition from school to work (with Ms P Newton)
Adolescent drug use/misuse (with Dr D Archibald)
Mastery in infancy (with Dr E Hrcir)
Evaluation of life skills programmes in educational settings (with Ms M Kirkland).

Research Grants

2006	£40,000	University of Birmingham – Evaluation of Safer Patients Initiative (with Dawson)
2006	£48,959	EC (Leonardo) (with Higson) MISLEM – Developing meta-level indicators for establishing a systematic linkage between educational institutions and the labour market.
2006	£5,712	EPSRC Doctoral training account 2006 (with Saunders)
2006-2009	£994,000	Health Care Commission – National NHS Staff Survey Advice Centre
2006	£91,909	Department of Health Developing team Based Working in NHS Organisations (with Borrill and Dawson)
2006 -2007	£125,000	RCUK/ESPRC Academic Fellowship – Health Service Research
2006	£7,769	Healthcare Commission, Development of National Staff Survey and Provison of a Survey Advice Centre.
2005	£48,831	NHS Service Delivery: Understanding the dynamics of organizational cultural change: creating safe places for patients and staff
2005	£202,350	The Health Care Commission – NHS National Staff Survey 2005
2005	£21,090 EC	Leonardo da Vinci – Human System Audit for the Health Care Sector
2005	£10,000	Foundation for Management Education – Learning capabilities within the SME community in the West Midlands
2005	£13,154	ESRC- The effectiveness of organizational teams: a meta-analysis (with Richter and Dawson)
2005	£40,400.	Healthcare Commission, Development of National Staff Survey.
2004 - 2005	£360,000.	Healthcare Commission, National Health Service Staff Survey.
2004	£5,000.00.	Foundation for Management Education. Barriers to Learning within the SME sector.
2004	£354,536.	The Commission for Healthcare, Audit and Inspection. Development of a National Staff Survey – Amendment to Contract T/02/41/SS.
2004	£17,800.	NHS Leadership Centre – Analysis to explore the relationship between leadership and hospital performance.
2003 - 2005	\$165,000.	Australian Research Council, team effectiveness in health care
2003 – 2004	£300,000.	Commission for Health Improvement (with Dr.Carol Borrill)
2003-2004	£29,800.	Institute of Customer Service – the role of reward and recognition in delivering excellent customer services (with Fisher and Bourne)

2003	£ 25,000	Saville Holdsworth Limited.
2002-2004	£84,160.	Centre for Economic Performance (extension of contract).
2003	£24,072.00.	SHL. Collaborative Research: The Performance Equation: 1) Leadership competencies and firm performance 2) Learning. With Dr Giles Hirst.
2003	£29,800.00.	The Institute of Customer Service. The role of reward and recognition in delivering customer services.
2003	£259,000.	Department of Health. Developing Indices of Human Resource Performance in the NHS, (Borrill with Bourne, Shapiro, Dawson and West)
2000-2003	£396,000	NHS Executive. Working Together: Employee Involvement and Organisational Performance in the NHS (with Borrill, Patterson).
2002	£53,000.	Dept of Health. The Relationship Between Job Satisfaction and Patient Satisfaction in the NHS, (Borrill with West).
2002	£38,247.00.	L.S.E./E.S.R.C. HRM and Corporate Performance.
2002	£120,913	Centre for Economic Performance
2001	£16,000.	Dept of Health, Leadership Centre. Team Development Programme for Mental Health Teams (with Onyett)
2001	£93,000.	Commission for Health Improvement. Assessing Organisational Capacity to Deliver Clinical Governance, (with Shapiro, West and Rees).
2001	£91,606.	Staff surveys for clinical governance reviews Commission for Health Improvement (with Borrill)
1999- 2001	£88,640 .	CEO leadership style and economic performance & innovation in manufacturing organisations ESRC (ROPA Award)
2000	£68,000.	Corporate performance, managerial practices, company climate & employee well-being
1998 - 2000	£80,000.	ESRC ROPA Award. CEO leadership style and economic performance and innovation in manufacturing organizations (pending).
1998 - 2001	£145,000.	North Thames Region. Research into the link between cancer care team composition, functioning and cancer care outcomes (with Haward, Borrill, Sainsbury and Amir).
2000	£392,959.	Department of Health. Working Together.
1999	£273,089	Centre for Economic Performance. HRM and Corporate Performance.
1998 - 2000	£143,000	NHS. North Thames Region. Research into the link between HR management and Trust Performance in the NHS (with Borrill & Patterson).
1997	£100,000.	Nuffield Provincial Trust. Investigation of Relationship between Stress and Performance (with Wall and Hardy)

1996 - 2001	£3.4 million	ESRC Centre on Organization and Innovation (with Professors Wall and Clegg).
1995 - 1998	£507,000	from Department of Health for research into composition, communication and effectiveness in health care teams with Professors Shapiro and Garrod.
1993 - 1998	£890,000	from Department of Health - for study of mental health of National Health Service workforce. With Professors Wall and Shapiro and Gillian Hardy.
1991 - 2000	£475,000	from Centre for Economic Performance (ESRC) - for research on corporate performance, managerial practices, company climate and employee well-being.
1995 -1997	£210,000	from ESRC for research on co-ordinated communication, decision-making and training in facilitating innovation with Professor Garrod and Wood.
1996 -1997	£50,000	for Primary Health Care Teams Development, Calderdale Health Care NHS Trust.
1994 - 1996	£70,000	from ESRC for research on co-ordinated communication and decision-making in innovation project teams with Professors Garrod and Wood.
1993	£27,000	for research on Issues of Probity amongst NHS Board Members, National Health Service Management Executive, with Dr Rod Sheaff, Health Services Management Unit, University of Manchester.
1993	£1,000	British Council and £12,000 National Institute of Structural Economic Reform of the People's Republic of China.
1993	£17,000	for research into training needs of NHS Board Members, National Health Service Management Executive.
1993	£62,000	for research and facilitation in Primary Health Care, Yorkshire Region.
1990	£12,000	for research and workshops on "culture change", British Petroleum Oil UK Ltd.

Collaboration with External Bodies

The Association of Healthcare Human Resource Management (AHHRM)
Academy of Management
BAM Directors of Research Network
Barnsley Family Health Services Authority
Bermuda Association of Helping Professionals
Bloomsbury Health Authority
Board of Enquiry into Education, Bermuda
BP/Mobil
Bradford Metropolitan Council
Bristol Royal Infirmary
British Oil Petroleum UK,
British Petroleum Group
British Petroleum Oil Europe
British Petroleum Oil UK
British Psychological Society
British Telecom
Bursa HR, Turkey
Calderdale Health Authority
Calderdale Health Care NHS Trust
Carillion plc
Centre for Economic Performance
CEO Circle
Chartered Institute of Personnel and Development
Commission for Health Improvement
CIPD (UK & Scotland)
Clinical Governance Support
Commission for Health Improvement
Cranfield University School of Management
Cumbria and Lancashire WDC
Dairy Crest
DARA Corporate Governance Group
Deloitte Touche
Department of Psychology, University of Leeds
Doncaster Royal Infirmary
Dudley Hospitals
Employment Service Occupational Psychology Division
Engineering and Construction Industry Training Board
Esso
Exxon
German Psychological Association
GNER (Great North Eastern Railways)
Grampian Enterprise
Groningen Hospital – The Netherlands
Groupe ESC Bordeaux
Guide Dogs for the Blind Association
H J Banks
Health and Safety Executive
Health and Safety Executive Research Strategy Unit
Health Education Authority, London
Human Factors, Norway
IBM (Europe)
IBM (UK)
Improvement and Development Agency
Institute of Healthcare Management
Institute of Personnel and Development
Irish Management Institute
Kent, Surrey and Sussex SHRINE
Logica
Management Centre, Turkey
Metropolitan Brewing
Midlands Business Schools
Modernisation Agency
National Clinical Assessment Authority

