

QUENTIN MILLINGTON - UK



OVERVIEW

Quentin Millington challenges executives and senior managers to excel in ambitious, multi-cultural organisations. His clients typically have to deliver strategy and so must overcome finance, operations and stakeholder-related hurdles. In high-pressure roles, individuals must themselves adapt to arrive at the outcomes they seek. Quentin enables people to achieve distinction by building the capacity to solve complex issues, align diverse teams, engage and influence people, and enable others to achieve excellence.

COACHING APPROACH

Through hands-on experience with managing teams and leading change, Quentin knows that to run an organisation in a disrupted world is not easy. He explores the challenges an individual faces in an empathic yet no-nonsense way. Where relevant, he lightly structures the conversation using models of culture, leadership and change, to offer insight into how 'best practice' might enhance performance.

Not afraid to be bold, Quentin asks tough questions and holds a person to account, yet understands well the complex realities that make leadership hard. Clients say how Quentin is 'always probing, always listening and always thinking' with an 'amazing way of shaping and framing ideas to enhance clarity of thinking and deliver robust outcomes'.

BACKGROUND

Quentin's work is informed by first-hand experience in senior roles at tier-one banks HSBC, Jardine Fleming and UBS, where he ran global initiatives to improve service, increase revenue and cut cost. He managed budgets of over US\$100m, led teams of up to 130 people, and enhanced culture across US\$1bn organisations with more than 1,000 employees.

Quentin has worked as a non-executive director and board chairman; he is adviser to the boards of various non-profits and also businesses.. Former Cross-Cultural Leadership Specialist for Cambridge's Judge Business School, Quentin is effective in leading across different cultures. He is proficient in Mandarin Chinese and has lived and worked in Hong Kong, New York and Taipei.

COACHING AREAS OF EXPERTISE

- Executive gravitas, Personal impact, Stakeholder engagement, Leadership resilience
- Leading culture change, Leading multi-discipline teams, Cross-cultural effectiveness, Expatriation

REPRESENTATIVE COACHING ENGAGEMENTS

- Global head of risk: develop the leadership capability to influence business leaders on governance issues; Regional insurance CEO: engage flexible, cross-cultural leadership styles to deliver change programme globally; Head of Internal Governance (ExCom): enhance personal impact to improve business-line management of risks.
- Global fund manager: establish leadership authority to head up new team; Country operations head: grow confidence to shape global agenda; Board member: develop leadership gravitas to challenge CEO and peers.

TYPES OF CLIENTS COACHED

- CEO / COO / Etc
- Managing directors
- Global executives
- ExCom members
- Board members
- Expatriates

REPRESENTATIVE CLIENTS

- Apple
- Commerzbank
- Informa
- AXA Framlington
- Deutsche Bank
- Jardine Lloyd Thompson
- Bain Capital
- Erste Bank
- JP Morgan
- Citibank
- Hewlett-Packard
- Santander

- The Royal Bank of Scotland
- UBS

EDUCATION & QUALIFICATIONS

- MA Oriental Studies (Chinese), University of Oxford
- MSc International Management (China), University of London SOAS
- MPhil Innovation, Strategy & Organisation, University of Cambridge
- Accredited Coach Training Program, Coaching Development London
- Technology of Participation, Facilitation, ICA International

PROFESSIONAL DEVELOPMENT & SUPERVISION

- Quentin spends at least ten days per year on CPD (leadership, culture, change, and coaching / mentoring) through seminars, co-coaching; he also invests in extensive self-directed learning.
- Quentin attends as required one-to-one sessions with a professional coach supervisor.

PROFESSIONAL AFFILIATIONS

- Fellow of the Royal Society of Arts (FRSA)
- Association for Coaching, Member (MAC)

PSYCHOMETRIC & DIAGNOSTIC TOOLS

- Verbal 360 / stakeholder reviews
- BeTalent Strengths Questionnaire
- MLQ-5X Full-range Leadership Questionnaire

CLIENT TESTIMONIALS

“Working with Quentin as an executive coach proved to be incredibly insightful. With a patient ear and a few well-placed questions, he has an uncanny knack of being able to succinctly summarise complex interpersonal challenges in ways that helped me more fully understand myself, and make meaningful change.” **Director, Apple**

“I’ve worked with Quentin for years now and I’ve greatly enjoyed his ability to get me to think more systemically and at a higher level than the day-to-day work often allows.” **Department Head, Informa**

“Quentin draws on his wealth of experience as both a leader and a coach to challenge thinking and reveal a new direction. He has lots of practical advice for improving communication, engaging with stakeholders, and shaping a vision.” **Director, Apple**

“I very much recommend Quentin’s thought leadership and his gift for uncovering new paths to engagement and best practice. He has an amazing way of shaping and framing ideas to enhance clarity of thinking and deliver robust outcomes. Quentin is a trusted authority in his field, and has the depth – of knowledge, perspective, and experience – that comes from helping senior teams and boards make the most of new opportunities.” **Director, Lloyds Banking Group**

“The outstanding feature of Quentin is his ability to simplify complex information and articulate this into actionable intelligence.” **Director, Merrill Lynch**