

## Independent Management Consultancies Network IMCN

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 European
 

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 Professional
 

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 Personal
 

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*Name of the firm*
**Business Transformation Ltd**
*Full address  
(incl. phone, fax)*

**65 Lanchester Road  
 Highgate  
 London N6 4SX  
 United Kingdom  
 Tel +44 20 8815 9487  
 Mobile +44 7966 081192  
 E-mail mike@businesstransform.co.uk  
 Internet www.businesstransform.co.uk**

*Established*
**1997**
*Responsible person for the  
network*

**Michael Wellin**
*Name of managing partner,  
executive director*
**Michael Wellin**
*Name of senior consultants*
**Ruth Herzberg**
*Total number of consultants*
**2**
*Number of associate  
management consultants  
(at least one entire assignment  
together)*
**7**
**August 2010**

(The profiles of the members are permanently updated. Please ask for the latest version.)

## Independent Management Consultancies Network **IMCN**

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### **Business Transformation**

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*Specialisations  
(main fields of activity/  
FEACO classification)*

**Corporate strategy and organisation development**  
**Human resources**  
**Marketing and corporate communication**  
**Project management**  
**Economic and environmental studies**

*Type of clients/branches  
(industry sectors)*

**Professional Services**  
**Engineering**  
**Financial Services**  
**IT**  
**Government**  
**Distribution**  
**Health Care**

*Consulting products or service  
packages (self-developed)*

**Organisation & Culture Change**  
**Leadership & Talent Development**  
**Engaging Clients & Customers**

*International practice  
(foreign countries where assign-  
ments were completed;  
in order of priority)*

**USA**  
**Australia**  
**France**  
**Germany**  
**The Netherlands**

*Language ability in the firm*

**English**  
**German**

*Professional membership  
and cooperations*

**British Psychological Society**  
**Chartered Institutes of Personnel & Development**

## Independent Management Consultancies Network IMCN

### Business Transformation

*Mission statement / consulting philosophy*

We improve business performance and make organisations better places to work in. We do this by using the insights from business psychology to get under the skin of your business, to understand the enablers and barriers to change. We care about the things that keep you awake at night, engage your people and work with you to implement innovative, practical solutions which make a difference to your performance. We share our learning with you.

*Credentials (short description of some typical assignments)*

- Type of client / branch (industry sector)
- Field of activity
- Assignment summary and results

#### **FACILITATING MORE EFFECTIVE WORKING IN A TEAM OF 500 ENGINEERS**

Over three years we worked with a team of 500 engineers delivering the largest infrastructure project in the UK. Our goal has been to increase effectiveness, particularly through aligning the team to better fulfill client requirements and project outcomes. We made a number of important interventions including:

*Diagnosis:* At different stages of the project we undertook in depth interviews with team members and clients to provide robust feedback about where behaviour change was required.

*Collaborative working:* We worked in partnership with the senior team, responding to their people and business agenda as the project progressed.

*Interventions:* During the project we delivered interventions to develop leadership, enhance cross team working, introduced a new behaviour framework for performance management, and ran client service workshops.

*Facilitating sustained change:* Our contribution adapted as the requirements of the infrastructure project changed, and addressed different issues and challenges over time. We also coached a number of team leaders.

*Evaluation:* The infrastructure project is on time and budget. Client satisfaction has increased significantly, and the team of engineers are more engaged.

#### **ENHANCING SENIOR LEADERS PERFORMANCE IN A GOVERNMENT DEPARTMENT**

Over two years we worked with 40 senior leaders in an important UK government department to develop more pace, engage better with external stakeholders and take more appropriate risks.

*Diagnosis:* We carried out in depth interviews with individuals in the organisation and then behaviourally analysed and interpreted the data to define the goals for change.

*Collaborative working:* We worked with a client steering group to lead the project and make decisions and plan the various assignment stages and interventions.

*Interventions:* We designed and delivered a series of interventions based on «Appreciative Inquiry» to start the changes in leadership and culture.

*Facilitate sustained change:* We supported and facilitated change by training and equipping managers to hold «personal deal» conversations with their colleagues. The chief executive has held personal deal conversations with all of his direct reports, and has asked all senior people to do the same.

*Evaluation and reinforce change:* A systematic evaluation of our work has shown that the planned behaviour changes are being adopted in day-to-day work in the department.

## Independent Management Consultancies Network IMCN

### Business Transformation

(cont.)

*Credentials (short description of some typical assignments)*

- Type of client / branch (industry sector)
- Field of activity
- Assignment summary and results

#### CREATING A DIRECTOR CAREER STRUCTURE IN A PROFESSIONAL SERVICES FIRM

This leading professional services firm of over 1000 people appointed new partners informally, and wanted a more systematic and transparent approach and process for this.

*Collaboratively working:* We worked with the senior leaders of the firm, including the chief executive and chairman over a period of months to create the career structure, including producing role definitions, clarifying career transition points, and define the behaviours required for success.

*Diagnosis:* Following our design work the consultant carried out a number focus groups and interviews with partners in different offices to validate and refine the components of the new career structure.

*Facilitate sustained change:* We supported and facilitated change by working with the HR function to plan and implement the career structure.

*Evaluation and Reinforce Change:* The new career structure is now used for all new director appointments, and the behaviours for success are now publicized across the firm, and fully used as one of the core components of the partner performance management process.

*Selection of important and well known clients (location)*

Arup (global)  
BDP (UK & Europe)  
Ernst & Young (global)  
Office of Fair Trading (UK)  
National Autistic Society (UK)  
Royal Mail (UK)

*Partners / senior consultants short profile*

**MICHAEL WELLIN – BA, MSc, AFBPS, C.Psychol.**

I am a experienced and creative business psychologist, who designs and leads organisation change consultancy assignments which enhance performance.

I work closely with clients at all organisation levels to create future vision, diagnose enablers and barriers to performance and create and implement solutions which help individuals and businesses achieve step function change in performance.

Major organisations for whom I have delivered assignments include; Arup, BBC, Building Design Partnership, Business Link, Campbell's, De Beers, Ernst & Young, Ford, Investec, Legal and General, Office of Fair Trading, Reuters, Royal Mail. Before moving into consultancy, I worked in HR within international companies, holding generalist and specialist HR roles.

I have developed a number of innovative and practical methods to help organisations achieve their goals, including a framework of effective board behaviours, Talent Inventory® and, most recently, highly effective techniques to help organisations improve the psychological contract with employees.

My book «Managing the Psychological Contract» was published by Gower in 2007. I speak regularly at HR conferences, and write articles for People Management and other journals.

#### *Education*

Associate Fellow/ Chartered Psychologist - British Psychological Society  
MSc Personnel Management - City University Business School  
BA Social Psychology - Sussex University