Dogs for the Disabled
National Health Service Leadership Centre
National Health Service Management Executive
National Institute for Clinical Excellence
NCCSDO
NHS Employers
NHS Modernisation Agency Leadership Centre
NHSP
North & Yorkshire SHRINE Network
North Derbyshire Health Authority
North London WDC - SHRINE
North Staffs University Hospital Trust
North West Anglia Health Commission
Northern General Hospital
Nuffield Centre for Health Services Studies
Oxford Psychologists Press
Pan London WDC
Peak Health Promotion
Petroline, Aberdeen
Post Office
Post Office, Norway
PSNC Community Pharmacy
Queen Elizabeth Hospital Medical Education Centre
Rautaruukki, Estonia
Rautaruukki, Finland
Robertson Cooper
Royal College of Midwives
Royal College of Physicians, London
Royal Commission of Inquiry into the Use and
Misuse of Alcohol and Illicit Drugs
Saville and Holdsworth plc
Scottish NHS Executive
Sheffield School of Nursing
Shell International
Sunderland City Council
The Society for Industrial and Organizational Psychology
(SIOP)
SORAL Norway

National Patient Safety Agency
National Health Service Executive
National Health Service Executive, Welsh Office
Swallow Hotels
Thomas Burnley and Sons
UC Hospital London
University of Bath
University of Edinburgh Management School
University of Nijmegen, The Netherlands
University of Texas at Arlington
University of York
US Navy
Wakefield and Pontefract Community Trust
Welsh NHS Confederation
West Midlands Regional Health Authority
Yorkshire Regional Health Authority
University of Limerick

Teaching Responsibilities

Courses

2004	Postgraduate course “Positive Psychology at Work”
2002-2003	Undergraduate course on creativity in organizations to final year students
2002-2003	Marketing Birmingham
2001-2003	Land Rover-Jaguar
1999-2000	Undergraduate course in Theory and Practice of Leadership (final year)
1999- 2003	MBA courses in Organizational Behaviour
1999 to date	Multiple executive development courses in UK and overseas
1999 to date	Carillion
1996	MBA courses in Organizational Behaviour, University of Queensland
1990 to 1994	Organizational Psychology Module Organiser, MSc in Occupational Psychology, MRC/ESRC Social and Applied Psychology Unit, University of Sheffield
1987 to 1991	Course Director, MSc in Occupational Psychology, MRC/ESRC Social and Applied Psychology Unit, University of Sheffield
1985 to 1986	Industrial/Social Psychology Module Organiser, MSc in Occupational Psychology, MRC/ESRC Social and Applied Psychology Unit, University of Sheffield
1984 to 1985	Examination Officer and Lecturer, MA in Occupational Psychology, Social and Applied Psychology Unit, University of Sheffield
1980 to 1983	Human Sexuality, Psychology Department, Introducing Psychology (8 courses for day and continuing education students), Human Development (4 courses), Abnormal Psychology (4 courses), Social Psychology (4 courses), Methods in the Social Sciences (4 courses), Statistics and Research, Theories of Personality (4 courses), Sociology of Work (2 courses), Social Inequality
1979 to 1980	Abnormal Psychology, Human Development, Self in Social Work: Graduate Diploma/MA in Social Work, University of Kent at Canterbury
1978 to 1980	Introducing Psychology, Social Psychology Research Unit, University of Kent at Canterbury Executive Education teaching

Supervision of Postgraduate Research

PhD Students

- 2000 - 2007 Supervisor, Alan Bourne, PhD awarded 2007, Aston University.
- 2005 Supervisor, Luis Curral, PhD, University of Lisbon.
- 2004 Supervisor, Kelly de Chermont, PhD Committee, Rice University, Texas. Topic: Compositional models of employee involvement.
- 2000 to date Supervisor, Andreas Richter, PhD awarded 2005; Tunde Ekpe, PhD awarded 2005, Aston University.
- 1999 to 2005 Supervisor, Sarah MacCurtain, PhD awarded 2005.
- 2000 to 2003 Supervisor, Annilee Game, PhD awarded 2003.
- 2000 to 2003 Supervisor, Helen Shipton. PhD awarded 2003.
- 1996 to 2000 Supervisor, Angie Carter. PhD candidate, University of Sheffield. Teams and Mental Health. PhD awarded 2000.
- 1996 to 2000 Supervisor, Helen Williams. PhD candidate, University of Sheffield. Gender Composition in Teams. PhD awarded 2000.
- 1996 to 2000 Isobel Cantista Gomes. PhD candidate. University of Sheffield.
- 1989-1995 Supervisor, Brenda Poulton, PhD Candidate, Institute of Work Psychology, University of Sheffield: Topic 'Effectiveness in Primary Health Care Teams: PhD awarded 1995.
- 1987 to 1992 Supervisor, David Bunce, PhD Candidate, MRC/ESRC Social and Applied Psychology Unit, University of Sheffield: Topic 'Innovation as a Stress Coping Response Among Helping Professionals'. PhD awarded 1992.
- 1984 to 1989 Supervisor, Nigel King, PhD Candidate, MRC/ESRC Social and Applied Psychology Unit, University of Sheffield: Topic 'Innovation and creativity in the world of work'. PhD awarded 1989.

DBA Students

- 2003 to date Supervision of Andrew Corcoran, DBA candidate

MSc Students

- 1999 to date Supervision of many Masters theses in work psychology, HRM and Business, and MBA courses
- 1997 Supervisor, Lauren McGuire, MSc Candidate, MRC/ESRC Social and Applied Psychology Unit, University of Sheffield: Topic 'Individual innovation'.

- 1997 Supervisor, Hilary Brown, MSc Candidate, MRC/ESRC Social and Applied Psychology Unit, University of Sheffield: Topic 'Individual innovation'
- 1997 Supervisor, Oliver Davidson, MSc Candidate, MRC/ESRC Social and Applied Psychology Unit, University of Sheffield: Topic 'Top Management team decision making'.
- 1993-1994 Supervisor, Marion Moore, MSc Candidate, MRC/ESRC Social and Applied Psychology Unit, University of Sheffield: Topic 'Towards the development of an organisational innovation questionnaire'. MSc awarded 1994.
- 1993-1994 Supervisor, Sarah McPherson, MSc Candidate, MRC/ESRC Social and Applied Psychology Unit, University of Sheffield: Topic 'What are the determinants of organizational innovation? A psychological approach'. MSc awarded 1994.
- 1991-1995 Supervisor, Heather Smith, MSc Candidate, Institute of Work Psychology, University of Sheffield. Topic 'Climate and performance in University departments'. MSc awarded 1995.
- 1991-1994 Supervisor, Sue Carter, MSc Candidate, Institute of Work Psychology, University of Sheffield. Topic 'Team reflexivity, effectiveness and mental health in television programme production teams'. MSc awarded 1995.
- 1991-1992 Supervisor, Wenlu Feng, MSc Candidate, MRC/ESRC Social and Applied Psychology Unit, University of Sheffield: Topic 'Departmental Climate and Research Excellence in British Universities'. MSc awarded 1992.
- 1991-1992 Supervisor, Melanie Giles, MSc Candidate, MRC/ESRC Social and Applied Psychology Unit, University of Sheffield: Topic 'Career Development: An Evaluation of the Personal Development Planning Process'. MSc awarded 1992.
- 1991-1992 Supervisor, Tracey Heppleston, MSc Candidate, MRC/ESRC Social and Applied Psychology Unit, University of Sheffield: Topic 'Team Effectiveness in a Community Service Setting'. MSc awarded 1992.
- 1991-1992 Supervisor, Shirley New, MSc Candidate, MRC/ESRC Social & Applied Psychology Unit, University of Sheffield: Topic 'The Measurement of Culture in a Multi-National Organization'. MSc awarded 1992.
- 1990-1991 Supervisor, Stephen Kellett, MSc Candidate, Social & Applied Psychology, University of Sheffield: Topic 'Climate for Work Team Effectiveness'. MSc awarded 1991.
- 1990-1991 Supervisor, Michael Stead, MSc Candidate, MRC/ESRC Social & Applied Psychology Unit, University of Sheffield: Topic 'Team Climate: Team Performance, Job Satisfaction and Well-Being'. MSc awarded 1991.
- 1990-1991 Supervisor, Veronica Locatelli, MSc Candidate, MRC/ESRC Social and Applied Psychology Unit, University of Sheffield: Topic 'Exploring Culture in Organizations'. MSc awarded 1991.
- 1989 to 1990 Supervisor, Johanna Fullerton, MSc Candidate, MRC/ESRC Social and Applied Psychology Unit, University of Sheffield: Topic 'Consultant-Client Relationships in Organisational Settings'. MSc (with distinction) awarded 1990.

