

DR. NADIA M. MILLINGTON (BSc, MBA, MSc, PhD)

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EDUCATION AND ACADEMIC AWARDS

- 2010- **London School of Economics & Political Science: PhD Management**
2015 (Without revisions, focused on Multinational failure and social impact at the Base of the Pyramid (BOP) in India
-Exploratory research grant awarded from the LSE Asia Research Centre)
- 2008- **London School of Economics & Political Science: MSc Management, Organisations and Governance**
2009 (Distinction- 1st place in cohort, As in all courses + Academic Excellence Award)
- 2003- **University of Bath: Masters in Business Administration**
2004 (Distinction - top 5% of cohort + Most Outstanding Consulting Project Award)

ADDITIONAL CERTIFIED/ EXECUTIVE TRAINING

- 2006- London Business School, UK: Strategic Innovation (MBA-level) & Strategic Content (PhD-level)
2016 Institute of Cultural Affairs, USA: Group Facilitation Methods
IBB Global, Trinidad: Leadership Development
Institute of Business, Trinidad: Project Management

PROFESSIONAL EXPERIENCE: TEACHING / ACADEMIC

- 2016- **London School of Economics & Political Science: Senior Lecturer in Practice/ Deputy Programme Director, M.Sc. Social Innovation and Entrepreneurship**
- 2011- **London School of Economics & Political Science: Guest Teacher & Graduate Teaching Assistant for**
2016 MG418: Open Innovation; MG437 & MG438: Business Model Innovation at the BOP; MG427: Innovation in Organisations, MG446: Strategy, Organisation, Innovation & MG106: Strategic Management.
Rated on average: >80% good /very good in the term-time and >93% in the summer school teaching surveys.
- University College London: Postgraduate Teaching Assistant for**
MSING016- Strategy for hi-tech ventures and MSING010B- New Technology Ventures

PROFESSIONAL EXPERIENCE: SOCIAL ENTREPRENEURSHIP

- 2010- **Mais Um (Portuguese for Plus One), Co-founder**
2012 Mais Um is a social enterprise operating in one of the poorest slums of Rio de Janeiro Brazil which aims to find solutions for social development challenges in partnership with local NGOs and the community of 2000 inhabitants. A key initiative was the crowdsourcing (of the functional and aesthetic design) and crowdfunding of a new Community Centre <http://coroadoproject.blogspot.co.uk/p/coroado-community-centre-project.html>
- 2012 **Saint Lucia School of Music (SLSM), Advisor & Consultant**
Worked with SLSM to develop a strategy, operational plan and social impact assessment mechanism to extend the School's business model to allow youths, in marginalised communities, to access music education, in a similar vein to the El Sistema programme pioneered in Venezuela which has been lauded for using music as a mechanism for social advancement and poverty alleviation
- 2012 **infoDev/World Bank m2Work Development programme, Finalist and Winner of First Two Rounds**
Co-developed, as part of a two-person team, new-to-the-world/ innovative business models focused on using unskilled microworkers located at the BOP for medical diagnoses and digitised receipts transcriptions

PROFESSIONAL EXPERIENCE : CONSULTING

- 2009- **Tyler Mangan UK, Senior Consultant**
2010 **Lloyds TSB Change Velocity Project**
Helped Lloyds Bank accelerate its implementation of a £100m strategic transformation programme:
-Co-developed a change velocity assessment tool
-Completed a change velocity audit, illustrating the major inhibitors of organisational transformation
-Worked with two Senior Executives to develop a unified change vision
-Provided strategic input into the operations of the change management team, with respect to its remit, organisational structure and control & governance frameworks
-Directed the development of a model used to create a singular prioritised view of the portfolio of change projects including critical lead projects, discretionary projects and an integrated benefits realisation schedule
-Facilitated the development of a three-phase roll out plan

National Trust Strategy Implementation Project

In line with its new strategy, facilitated the decentralisation of National Trust's operations:

- Advised and worked with various teams to develop a transformation programme that devolved more responsibility to Property Managers (hereinafter PMs). This included the development of a new decision infrastructure which proposed changes to the organisation's principles, policies (which were reduced from 1000+ to 150) and the PMs' decision making authority limits
- Advised on the segmentation of 400+ properties for greater organisational effectiveness
- Assisted teams in the development of scorecards for each segment of properties to monitor its performance in line with organisation-wide strategic objectives

2006-present

Nadia Millington & Associates/ Self Employed, Strategy Consultant

Caribbean-based consultancy focused on strategy development and implementation through typically a three/four-person team of Associates (including two direct reports) and a range of client project teams. Completed over 20 strategic interventions for mainly large cap Financial Services and Public Sector clients including large Government Ministries (list of clients and sample work products available upon request):

- Gathered and analysed quantitative and qualitative information to facilitate a review of the organisation's finances, culture, market positioning, customer, channels, organisational capability and current or impending environmental changes
- Utilised analytical data to contribute to fact-based hypothesis-driven strategic options with concomitant risk assessments and strategic considerations associated with each scenario
- Designed proprietary tools, workshops and training sessions, to facilitate the Executive Leadership Team's and the Board of Director's / Government Minister's review of options and agreement on the strategy
- Designed and led Management team offsites to flesh out implications of the chosen strategy including: identifying & agreeing cost saving opportunities, integrating post-merger (where applicable), addressing cultural & team issues in new teams or alliances, developing shared visions & restructuring the organisation
- Advised and guided Senior Executives on leading the strategy implementation programme
- Developed Balance Scorecards to monitor the performance of the Executive Leadership Team in the execution of the strategy.

2005-2006

Colonial Life Insurance Company Limited, Trinidad: Vice President Planning and Development

Managed 5 direct & 55 indirect staff & £10 million budget:

- Coordinated functional support (HR, Technology, Ops) to deliver to business agenda and ensure BAU (Business as Usual) delivery
- Served as main Executive for strategic business management considerations and also as an escalation point to solve ongoing issues and risks associated with the implementation of the SAP Finance, HR and Materials Management Technology Platform. As a result of my intervention, directed negotiations which resulted in unprecedented savings including a 50% reduction in the cost of SAP consulting fees
- Oversaw a series of operational efficiency projects including the paperless purchasing process which resulted in a 40% reduction in stationery costs
- Led the Leadership Effectiveness Exercises which resulted in the development and implementation of Executive Balance Scorecards and a new series of reporting frameworks which aimed to curtail the culture of largess

2004-2005

Colonial Life Insurance Company Limited, Trinidad: CRM Manager

Led a core team of 15 along with 20 additional SAP (multicultural, third party) technology consultants to deliver a portfolio of customer facing projects with a £1.5 million budget.

- Programme managed the first phase of the implementation of the SAP CRM technology platform
- Advised the organisation on the design of an effective & efficient singular view of the customer across the multiple customer-facing IT platforms
- Oversaw the process of customer data integration, clean up and testing
- Conceived and directed an effective change management programme to accompany the CRM platform launch

PUBLICATIONS

- PhD Monograph: Millington, N (2015) Ambisincerity, Success Traps and the Base of the Pyramid (unpublished)
- In preparation: Institutional Theory, insights on MNC failure at the BOP

SKILLS, INTERESTS AND MEMBERSHIPS

- IT Proficiency: MS Word, Excel, PowerPoint, Project, Outlook
- Hobbies: Dancing, travelling (30+ countries visited), jewellery design, writing poetry, art & exhibitions
- Member, LSE Innovation Co-creation Lab which aims to empower organisations to reduce poverty and advance basic human freedoms