

Chris Rodgers

Chris Rodgers MSc FCMI MIC
Consultant, Speaker and Writer on Leadership, Change and Organizational Dynamics
Fellow of the Chartered Management Institute
Member of the Institute of Consulting



Career Outline

Director, Chris Rodgers Consulting Ltd

August 1998 - Present

Chris is an independent consultant, facilitator, and coach. He works with senior management teams, large groups, and individuals, to help them address aspects of strategic management, change leadership, and organizational dynamics. He also runs seminars and workshops, and speaks at conferences, on the complex social dynamics of organizational change and performance.

Since 1998, Chris has worked with a wide range of organizations in the public and private sectors, both independently and in association with other consultancies. These include RWE; Lane4 Management Group; Malakoff Power; AboitizPower; B&Q; Shell; UK Coal: REA; NHS Education Scotland; AES; MSVE Joint Venture; Barclaycard; Lloyds Banking Group; Screwfix; Govt's DCSF (now DfE) and DEFRA; Dounreay Site Restoration Ltd;; LGC; BWEA (now Renewable UK); Cambridge Silicon Radio; UKAEA; Currys; Coca Cola Enterprises; Metalysis; Vantis; TXU Europe; Cass Business School; London Metropolitan University; Henley Management School; and the Cabinet Office/ National School of Government.

Consulting assignments in the UK, Europe and South-East Asia have included:

- Working with senior teams to help them explore aspects of strategic management and to provide a basis for strategy development, organizational change, and performance improvement.
- Introducing organization-wide processes for strategic performance management.
- Providing hands-on consultancy, 'peer review' and executive challenge in relation to organizational design and development, business change, and performance improvement.
- Designing and delivering leadership development programmes, both in open-programme format and to support 'live' business projects.
- Designing and facilitating workshops and problem-solving meetings around key business issues and team dynamics; offering fresh insights on organizational dynamics, to stimulate managers' thinking on the inherent complexity of business and organizational challenges.
- Exploring the principles and practicalities of creating strategic alliances between clients and prospective partners, in joint workshops.
- Facilitating inter-organizational workshops, to develop strategies and action plans in relation to high-profile industry-wide issues.
- Delivering individual and team coaching, to raise individual awareness, build capability, and stimulate performance improvement.

Chris has developed several proprietary, sense-making frameworks to help leaders and other practitioners to understand the underlying dynamics of organization and the implications of these for leadership practice and performance delivery.

Published Author

August 1998 - Present

Chris's has written two books: *The Wiggly World of Organization – Muddling through with purpose, courage and skill* (Routledge, 2021) and *Informal Coalitions Mastering the hidden dynamics of organizational change* (Palgrave Macmillan, 2007). He has also had a number of articles and papers published on various aspects of change leadership and organizational dynamics. He also writes occasional blog posts at *InformalCoalitions.com*.

Career Outline (cont)

Engineer and Senior Manager in the UK Power Industry	1968-1998
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Before establishing his consultancy business, Chris held a wide range of positions within the UK's power generation industry. These included engineering and managerial roles in power stations, including that of Business Performance Manager at 4000MW Drax Power Station, followed by a number of senior management positions at the company's headquarters.

The last ten years of his career with National Power, and its predecessor the CEGB, spanned the period of the industry's ground-breaking privatisation and its subsequent commercial development – a time of unprecedented organizational change and development.

Qualifications, Affiliations and Publications

Chris's academic qualifications include:

- an MSc in Managing Change (Sheffield Hallam University, 1999)
- a Diploma in Management Studies (Derby, 1980)
- a Polytechnic Diploma in Mechanical Engineering with Honours (Nottingham Trent, 1973)

He has also completed an Advanced Coach Training Programme in Executive Coaching (2002).

For 12 years, from December 2008 - 2020, Chris was an Honorary Senior Visiting Fellow in the Faculty of Management at Cass Business School, City, University of London.

He is a Fellow of the Chartered Management Institute, Member of the Institute of Consulting and a Member of the Institute of Directors. Since January 2005, Chris has run a bi-monthly network of senior OD practitioners in London. He has twice been guest editor of the Association for Management Education and Development's e-journal, *Organisations and People*; the latter being produced to celebrate the 20th Anniversary of the OD network.

Besides authoring *Informal Coalitions*, Chris has also had a number of articles and papers published in professional journals and similar publications, relating to various aspects of leadership and organizational dynamics. These include *Taking Organisational Complexity Seriously*, which was published as a White Paper by London Metropolitan University's Centre for Progressive Leadership; *Coalitions, Conversations and Complexity – The challenge of change in the public sector* (published in *The International Journal of Leadership in Public Services*); and *Organizational Change and Development During the Recession and Beyond*, which featured in AMED's *Organisations and People*. A review of Prof. Ralph Stacey's book, *Complexity and Organizational Reality*, was published in *Action Learning Research and Practice*. A brief paper outlining the *informal coalitions* approach to change (*Leading Change through Informal Coalitions*) was also published by AMED. And a paper entitled *Hubris Syndrome: An emergent outcome of the complex social process of everyday interaction?* was commissioned by the Daedalus Trust and published on their website.

In September 2014, Chris's views on the dynamics of organization and leadership practice were featured in an article in the Sunday Times, entitled: *Management by Muddling Through*.

Chris can be contacted by phone or text on +44(0) 7711262571 and by email at chris@chrisrodgers.com