- 1989 to 1990 Supervisor, Indrihadi Isnaeni, MSc Candidate, MRC/ESRC Social and Applied Psychology Unit, University of Sheffield: Topic 'Interaction Process Analysis in Innovative Groups'. MSc awarded 1990.
- 1989 to 1990 Supervisor, Mandy Smail, MSc Candidate, MRC/ESRC Social and Applied Psychology Unit, University of Sheffield: Topic 'Computer Software Training Courses: Who Needs Them?'. MSc awarded 1990.
- 1989 to 1990 Supervisor, Patricia Sullivan, MSc Candidate, MRC/ESRC Social and Applied Psychology Unit, University of Sheffield: Topic 'Innovation in NHS Management Teams'. MSc awarded 1990.
- 1988 to 1989 Supervisor, Stella Sinden, MSc Candidate, MRC/ESRC Social and Applied Psychology Unit, University of Sheffield: Topic 'Innovation in Work Organizations'. MSc awarded 1989.
- 1988 to 1989 Supervisor, Caroline Thurlow, MSc Candidate, MRC/ESRC Social and Applied Psychology Unit, University of Sheffield: Topic 'Innovation in Management Teams'. MSc awarded 1989.
- 1988 to 1989 Supervisor, Andre Wilkin, MSc Candidate, MRC/ESRC Social and Applied Psychology Unit, University of Sheffield: Topic 'Human Resource Management Practices in the Information Technology Industry'. MSc awarded 1990.
- 1987 to 1989 Supervisor, Leslie Morrison, MSc Candidate, MRC/ESRC Social and Applied Psychology Unit, University of Sheffield: Topic 'Stress in the Clinic'. MSc awarded 1989.
- 1987 to 1988 Supervisor, Edie Oade, MSc Candidate, MRC/ESRC Social and Applied Psychology Unit, University of Sheffield: Topic 'Stress in Probation Work'. MSc awarded 1988.
- 1987 to 1988 Supervisor, Cheryl Travers, MSc Candidate, MRC/ESRC Social and Applied Psychology Unit, University of Sheffield: Topic 'Stress and Coping in the Working Population'. MSc awarded 1988.
- 1986 to 1987 Supervisor, Yvonne Savage, MSc Candidate, MRC/ESRC Social and Applied Psychology Unit, University of Sheffield: Topic 'Stress, coping and innovation among health visitors'. MSc awarded 1987
- 1986 to 1987 Supervisor, Michaela Wallace, MSc Candidate, MRC/ESRC Social and Applied Psychology Unit, University of Sheffield: Topic 'Innovation in primary health care teams'. MSc awarded 1987.
- 1986 to 1987 Supervisor, Paul Witts, MSc Candidate, MRC/ESRC Social and Applied Psychology Unit, University of Sheffield: Topic 'Advocacy in nursing'. MSc awarded 1987.
- 1985 to 1986 Supervisor, Ruth Rushton, MA Candidate, MRC/ESRC Social and Applied Psychology Unit, University of Sheffield: Topic 'Stress and coping among student nurses'. MA awarded 1986 (with distinction).

Examining Responsibilities

Courses

2001 to date	External Examiner, London Business School, London, U.K.
2000 to date	External Assessor, Department of Management, Lingnan University, Hong Kong.
1997 to date	External Examiner, Business Studies, University of Limerick.
1992	External Advisor, Business Psychology, Derbyshire College of Higher Education.
1991 to 1992	External Examiner, Creative Management, B882, The Open University School of Management.
1991	External Adviser, MSc in Occupational Psychology, Hatfield Polytechnic.
1990 to 1994	External Examiner, MSc in Occupational Psychology, Birkbeck College, University of London.
1990 to 1993	External Examiner, BSc in Health Studies, St Martin's College, University of Lancaster.

Individuals

- 2003 Elizabeth Wilson-Evered PhD: Monash University, Australia.
- 2003 Estelle McDonald, PhD, University of Western Australia.
- 2002 Sharon Mickan, University of Queensland
- 2002 Gwen Speranzini, PhD, UMIST.
- 2001 Svenja Tams, London Business School.
- 2000 External Examiner, Renu Burr, PhD Philosophy, The University of Western Australia
- 1999 Olga Kyriacou, University College of Wales.
- 2000 Stuart Anderson, University of Warwick
- 1997 Silena Papadaki, PhD, University of Queensland, Australia.
- 1997 Martin Higgs, DBA candidate, Brunel University, London.
- 1997 External Examiner, Swantje Lembke, PhD, Management and Employment Relations, University of Auckland.
- 1996 External Examiner, Andrew Brooks, PhD candidate, Psychology Department, University of Keele, England.
- 1996 External Examiner, Athena Xenikoa PhD candidate, Psychology Department, University College, London.
- 1995 External Examiner, Chris Steyart, PhD candidate, Psychology Department, KU University of Leuven, Belgium
- 1994 External Examiner, Sharon Snellgrove, MPhil candidate, Psychology Department, University College of Wales, Swansea.
- 1993 External Examiner, Fiona Jones, PhD candidate, School of Psychology, University of Hertfordshire
- 1990 Internal Examiner, Bryn Davies, PhD candidate, MRC/ESRC Social and Applied Psychology Unit, University of Sheffield.
- 1989 External Examiner, Robert Wareing, PhD candidate, Birkbeck College, University of London.
- 1988 External Examiner, David Ager, MBSoc candidate, University of Manchester.
- 1988 External Examiner, Philip Harris, MPhil candidate, Bristol Polytechnic.
- 1987 Internal Examiner, John Arnold, PhD candidate, MRC/ESRC Social and Applied Psychology Unit, University of Sheffield.

Publications

Books

- Firth-Cozens, J. & West, M.A. (Eds.) (1990). *Women at work: Psychological and organizational perspectives*. Milton Keynes: Open University Press.
- Flood, P., MacCurtain, S., & West, M.A. (2001). *Effective top management teams*. Dublin: Blackhall Press.
- Nicholson, N. & West, M.A. (1988). *Managerial job change: Men and women in transition*. Cambridge: Cambridge University Press.
- Dick van, R., & West, M.A. (2005). *Teamwork, teamdiagnose, teamentwicklung*. [Team work, team daignosis, team building]. Göttingen: Hogrefe.
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Other Publications

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Television and Radio Programmes

2007	Guru Online projects
2006	The team's the dream, British Satellite News, Central News (ITV), Midlands Today (BBC), Ceske Televize (Czech Republic), Televizija Slovenija (Slovenia), RTP (Portugal), Channel News Asia and Televisia SA de CV (Mexico), April and May 2006
2004	Effective human resource management and patient mortality DVD – developed for the NHS Leadership Centre Modernisation Agency
2003	Einstein Video
2000	BBC Radio 4. All in the Mind. Selection and Teamwork
1998	BBC 2 'Newsnight'. 13 October
1997	BBC Radio 3, Nightwaves - 2 December.
1997	BBC Radio Sheffield, 'Stress amongst Managers at Work'
1997	BBC Science Now, Radio Sheffield
1996	Australian Broadcasting Corporation, 'Downsizing'
1995	Radio 4, 'Stress at Work'
1992	BBC1, Consultant for the series 'Work is a Four Letter Word'. Series repeated on national television on four occasions.
1990	Australian Broadcasting Corporation, 'The Psychology of Meditation'.
1988	HTV Wales, 'Stress'
1987	Australian Broadcasting Corporation, 'Meditation'.
1987	Radio Oxford, 'Beyond Therapy'
1985	Radio Hallam, Sheffield, 'Psychological Aspects of Nuclear War.'
1985	Radio Hallam, Sheffield, 'Hallam Forum'.
1983	ZBM Radio Bermuda, 'Talk Back'.
1983	ZBM Television, 'Secondary Education'.
1982	ZBM Television, 'Young People'.
1980 to 1983	Numerous news programmes on television and radio in Bermuda. 1980-1983 ZFB Radio Bermuda, a total of 75 two-hour phone in radio programmes dealing with social issues such as race relations, abortion, divorce, homosexuality, drug abuse etc.

