

**MICHAEL GREEN**  
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An executive coach, organisation development consultant, tutor and author  
with a passion for helping individuals and teams set their vision and achieve their goals.

#### EXPERIENCE

I am an Economics graduate from the University of Bristol, a qualified psychodynamic psychotherapist and have an MBA from Henley Business School. My career has spanned finance, HR and management consultancy. I am an accredited Executive Coach

For over twenty years I have been helping individuals, teams and organisations in all three sectors manage change. I am a prolific author having written a number of leadership, change management and personal development books and manuals all underpinned by extensive research and based on practical organisational experience.

I am also a Visiting Executive Fellow at Henley Business School, tutoring in Leadership & Change, People & Performance and Personal Development on the MBA programme and working on bespoke executive education programmes.

#### Recent work has included:

- Personal Development tutor & coach for the numerous programme members on the Executive and Flexible Learning MBA at Henley Business School
- Executive coach for programme members on Deutsche Telekom Change Management Certificate Programme
- Ongoing coaching & mentoring of a number of senior managers, for example:
  - o Coaching of a financial services CEO
  - o Coaching of Head of Partner HR at a City law firm
  - o Coaching of a recently appointed software company Marketing Director
- Individual coaching, action learning group facilitation and delivery of a management development programme for a global NGO
- Writing of course materials for Henley Business School MBA modules ~ Personal Development, People & Performance; and Leadership & Change.
- Designing and facilitating the Personal Leadership Programme for the LGID's innovative Leadership Academy for Council Leaders
- Designing and delivering a two year "Management Academy" the 60 most senior managers in a social housing organisation
- Lead consultant, organisational development for a large unitary local authority, focussing on planning & performance frameworks, competency development, top team development and the management of change
- Facilitation of the Local Strategic Partnership in a London Borough

Testimonial from Dr. Carola Hillenbrand (Henley):

*"Mike is a highly experienced coach and mentor and has helped numerous business executives to excel in their advanced studies and business projects. His passion for the individual and his professionalism shine through in everything he does, he shows great vision and enthusiasm for new ideas and people, and is a real pleasure to work with. He is a person you can completely rely on."* Top qualities: Great Results, Personable, High Integrity

## EDUCATION & QUALIFICATIONS

- 1972-1975 University of Bristol  
**B.Sc. Economics & Accounting**
- 1983-1986 Institute of Psychotherapy & Social Studies, London  
**Postgraduate Diploma in Psychoanalytic & Humanistic Psychotherapy**
- 1987-1989 Henley, The Management College  
**Master of Business Administration**

### Other qualifications

Myers Briggs Qualified Step 1 and Step 2  
Diploma in Business Coaching  
Accredited Executive Coach (APECS)  
Certificate in e-tutoring

## CAREER PROGRESSION

- 1992- **Management Consultant & Executive Coach** - Transitional Space Ltd.  
Director specialising in Individual, Team and Organisational Development.  
**Visiting Executive Fellow** – Henley Business School  
Leadership & Change, People Management and Personal Development  
Tutor
- 1990-1992 **Management Consultant** - Creative Dimensions in Management Inc  
Executive coach and team leader of external coaching team to support  
corporate transformation programme
- 1989-1990 **Management Consultant** - Self Employed  
General HR consultancy in public and private sectors with an emphasis on  
executive management coaching.  
Visiting lecturer at University of North London in Organisational Behaviour
- 1988-1989 **Management Developer** - London Borough of Camden  
Individual and group coaching in self-development and self-management  
skills. Workshops on a variety of technical topics.
- 1984-1988 **Departmental Finance Officer** - London Borough of Camden  
Management of the Capital & Revenue budgets on the Council's £50m  
Housing Programme. Management of the Finance Team.
- 1977-1984 **Finance Officer** - London Borough of Camden  
Responsibility for Capital and Revenue Estimates and Budgetary Control  
for Council's Housing Committee.

## PROFESSIONAL BODIES

Fellow of the Chartered Institute of Personnel and Development  
Member of Association for Professional Executive Coaching & Supervision  
Member of Association of Change Management Professionals

## PUBLICATIONS

### Books

*Making Sense of Change Management* (with E. Cameron); Kogan Page. 2004; 2<sup>nd</sup> ed.  
2009; 3<sup>rd</sup> edition Spring 2012  
*Change Management Masterclass*; Kogan Page; June 2007  
*Making Sense of Leadership* (with E. Cameron) Kogan Page Sep 2008  
*Leadership and Personal Development: A Toolbox for the 21st Century Professional* (with  
K. Kruckeberg and W. Amann) Charlotte, NC, Information Age Publishing (2011)

### Chapters in books

*Organisational Case Study*, Mentoring in Action, Eds. Clutterbuck, D & Megginson, D;  
Kogan Page. 1995.  
*Organisational Case Study*, Change Management; Managing Best Practice Series,  
Industrial Society. 1995

*Contextual Leadership and Change* (with E. Cameron) in Todnem, R. and Macleod, C. (eds.) (2009) *Managing Organizational Change in Public Services*, London, Routledge.

### Manuals/Booklets

*Inside top teams – a practical guide*; (with Cameron, M & Holder, A); I&DeA. 2006  
*Politicians and Personality – a councillor’s guide to understanding difference; working more effectively; getting your message across*; I&DeA July 2007  
*Emerging Leadership: A handbook for middle management development*; (with Arya, A); I&DeA 2007

### **Representative Projects**

1. On-going organisational development consultancy advice to the Executive Management Team of a national financial services company including:
  - a. Developing clarity around strategy, structures and executive team development;
  - b. Individual & team management coaching & mentoring through times of organisational upheaval;
  - c. Developing frameworks of management appraisal; and
  - d. Other organisational diagnosis, analysis and planned interventions as required for the organisation to attain ‘leading employer’ status.
2. Design, development and facilitation of the Personal Leadership Module on the Local Government Improvement & Development Agency’s Leadership Academy for leading Council Members. Reporting into the Director of the Leadership Academy. Core objectives include:
  - a. Understanding leadership roles and challenges;
  - b. Mapping the current and future demands on leading members, drawing on the ideas of leaders working within local government and the public sector;
  - c. Examining their own style of leadership with colleagues and developing their own personal development agenda;
  - d. Focussing upon making things happen in their own authority
3. Coaching the newly appointed Head of a primary school and facilitating team development amongst teaching and support staff and the governors.
4. Individual coaching and team development programme to assist the merger and integration of two IT software companies through the:
  - a. Diagnosis and analysis of ‘integration issues’ on an individual, team organisational and cultural basis; and
  - b. Design and implementation of programmes of interventions to address issues and move the new company forward smoother and faster.
5. Individual coach & team facilitator to the Strategy Management & Implementation Team responsible for specifying and implementing 5 year £32m organisational change programme.
6. The design, implementation and management of 360° feedback programmes for senior managers as part of a cultural change project.
7. Leader of external coaching team on a cultural transformation project orienting a leading financial institution towards high quality customer service through the integrated use of training, coaching and business process re-engineering.
8. Executive Management Team & Board Development Programme within an NHS Trust to facilitate major organisational change. Coaching and team facilitation of the Executive Team & Trust Board over a period of two years the primary focus, as part of the national ‘Leaders for Enterprise’ project included:
  - a. The building of an effective executive team
  - b. The development of the individual executive managers
  - c. Harmonising the effective workings between the Executive & Board.