

11 June 2012

**Dear Sir/Madam**

I first met Michelle as a participant in a course run by her for senior Amadeus leaders in early 2010. It was obvious to me from the start that Michelle brings a very individual and powerful set of skills and experiences to her work in developing leaders.

I would say that Michelle‘s greatest asset is that she is wholly authentic and that this shines through in everything she does, as she takes leaders and communicators on the journey of understanding themselves more deeply, and thinking about effective leadership behaviours.

On the basis of my positive experience of Michelle’s work I asked her to lead an offsite course for around 30 senior and middle managers in my department. Once again the freshness, sensitivity and directness of her approach led to a highly effective and successful experience for the people concerned.

It is clear to me that her strong communication skills, coupled with her technical understanding of her subject and underpinned by her own individual impact brings about a powerful and positive effect on the individuals and teams she coaches.

Often her coaching and courses are taking leaders into areas they find a little uncomfortable – self reflection, feedback from others etc. and it is testament to her that she manages to make this process exciting and challenging, rather than threatening.

My feeling is that Michelle is a true champion for the human skills of effective leadership development – helping people in power to better understand themselves, become more empathetic with others and so indeed to help create a real difference in the way powerful people lead and think.

In conclusion, I believe Michelle makes a lasting and profound positive impression on every person and group she works with, and that as such she is indeed contributing to the overall development of effective leadership in business and organizations.

Yours faithfully

**Edward P. Ross**

**CEO Paterson Consulting SL**

**About Edward Paterson Ross**

**Eddie Ross** holds a British passport despite being born in Portland, Oregon, USA. He went to schools in London and near Oxford in UK, before going to the City University in London and obtaining a BSc degree in Systems Science & Management. He also holds a Post Graduate Certificate of Education in Economics and Business Studies from York University. He is currently participating in the MSc Masters Degree Programme “Consulting and Coaching for Change” at the SAID Business School at Oxford University and HEC in Paris – two of the world’s leading business schools.

On graduation he worked in the advertising industry for various London advertising agencies including Saatchi & Saatchi, WCRS and Euro RSCG. In 1992 he moved to Madrid, Spain and worked as International Account Director for Ruiz Nicoli Advertising, at that time a leading Spanish advertising agency. He is a fluent speaker of Spanish. He has taught communication courses at various Madrid business schools and universities.

In 1996 he became Advertising Manager at Amadeus Global Travel Distribution, the world’s leading supplier of travel reservation technology, operating worldwide from Madrid. In 2000 he became marketing Director for the launch of Rumbo.com, a joint venture between Telefonica and Amadeus, that is now one of Spain’s leading online travel agencies.

In 2001 he returned to Amadeus initially as global Head of Internal Communication and in 2003 became Director of Corporate Communication, and in 2007 the role was enlarged to Group Director, Corporate Marketing. In this role he was responsible for worldwide brand management, external media communication, regional marketing communication, market research, competitive intelligence, and global web strategy – managing a team of 80 in Madrid, Nice, Miami and Bangkok. He worked closely with the Amadeus CEO to design effective worldwide employee and customer communication.

In 2004 he directed the communication of one of the largest Leveraged Buy Out processes in European history as private equity firms BC Partners and Cinven purchased Amadeus for €4.3 Billion.

In 2006, in response to Amadeus’ diversification, he led a comprehensive worldwide brand re‐launch and change programme, from *Amadeus Global Travel distribution* to *Amadeus IT Group* signifying renewal and alignment of global brand messaging, development of internal and external brand values, corporate imagery redesign with a new logo and tag line, product naming strategy, re‐launch of web sites and all commercial materials across 76 companies in 195 countries.

Since 2009 he worked with the Millennium Foundation whose mission is to raise funds to achieve the United Nation’s Millennium goals regarding HIV, Malaria and Tuberculosis. In September 2010 spoke at the Plenary Meeting of the General Assembly of the United Nations in New York, on the subject of Innovative Health Financing.

In 2010 he directed the communication of Amadeus’ €8 billion IPO leading to a successful launch on the Madrid stock market, and established the corporate communication and reputation management unit to serve the new public company.

In Oct 2011 he established the change and engagement consultancy, Paterson Consulting ­‐ that sets out to help manage change through effective interaction and engagement with the people in an organisation.