1980 BBC Radio 4, 'Young People and Sex Roles'.
1975 London Weekend Television, 'Meditation'.
1975 Radio Eire, 'Psychology of Meditation'.
1974 BBC Horizon, 'Meditation'.

Presentations

Interdepartmental Workshop, Gregynog, 1974. 'The psychology of meditation'. UMIST.

Postgraduate Research Seminar, UWIST, 1975. 'Non-accidental injury to children - A review of the research'.

Postgraduate Research Seminar, UWIST, 1976. 'Psychophysiological and psychological correlates of meditation.'

Institute of Psychiatry, London, 1974. 'Effects of meditation on short term recall.'

Convenor of Conference 'Meditation-research and application', Department of Applied Psychology, UWIST, 1974. Paper presented on 'Meditation and Short Term Memory.'

Welsh Branch, British Psychological Society, University College Swansea, 1975. 'Meditation and the EEG: A reassessment'.

St David's Hospital, Carmarthen, 1978. 'Psychological research into meditation'.

Psychology Society, Trinity College, Dublin, 1975. 'Research into meditation'.

Atkinson-Morley Hospital, London, 1979. 'Meditation - A review'.

Royal College of Physicians, The Society for Psychosomatic Research, November, 1979. 'The psychosomatics of meditation'. Invited Paper.

MIND London. December, 1979. 'Meditation and mental health'. Invited Paper.

London Conference, British Psychological Society, December, 1978. 'Meditation, personality and arousal'. Abstract in *Bulletin of the British Psychological Society*, 32, 28.

Social Psychology Research Unit, University of Kent at Canterbury, January, 1979. 'The psychology of meditation'.

Research Seminar on the Transition from School to Work, National Youth Bureau, Leicester, April, 1980. 'Attitudes and orientation of young people to work'. Invited Paper.

European Colloquium on Individual Development, Urbino, Italy, December 1980. 'The beginning of working life - Sex differences and the influence of school organization'.

International Workshop on Social Psychology and Social Policy, University of Kent, March/April, 1980. 'Social policy implications of research on the transition from school to work'.

Numerous talks, presentations and workshops in Bermuda between 1980 and 1983.

BPS Occupational Psychology Section Conference, University of Sussex, January, 1982. 'Schools and sex differences in the transition from school to work'.

MRC/ESRC Social and Applied Psychology Unit, University of Sheffield, March, 1984. 'Problems in paradise'.

European Association of Experimental Social Psychology, Tilburg University, The Netherlands, May, 1984. 'Education, alienation and drug misuse'.

International Conference on Self and Identity, University College Cardiff, May, 1984. 'Identity changes as outcomes of work role transitions'. Abstract in *Bulletin of the British Psychological Society*, 37, A126.

Department of Psychology, North East London Polytechnic, May, 1984. 'The psychology of meditation'.

BPS Social Psychology Section Conference, September, 1984. 'The innovator in the world of work.' Abstract in the *Bulletin of the British Psychological Society*, p38, A8.

BPS Social Psychology Section Conference, September, 1984. Workshop on 'Social psychology of meditation'.

BPS Counselling Psychology Section Conference, September, 1984. 'Experiencing work role transitions - Promises, problems and practice.' Abstract in *Newsletter of Counselling Psychology Section* (1985), 3, 6-8.

BPS Social Psychology Section Conference, September, 1985. 'What's new? Innovation and creativity in working life'. Abstract in *Bulletin of the British Psychological Society*, 38, A109.

Medical Campaign Against Nuclear Weapons/CND, Sheffield, October, 1985. 'Psychological aspects of nuclear war'.

Social Psychology Research Unit, University of Kent at Canterbury, November, 1985. 'The social psychology of innovation in organizations'.

Open University Psychology Society, November, 1985, Workshop on meditation.

BPS Occupational Psychology Section Conference, University of Nottingham, January, 1986. 'Innovations in organizations: A social psychological approach'. Abstract in the *Bulletin of the British Psychological Society*, 39, A64.

Postgraduate Medical Centre, East Birmingham Hospital, Conference on Medical Implications of Nuclear War, February 1986. 'Psychological perspectives on the nuclear age'.

Conference Committee, BPS Welsh Branch, University College Cardiff, July, 1986. International Conference on Eastern Approaches to Mind and Self. Paper presented 'Scientific research on meditation: limitations and liberations'.

American Psychological Association Annual Convention, Washington DC, August, 1986. 'Innovation at work: Definitional and theoretical issues'.

BPS Occupational Psychology Section Workshop, London School of Economics, September, 1986. 'Team building for innovation'.

SDP Annual Conference, Harrogate, September, 1986. 'Psychological aspects of nuclear war'.

Labour Party Conference, Blackpool, September, 1986. 'Psychological aspects of nuclear war'.

BPS Occupational Psychology Annual Conference, University of Hull, January 1987. 'Innovation among health care professionals'. Abstract in the *Bulletin of the British Psychological Society*, 40, A34.

BPS Occupational Psychology Annual Conference, University of Hull, January 1987. `Innovation in the workplace: Individual and environmental differences'. Abstract in the *Bulletin of the British Psychological Society*, 40, A34.

BPS Occupational Psychology Annual Conference, University of Hull, January 1987. `Reactions to innovation in elderly care institutions'. Abstract in the *Bulletin of the British Psychological Society*, 40, A34.

BPS Occupational Psychology Annual Conference, University of Hull, January 1987. `Nuclear weapons and the social psychology of decision-making'. Abstract in the *Bulletin of the British Psychological Society*, 40, A34.

Department of Psychology, University of Warwick, March 1987. `Meditation and consciousness'.

Department of Psychology, University of Liverpool, March 1987, `Meditation and consciousness'.

United Nations Association and University of Leicester, June 1987, `Psychological perspectives and nuclear war'.

Health Care Research Group, Sheffield and City Polytechnic, June 1987, `Methods in health care research'.

Special Interest Group in Meditation Conference, Malvern, Worcestershire, October 1987, `Eastern approaches to stress management'.

Department of Psychology, University of Warwick, December 1987, `Meditation and consciousness'.

King's College London, December 1987, `Worklife, self-development and the new religions'.

BPS Occupational Psychology Annual Conference, University of Manchester, January 1988. `Innovation in primary health care teams: The effects of roles and climate'. Abstract in the *The Psychologist*, 1, 2.

BPS Occupational Psychology Annual Conference, University of Manchester, January 1988. `The influence of role and organizational factors on patient advocacy in nursing'. Abstract in the *The Psychologist*, 1, 2.

Department of Psychology, University of Kent at Canterbury, February 1988. `Psychological approaches to innovation at work'.

BPS Occupational Psychology Annual Conference, Lake District, January 1989. Chairperson's address `Visions and division in occupational psychology'.

Fourth International Symposium on Minority Influence, Peruggia, Italy, June 1989. `Innovation at work'.

University of Leuven, Belgium, October 1989. `Innovation and creativity at work'.

BPS Occupational Psychology Annual Conference, Lake District, January 1990. Discussant at Clinical/Occupational Psychology Symposium `Organizational change'.

Postqualification Training Event, Clinical Psychology Division, Newcastle upon Tyne, January 1990. `The politics of innovation'.

BPS Annual Conference, University College Swansea, April 1990. `Bad faith and bad practice: Occupational psychology in the undergraduate degree'.

Career Flexibility in the 1990s Conference at Polytechnic of Central London, April 1990. `The experience of job change'.

Co-operation in Health Care, St Bartholomew's Hospital, London, June 1990. Invited Chairperson.

BPS Occupational Psychology Annual Conference, Cardiff, January 1991. 'Innovation in NHS Management Teams'.

BPS Occupational Psychology Annual Conference, Cardiff, January 1991. 'Dimensions of client consultant relationships'.

Trent Regional Psychology Advisory Committee, Post Qualification Training Workshop, City Hospital, Nottingham, January 1991. 'Organizational issues'.

North Derbyshire Health Promotion, Stress and Organizational Change, Chesterfield, January 1991. 'Hanging together: Team approaches to managing stress'.

BPS Occupational Psychology Annual Conference, Liverpool, January 1992. 'A comparison of methods for assessing culture in organisations'. Abstract in *British Psychological Society 1992 Abstracts Bulletin*, 42.

BPS Occupational Psychology Annual Conference, Liverpool, January 1992. 'Climate for work team effectiveness'. Abstract in *British Psychological Society 1992 Abstracts Bulletin*, 41.

Autonomy and Independent Work, Nijmegen, Netherlands, June 1992. 'Management Team Innovation: A Three Year Study into Senior Management Teams in the UK'.

Symposium Convenor, International Congress of Psychology, Brussels, July 1992. 'Innovation, Culture and Organizational Effectiveness'.

International Congress of Psychology, Brussels, July 1992. 'The Relationship Between Managerial Practices, Culture and Organizational Effectiveness'.

Academy of Management Conference, Los Angeles, August 1992. Collective Climates: Myth or Reality?

London School of Economics and Political Science, September 1992. 'The Possibility of a Unified Theory of Organizations: A Psychological Perspective'.

Update Centre, University of Sheffield, January 1993. Developing an Index of Good Practice in Primary Health Care. PGA registered event.

Alicante, Spain, April 1993. Innovation and effectiveness of groups at work. Paper presented at 6th European Congress on Work and Organizational Psychology. Abstract in *The European Work and Organizational Psychologist*, 1993, 2, p249

Centre for Economic Performance, Stoke , Rochford, May 1993. Managerial practices, organizational climate and economic performance.

Royal College of Physicians, July 1993. Effectiveness in primary health care teams.

European Congress of Work and Organizational Psychology. Alicante, Spain, April 1993. "Team Innovation and Effectiveness"

National Institute of Structural Economic Reform, Beijing, China, June 1993. "Managerial Practices, Organizational Climate and Economic Performance in Manufacturing Enterprises"

National Bureau of Pipeline and Natural Gas. Beijing, China, June 1993. "Culture Change, Personal Development and Appraisal in British Petroleum"

Institute of Psychology, Chinese Academy of Sciences, Beijing, China, June 1993. "Team climate and effectiveness"

Royal College of Physicians, London, July 1993. on Audit for Teams in Primary Care. "Measuring the effect of teamworking in primary health care" with Brenda Poulton

Royal College of Physicians. Audit for Teams in Primary Care. Conference. July 1993

International Conference on Community Health Nursing Research, Edmonton, Canada, September 1993. "Effective multidisciplinary teamworking in primary health care". with Brenda Poulton

Annual BPS Occupational Psychology Conference, Birmingham, January 1994. "Team climate: Measuring and predicting innovation in groups at work". with Neil Anderson

Royal College of General Practitioners, Portsmouth, April 1994. National Spring Meeting.

Scientific Committee for the EHMA Annual Conference, Chantilly, France, June-July 1994.

BPS Occupational Psychology Annual Conference, Warwick, January 1995. Staniforth, D., Lawthom, R., Patterson, M., West, M.A. and Maitlis, S. Managerial Practices in UK Manufacturing Organizations.

BPS Occupational Psychology Annual Conference, Warwick, January 1995. Maitlis, S., Patterson, M., Lawthom, R., Staniforth, D. and West, M. Human Resource Management and Organizational Climate - A Study in the UK Manufacturing Industry.

BPS Occupational Psychology Annual Conference, Warwick, January 1995. Lawthom, R., Patterson, M., Staniforth, D and Maitlis, S. Organizational Climate.

Nottingham Community Health , NHS Trust, February 1995. M.West.

Tilburg University, The Netherlands, April 1995. Presentation to Work and Organizational Research Centre. OM.West.

Psychotechniek Utrecht, The Netherlands, April 1995. Presentation on Teamworking. M.West.

West Yorkshire Health Authority: Development of Team Working in Primary Health Care, April 1995. M.West.

Nuclear Electric, May 1995. Development of Innovation and Teamworking. M.West.

National Health Service Executive Standing Medical Advisory Conference and Standing Nursing and Midwifery Advisory Conference on the development of teamworking. May 1995. M.West.

Keil Centre, Edinburgh, May 1995. Introduction of team-based working. M.West.

Institute of Fiscal Studies - invited presentation on innovation and R & D in manufacturing organizations, May 1995. M.West.

Centre for Economic Performance - invited Seminar : Patterns and Predictors of Innovation in UK Manufacturing Organizations. May 1995. M.West.

Sheffield University Management School - invited Seminar : Integrating Economic and Psychological Perspectives on Company Performance. June 1995. M.West.

British Academy of Management, September 1995.

Welsh office, conference on Collaborative Working in Health Care, September 1995. M.West.

University of Warwick, invited presentation on Innovation in Organizations to Local Government Consortium. October 1995. M.West.

Human Resource Development Conference, Cardiff. October 1995. Presentation on Teamworking. M.West.

Institute of Personnel Development, Harrogate. October 1995. Presentation: Creating a Climate for Innovation in Teams. M.West.

Conference on Participative Management of Work Groups, University of Dortmund, Germany, October 1995. Effectiveness and innovation in complex decision-making teams. M West

Kings College London, Technology Foresight Conference, Construction Industry. November 1995. Presentation: Facilitating Innovation in Organizations.

University of East Anglia. November 1995. Invited Seminar Presentation on Team Work in Primary Health Care. M.West.

University College, Swansea, Department of Psychology. January 1996. Invited Seminar: Working in Teams: Rhetoric and Reality. M.West.

The Energy of Enterprising Women Conference, Brisbane, Australia. March 1996. Invited Presentation. M.West.

Graduate School of Management, University of Queensland, Queensland, Australia. March 1996. Invited Seminar: Reflexivity and Effectiveness in Teams. M.West.

Central Queensland University, Queensland, Australia. March 1996. Invited Presentation. Effectiveness in University Settings.

University of Melbourne, Department of Psychology, Melbourne, Australia,. April 1996. Invited Seminar: Reflexivity and Teamwork. M.West.

Melbourne Business School, Melbourne, Australia. April 1996. Invited Seminar: Innovation and Effectiveness in Manufacturing Organizations. M.West.

Commonwealth Department of Finance, Brisbane, Queensland, Australia. May 1996. Invited Keynote Presentation: Working in Teams. M. West.

Queensland University of Technology, Business School, Queensland, Australia. May 1996. Invited Presentation: The Causes of Effectiveness in Manufacturing Organizations. M.West.

University of Western Australia, Centre for Labour and Organization. May 1996. Invited Presentation: Innovation and Effectiveness in Manufacturing Organizations. M.West.

University of Queensland, Australia. May 1996. Invited Presentation: Women in Management.

Griffith University, Brisbane, Australia. June 1996. Invited Presentation: Innovation and Effectiveness in UK Manufacturing Organizations. M. West.

Australian Institute of Management, Brisbane, Australia. June 1996. Invited Presentation: Women in Management Programme. M. West.

Central Queensland University, Rockhampton, Queensland, Australia. June 1996. Invited Presentation: Effectiveness in Universities. M. West.

London Borough of Lewisham. September 1996. Invited Presentation : Effectiveness and Innovation in Local Authority Settings. M. West.

University of North Texas, Dallas Hyatt Regency Hotel, Dallas. September 1996. Invited Presentation. International Conference on Work Teams: Reflexivity and Revolution in Teamwork in the 21st Century. M. West.

Engineering Construction Industry Training Board, Appleby, Cumbria. October 1996. Invited Presentation: The Introduction of Team Based Working. M. West.

University of Hull, Department of Psychology. October 1996. Invited Seminar : The Failure of Teamwork in Primary Health Care. M. West.

Calderdale Health Care Teams Development Initiative, Halifax. October 1996. Invited Presentation. M. West.

Norfolk Health Authority. November 1996. Invited Presentation: Teams : In a League of Their Own. M. West.

Keil Centre, Salford. December 1996. Invited Presentation : The Effectiveness of Teamwork. M. West.

British Psychological Society, London. December 1996. Keynote Speaker. Innovation and Creativity at Work. M. West.

Team working in primary care: working together? The Royal Society of Medicine conference, February 1997. Do Teams Work? M. West. Invited speaker.

University of North Texas, Dallas Hyatt Regency Hotel, Dallas. February 1997. Work Teams. Invited speaker.

Institute of Personnel and Development Conference. March 1997. Effective Team Development. Session Chair.

EAWOP, Verona, Italy. April 1997. Innovation in manufacturing organizations.

Kurt Lewin Institute, The Netherlands. April 1997. Keynote speaker. Reflexivity and revolution in work teams.

Centre for Economic Performance, Stoke Rochford. May 1997. What makes companies effective?

ESRC Innovation Programme, Institute of Personnel and Development Design Council, May 1997. Chairman: Managing and Motivating the Innovative Employee. M. West.

University of North Texas, Dallas Hyatt Regency Hotel, Dallas. May 1997. Work Teams: Reflexivity and Effectiveness.

2nd Biennial Conference, Melbourne, Australia. June 1997. Reflexivity and Revolution in Groups at Work. M.West. Invited speaker.

London. July 1997. All Together Better Health. Reflexivity and Revolution in primary health care teams. Keynote speaker.

4th European Conference on Psychological Assessment, Lisbon, Portugal, September 1997. The measurement of group climate: development and validation of the Team Climate Inventory (TCI). Neil Anderson and M. West.

Oxford. September 1997. Department of Psychology, Oxford University. Innovation in UK manufacturing. Invited speaker.

ESRC, Innovation Seminar. September 1997.

People Management, Organizational Climate and Company Performance. November 1997. University of Amsterdam.

Culture Business & Society. December 1997. London. Invited speaker.

People Management and Business Performance. Institute of Personnel and Development. Branch meeting, Aberdeen. January 1998.

People Management and Business Performance. Scottish Amicable. Senior Managers Forum. Glasgow Hilton. January 1998.

Top Management Teams. Irish Management Institute, Dublin. February 1998.

People are our most valuable asset: Company lie or fact? Invited speaker. Goldsmiths College, London. March 1998.

What is a Team? Oxford Psychometric Forum. St Catherines College, Oxford. March 1998.

The Link Between Good Employee Management and Business Success. Coutts Career Consultants. Human Resource Forum Series. Leeds. March 1998.

Top Management Teams. Irish Management Institute, Dublin. March 1998.

Teamwork for Innovation and Effectiveness. Keil Centre, Edinburgh. Masterclass. March 1998.

Organizational Behavior and Ultimate Outcomes. 13th Annual Conference, Society for Industrial and Organizational Psychology. Dallas, Texas, April 24-26, 1998.

National Housing Federation, Human Resources Conference. "People strategy: keystone or millstone. 22/23 June 1998. Bristol.

Institute of Work Psychology. First International Conference. June 1998. Sheffield

Institute of Personnel and Development. Team Based Workshop. June 1998.

IAAP Symposium. August, 1998. West, M. & Swift, T. Decision-making in top management teams. Paper presented at the International Conference of Applied Psychology, San Francisco, USA.

Switzerland, 1-4 September 1998. University of Neuchâtel. Conference on small groups and teams. "Contrasting and Integrating Social and Organizational Psychology Perspectives. Invited presentation.

Labour Party Conference, Blackpool, September 1998. Invited speaker.

ACAS Conference. October, 1998. "The Extra Ten Percent". Newcastle.

IPD National Conference. Harrogate, October 1998. Invited speaker.

NHS Conference. London, December 1998. Invited speaker.

3rd Australian Industrial and Organisational Psychology Conference, Brisbane, Queensland, June 1999. "Human resource management, employee attitudes and company performance in UK manufacturing companies", and "The human team: How it works and why it fails". Invited speaker.

NHSP Conference. Dawlish Warren, January 2000. "From Policy to Practice in 2010". Invited speaker.

Cranfield University School of Management, Bedford, England, January 2000. Workshop "Evaluating Policies and Practices", Evaluating HRM: the contribution to organisational performance. Presentation.

Expert advice to Board of Inquiry into Bristol Royal Infirmary. Bristol, January 2000. Seminar, "Determinations of Performance: What factors determine the level of performance of organisations, especially in health care and the public sector generally?" Invited participant.

Hilton Hotel, Belfast. March 2000. Conference "The People Difference: Growth, Innovation and Managing People". Generating a creative and innovative culture. Invited speaker.

The University of Texas at Arlington. Texas, U.S.A., April 2000. Group Creativity Conference, "Creativity and Innovation Implementation in Work Groups". Invited speaker.

Michael West Seminar, Oslo, Norway, May 2000. "How to set up organisations for team-work". Invited Seminar leader.

Michael West Masterclass. Edinburgh, July 2000. "Strategic Change Unit: Working with Effective Teams". Teamwork: Reflexivity, Innovation and Effectiveness. Invited speaker.

Institute of Personnel and Development. Birmingham, July 2000. "The Impact of People Management on Business Performance". Invited speaker.

Aston Business School, Aston University, Birmingham U.K., July 2000. Managing Innovative Manufacturing : Responsive Production and the Agile Enterprise, (MIM 2000). Invited keynote speaker.

Sheraton Center, Ballroom Center, August 2000. Managing Multicultural Organizations: A Meeting of the Minds.. Panelist and presenter, "Diversity in Work Teams".

Academy of Management 2000, Toronto, August 2000. Teamworking and Well-Being: Empirical Evidence from Public and Private Sector Work Organizations. Presentation, "Teamwork and mental health: A multi-sample and multilevel study". Invited speaker.

Kingsway Hall, London, September 2000. Psychology of management : Certificate and short courses, “The Psychology of Teamworking”. Invited seminar speaker.

University of Nijmegen, The Netherlands, September 2000. Research Methodology, ‘Team Based Work, Performance and Stress’. Paper contribution, “Team based work and organisational outcomes”. Invited workshop participant.

The University of Edinburgh, Management School, Scotland, September 2000. BAM 2000 Conference. “Team Composition and Processes for Effective Innovation: Findings.” Convenor and Chair.

Management Centre Turkey, Turkey 2000. isan kaynaklari 2000. “HRM, People Management and Business Performance”. Invited keynote speaker.

Bursa HR Conference, Turkey, October 13th 2000. “The Workforce and Productivity: People Management and Business Performance.”.Invited speaker.

Groupe ESC Bordeaux, France, January 18-20th 2001. Theme: The European Advantage – Building on Best Practice. “Different European management styles – The Impact of HRM and management education on corporate performance”. Invited speaker.

Business Design Centre, London, January 24th 2001. I&DeA (Improvement and Development Agency): Working Together for Best Value. “The case for employee involvement” Invited speaker.

Centennial Centre, Birmingham, 22nd March, 2001. NHS Executive: Integrated Working – Policy, Challenges and Models. “The Challenge of Interprofessional Working”. Invited speaker.

Lyngford House Conference Centre, Taunton, 3rd April 2001. Learning to Make a Difference – Management Development Programme. Masterclass 5: “Leadership Laboratory”. Invited masterclass speaker.

Olympia, London, 4th April 2001. HRD2001. “Using Psychology to Understand Teamworking”. Invited speaker.

University of Limerick, Ireland, Jean Monnet Lecture Theatre, 4th May 2001. “The Human Face of Organisation”. Public Lecture.

Stoke Rochford Annual Conference, 22nd May 2001. “The link between people management in hospitals and patient mortality. (West, Borrill, Dawson, Scully, Anelay, and Patterson). Invited speaker.

Aston Business School, Aston University, 13th September (am), 2001. Managing for Strategic Change. “Processes for Encouraging Creativity and Innovation”. Conference Presentation.

Byng Kendrick Suite, Aston University, 13th September (pm), 2001. Foundation for Management Education, Midlands Business Schools Management Research Seminars and Workshops. “The Managers’ Perspective”. Invited speaker.

Employment Service Occupational Psychology Division Annual Conference, Sheffield, 2nd & 3rd October 2001. “Work in Progress – Organisations in Development”. Keynote speaker.

Fitzpatrick Castle Hotel, Dublin, 4th & 5th October 2001. Six Countries Programme Conference: Merging Innovation Cultures: Leveraging Creativity for Competitive Advantage. Workshop Leader.

Imperial Hotel Landudno, Wales North Wales, 18th October 2001. Managers in Primary Care: Knowledge Skills & Attitudes for Teamwork, One Day Symposium. Invited speaker.

JW Marriott Hotel Dubai, U.A.E., 23rd & 24th October 2001. First International Human Resource Conference: Human Resource Embracing Technology. "The Human Face of Technological Organisation". Invited speaker.

Chartered Institute of Personnel and Development National Conference, Harrogate Yorkshire, October 25th 2001. People Mean Business. "Building Leadership Capability: a psychological perspective". Invited speaker.

Saville and Holdsworth Plc Annual Consultant Conference, Oatlands Park Hotel Weybridge, Surrey. 16th November 2001. "The Human Workface in the New Millennium – Belonging, Creativity and Leadership". Keynote Address.

The University of Bath Conference Centre, 29th January 2002. "NSH Executive - Who Cares Programme III – The Role of Management". Invited lead speaker.

The Royal College of Physicians, London, 1st March 2002. NHS Service Delivery and Organisation National R & D Programme, "Delivering research for better health services and social care". Invited conference speaker.

Botanical Gardens, Birmingham, UK, 6th March 2002. "Achieving Aston's Potential: Innovation, Creativity and Teamworking". Lead speaker.

The Metropole, Llandrindod Wells, 20th March 2002. Improving Health in Wales, HR Management Development Masterclass 2. "Working across Professional and Organisational Boundaries in the NHS – Trust, Conflict and Leadership". Invited speaker.

Olympia, London, 16th April 2002. CIPD Conference, Learning Matters – Training Matters. "Promoting Creativity in Teams". Invited seminar speaker.

Sheraton Centre Toronto, Canada, 12th-14th April 2002. SIOP 2002 17th Annual Conference. Papers presented: (1) *Setting the Tone for Organisational Success: The Impact of CEO Effect on Organisational Climate and Performance*, (2) *CEO Reflexivity, Organisational Climate and Organisational Change*, (3) *Transformational Leadership, Top Management Group Trust and Organisational Climate for Innovation*, (4) *Leadership in Health Care Teams: It's Whether not How*.

Hotel Europe, Killarney, Ireland, 26th-27th April 2002. Irish Management Institute 2002 National Management Conference, The New Business Environment: Navigating in uncharted waters. "Employee Satisfaction and People Management Practices – Vital Factors for Organisational Performance. Invited speaker.

Management Centre, Turkey, 15th-16th May 2002. The 7th International Conference on Human Resource Management. Conference Chair.

Harrogate International Centre, 22nd-24th May 2002. "Connecting 2002" – The NHS Confederation annual conference and exhibition. "Good HR, better patient outcomes". Invited speaker.

The Thistle Hotel, Cardiff, 6th, 7th & 8th June 2002. Conference: Primary Care – a risky business? "Risk assessment in Human Resources". Invited speaker.

Angus Hotel, Cardiff, 20th-21st June 2002. AHHRM Welsh Annual Conference. "Relationships between HR practice and patient outcomes". Invited speaker.

Cragwood House, Windermere, 26th-27th June 2002. Impact Conference 2002 Inspirational Leadership. Invited speaker.

CIPD Manning House, London, 29th-30th July 2002. Psychology of Teamworking Conference. Presenting workshop.

Denver Colorado, 13th August 2002. Academy of Management Meeting. Paper presented "Goal Interdependence".

SHRINE Masterclass workshop, Torquay, 11th September 2002. Workshop facilitator.

Institute of Healthcare Management Annual Conference and Exhibition, The Riviera Centre, Torquay, 8th October 2002. Putting people first and managing the sea change. "The Human Face of NHS Organisation". Workshop facilitator.

Moat House Hotel, Chester, 17th October 2002. AHHRM National Conference. HR – the difference that makes the difference. "Measuring the impact of good HRM on patient outcomes". Invited speaker.

Spain 21st October 2002, Conference.

CIPD annual conference and exhibition, Harrogate, 24th October 2002. People mean business. "Why managers find it difficult managing people". Invited speaker.

Aberdeen 4th November 2002, Conference.

Grimstock County Hotel, Coleshill, Birmingham, 5th November 2002. Joint Methodology Seminar, "Organisational psychology". Presenting workshop for the National Co-ordinating Centre for NHS Service Delivery and Organisation R & D (NCCSDO).

Holiday Inn Express, Birmingham, 6th November 2002. Right Couuts: More People, Working Differently – How to make the HR in the NHS Plan work for you. Invited speaker.

National Exhibition Centre, Birmingham, 7th November 2002. Older Person Conference. Invited speaker.

Cardiff Hilton Hotel, Cardiff, 8th November 2002. The Welsh NHS Confederation, "The Welsh Connection". Invited speaker.

Aston Conference Centre, Aston University, Innovation Conference 15th November 2002. Invited speaker.

Dublin Irish Management Institute 18th November 2002. People management and business productivity and performance.

Queen Elizabeth Hospital Medical Education Centre, Birmingham, 20th November 2002. "The links between people management and patient mortality in NHS Trusts"

Aston Conference Centre, Aston University, The Future of Call Centres Conferences, 22nd November 2002. Invited speaker.

Southwark Cathedral, London, 26th November 2002. Kent, Surrey and Sussex SHRINE Conference. Invited speaker.

International Convention Centre, Birmingham, 28th November 2002 (am). PSNC Community Pharmacy Conference. "Creating Effective Pharmacy and Healthcare Teams". Invited speaker.

De Vere Daresbury Park, Chester, 28th November 2002 (pm). DARA Corporate Governance Group Conference. Guest speaker.

Novotel London West Hotel, CIPD Annual Psychology at Work Conference, 3rd December 2002. "A Sense of Teamwork". Invited speaker.

Novotel London West Hotel, 3rd December 2002. CIPD Annual Psychology at Work Conference. "A sense of teamwork". Invited seminar facilitator.

International Convention Centre, Birmingham, 4th December 2002. National Institute for Clinical Excellence: Clinical Excellence 2002. "Creative Effective Health Care Teams". Masterclass facilitator.

Reebok Stadium, Bolton, 11th December 2002. "The human workforce in the NHS: People management, leadership and patient care". Masterclass facilitator.

York Racecourse, The University of York, Centre for Leadership and Management, The Seventh York Symposium, 27th March 2003. A View from Here: "Off Sick" – Leadership for a Healthy Workforce; "Workforce Health – The Evidence" - Invited Speaker.

NHSP Conference. April 2003. "Improving Staff Morale" & "Building People Management Skills HR Audit Tool. Invited speaker.

UC Hospital, London. 30th April 2003. Workshop for Senior Managers. Workshop facilitator.

DARA 1st May 2003. Presentation and Workshop.

HR in NHS Conference. 2nd June 2003. Question time with Jeremy Paxman.

Clinical Governance Support, Group Team Conference. 3rd June 2003 "Benefits of Team-Based Working". Invited Speaker.

IBM via BBS. 4th June 2003. 4th June 2003. "Developing Productive Relationships" Business Leader Development Programme. Invited Speaker.

Brighton & Hove Leadership Forum. 13th June 2003. Team-Based Working research. Invited Speaker.

NHSP Wigan. 23rd June 2003. "Improving Staff Morale" & "Building People Management Skills HR Audit Tool".

Medical Staff Retention Conference. 10th July 2003. "Team Working & HR Practices and Patient Mortality". Invited Speaker.

North West London WDC, SHRINE. 15th September 2003. "Team Working & HRM / Patient Mortality". Invited Speaker.

Dudley Hospitals. 2nd October 2003. Heads of Service Workshop. Workshop Facilitator.

North Staffs University Hospital Trust Board. 14th October 2003. "Benefits and philosophy of Team-Based Working". Invited Speaker.

Dudley Hospitals. 21st October 2003. "Leadership". Invited Speaker.

CIPD Conference, Harrogate. 24th October 2003. "Putting the Energy back into Organisations". Invited Speaker.

Groningen Health Conference. 10th & 11th November 2003. "Patient Mortality" & "Benefits of Team-Based Working"
Invited Speaker.

Welsh NHS Confederation "Connecting the Jigsaw" Annual Conference and AGM. 13th November 2003. "Radical teamwork and new connections: the shape of better patient care". Invited Speaker.

Cumbria and Lancashire WDC. 27th November 2003. "Staff involvement for better patient care". Invited Speaker.

"Who Cares" Programme. 28th November 2003. Bath. "Radical Teamwork: The Route to Better Patient Care"
Invited Speaker.

CIPD, Novotel London West Hotel, London, 2nd December 2003. CIPD Annual Psychology at Work Conference.
Chairman of Conference.

Pan London WDC. 9th December 2003. "HR impact on patient care". Invited Speaker.

North and Yorkshire SHRINE network . Scotch Corner Masterclass 12th March 2004, "HR and Patient Outcomes".

International Convention Centre. 4th March 2004. Conference for NHS Leadership Centre. "Leading for Improvement: through partnership and choice. Invited Speaker.

Rautaruukki Excellence Programme. 8th March 2004. Estonia. Conference Coach.

12th March 2004. Scotch Corner. Masterclass.

HR in the NHS Conference. 5th May 2004. Birmingham ICC. "Team working in practice – putting Aston University research into practice". Session Chairman.

HR in the NHS Conference. 6th May 2004. Birmingham ICC. "The Myths and secrets of team-based working for health care success". Masterclass.

The Royal College of Midwives Annual Conference and Exhibition. 18th -20th May 2004. "Collaborative and Inter-professional working – positive outcomes". Keynote Speaker.

GNER (Great North Eastern Railways), 10th May 2004, York. The Human Workface: People management, team work and organizational effectiveness.

CIPD Showcase Event – Getting to Grips with the People Factor. 15th June 2004. Lakeside Conference Centre, Aston University. "People Management and Organisational Performance: Research and Practice". Speaker.

HR Practitioners Convention. 16th June 2004. Stirling, Scotland.

The Academy of Management Annual Meeting, New Orleans, Louisiana. 9th August 2004. Presentation "The Relationship between Group and Organizational Identification and Effective Intergroup Relations".

Kongress der Deutschen Gesellschaft Fuer Psychologie 29th Sept. 2004. Keynote Speaker "The Human Workface: People management, teamwork and effectiveness in organizations". Goettingen, Germany.

CIPD Annual Psychology at Work Conference 2004. The Novotel Hotel, Hammersmith, London. 8th December 2004. "Motivation". Keynote Speaker

CIPD Reward Forum Network Meeting. Aston Business School. 19th January 2005. Role of Reward and Recognition in Customer Service and Total Rewards – Employer of Choice "Results from the research in to the role of reward and recognition". Speaker.

CIPD Scottish Conference 2005. 11th March 2005. Masterclass "Putting Energy back into Organisations: Managing People, Teams and Work Communities in the 21st Century".

5-10 August 2005. 2005 Academy of Management Honolulu, Hawaii. "The Relationship between intergroup competition and longitudinal change in group effectiveness". Paper accepted for visual presentation.

March 2005. Masterclass "Putting Energy Back into Organizations: Managing People, Teams and Work Communities in the 21st Century". Speaker. Sponsored by ASE.

31st March 2005 – 1st April 2005. HR in the NHS Conference, "Skills, Strategy and Beyond". St Andrews Bay Hotel, Scotland. Opening remarks by M West.

14th-17th April 2005. 2005 SIOP Conference, Los Angeles, California.

(1) Theoretical Advancement: Continuous Learning at the Individual, Group, and Organizational Levels – "Group Learning". (2) Climate Research in the USA and Europe: Traditional Approaches and Research Synthesis – "Climate, Climate Strength, and Performance in UK Hospitals". (3) Poster Session: Influence of Innovative Climate on Organizational Consequences of Demanding Work. – "Influence of Innovative Climate on Organizational Consequences of Demanding Work". (4) Symposium: "Team-Based Working and Organizational Effectiveness".

25th April 2005. LUL Health and Safety Conference and Exhibition 2005. "The Human Work Face: Teams and People Management for the Tube". Speaker.

13th May 2005. HR in the NHS Conference. ICC Birmingham. "Employee Involvement and Energy". Speaker.

16th May 2005. Reliability Workshop, Modernisation Agency, The Dukes Hotel, London.

21st June 2005. British Airways Conference.

27th/28th June 2005. Beeches Management Centre. Launch of TBW programme in Ireland.

9th September 2005. South Staffordshire Healthcare NHS Trust Leadership and Management Forums 2005. "Latest evidence on Team Based Working and it's effect on care". Speaker.

9th September 2005

16th September 2005. HR Capacity Unit – The N Factor Seminar. Aston Organisational Development – Speaker.

29 September 2005. Maastricht University. Research Seminar. "Team Based Working in Organisations".

12th-14th September 2005. British Academy of Management Conference, Belfast. "The relationship between intergroup competition and longitudinal change in group effectiveness".

30th September 2005. Tillburg University. Review Committee Psychology Research. "Team Based Working in Organisations".

5-8th October 2005. IXth European Conference on Organizational Psychology & Health Care, Dresden, Germany. The Human Resource: People Management, Teamwork and Effectiveness in Health Service Organizations. Key notes speaker.

12th October 2005. Dignity at Work Now (DAWN) Conference. Bullying in the Workplace: An Abuse of Trust; a Denial of Justice. "Creating Positive Organisations for the Future: Dealing with Bullying in the NHS". Speaker.

26-28th October 2005. CIPD Annual Conference, Harrogate. "How to maximise performance".

9th November 2005. BAE Systems Conference, Chorley, Lancashire. "It's what you do and the way you do it". Speaker.

12th November 2005. CPHVA Conference, Bournemouth. "Working together: Interactive workshop".

7th December 2005. CIPD Conference, London. "Managing Change at Work".

26th January 2006. HPMA Conference, Manchester City Football Stadium. "Appraisal and Team Working – Developing Policy and Practice for Improvement".

9th February 2006. HR Capacity Board, NHS. The Work Foundation, London. Invited presentation on "Emotions and Motivation vs. Structures and Processes".

27th of April 2006. British Academy of Management, DORN Event, London. "Research Audit at Aston Business School."

27th of April 2006. NHS Trust, South Staffordshire Healthcare, Stafford. "Surfing or sinking: Learning to manage change in the NHS." And official opening of learning centre & network.

11th of May 2006. The Welsh NHS Confederation, Llandudno. "Clinical Leadership: What does it mean and where are we going?"

12th of May 2006. Hefma Annual Conference & Exhibition, Brighton. "Managing change – Generating teamwork."

16th of June 2006. NHS national Workforce Projects, London.

20th /21st of June 2006. NICAN, Belfast. "Building effective teams and leadership across the cancer network."

27th of June 2006. CIPD Conference, Keele. "Keynote address: High-performance working – HR's role."

17th /21st of July 2006. Keynote speaker at 26th International Congress of Applied Psychology, Athens.

15th/17th of October 2006. Trilateral Conference, Vancouver. Inter-professionalism – What does it mean and how are we addressing it? Vancouver, British Columbia.

23rd of October 2006. CIPD Annual Conference. Surfing not sinking in change. Harrogate, UK.

3rd of November 2006. St Maries Hospital, NHS Trust. Inter-professional team working in healthcare. London, UK

29th of November 2006. Derby Hospital NHS Foundation Trust. Achieving better patient outcomes – a new paradigm.

5th of December 2006. CIPD Managing change at work Conference. Inter-professionalism – What does it mean and how are we addressing it?

19th of April 2007. Keynote speaker. Warwick. CAPP 1st Applied Positive Psychology Conference. Surfing through change to create flourishing organisations.

24th of April 2007. Oxford. Oxfam Master Class. Team working.

12th of May 2007. Keynote speaker. Stockholm. European Congress of Work and Organizational Psychology. Flourishing people teams and organizations: The challenge for Work and Organizational Psychology.

20th – 22nd of June 2007. Keynote speaker. NHS Confederation annual conference, London

9th of October 2007. Keynote speaker. Leadership contribution to managing change, Leading workforce thinking, NHS Employers' annual conference, Birmingham

October 2007. Evidence to the Board of Enquiry into the Safety of Midwifery Services in the UK, King's Fund.

13th December 2007. Keynote speaker. Building Effective Teams, Area Managers Study Day, The National Probation Service.

February 2008. Keynote speaker for the Leadership Development Programme, Stoke on Trent Primary Care Trust.