

NANCY J. MORE

+1 778 866 6979

nancy@more-effectively.com

CAREER PROFILE

A seasoned business leader with a proven track record of building energized, productive and ethical workplaces. Uses broad business and leadership skills and experience along with cross-cultural awareness and the ability to bring people and ideas together to aid other leaders in creating sustainable change in both the for-profit and not-for-profit sectors. Works with people from wherever they are in terms of culture or development. Coaches to ensure that people learn skills to make change successfully within their business. A confident communicator, comfortable across the full spectrum of business from unionized workers to senior leadership and board members. Areas of expertise and experience include:

Strategic and Business Planning and Implementation	Leading Sustainable Change in Uncertain and/or Developing Environments
Collaborative and Inclusive Working	Team and Individual Coaching and Development
Broad cross-cultural experience	

RELEVANT EXPERIENCE

LEADERSHIP AND ORGANIZATIONAL DEVELOPMENT

- Facilitated leadership development sessions for Vantage Point Executive Director Institute and Executive Labs. As part of the Vantage Point Executive Education Task Force, redeveloped the program to more tightly align leadership competencies with technical content.
- Completed Organizational Design Review to support future growth of the Diageo Africa region.
- Built organizational and leadership capacity through implementation of regional succession and development planning. Spearheaded inter-country talent exchange to ensure development opportunities for high potential employees..
- Worked with a newly formed in-country technical team to clarify mandate and ways of working with the organization.
- Worked with a country supply leadership team to develop cultural change initiatives to embed a culture of Excellence across the Supply Centre.
- Coached and mentored various high potential, mid-level and emerging leaders into positions of increasing responsibility.

STRATEGIC DELIVERY OF GROWTH

- As board chair of a new not-for-profit, led the development of a long-term vision and strategy for sustainable growth of the organization beyond the tenure of the founder.
 - Refocused international supply centre on achieving sustainable results across the region through development of local management. Changed leadership model to one of interdependent working and high performing teams resulting in doubling of “super-engaged” employee results from 26% to 53% in 2008.
 - Developed and implemented first regional strategic business plan for supply operations. Led management team through a process which included aligning country directors behind the need for a regional strategy, creating a shared vision, completing an environmental scan and analysis (17 operating units in 8 countries),
-
-

NANCY J. MORE

setting organizational goals and objectives, prioritization, and creating an implementation and follow-up plan.

- Created first regional strategic supply plan to ensure long term supply through operations improvement and strategic investment. Delivered supply for the region's businesses (16 production facilities in 7 African countries), growing volume by 10% and value by 14%.
- Worked closely with senior leadership of competitor companies to develop mutually beneficial operating principles and structure of a new joint venture company.

CAREER HISTORY

MORE EFFECTIVELY CONSULTING

Principle (2009 – present)

- Coaching and mentoring of in-country African supply team
- Facilitation of not-for-profit board to re-affirm strategic plan and move to execution
- Coached senior management team through new product development project
- Created and facilitated workshop looking for packaging cost reduction initiatives for Russian vodka company

DIAGEO PLC

2005 – 2008

Supply Director¹ (2006 – 2008)

- Provided strategic leadership and direction to a team of professional and support staff responsible for end-to-end supply chain functions.
- Held operational oversight for the division's Finance, Human Resources, Procurement, and Administrative functions. Ensured that sound, efficient and effective operating and financial policies, procedures and standards existed to minimize corporate exposure and risk.
- Member of Diageo Africa Executive Team responsible for the strategic direction and delivery of business results (£860m Sales, £390m COGS) across Africa.
- Member of Diageo Global Supply Leadership Team responsible for the supply function globally for Diageo Plc (£3b spend).
- Member of Guinness Global Brand Steering Committee.

Technical Governance Director² (2005 – 2006)

- Reporting to the Supply Director, provided management guidance and direction across affiliated supply centre businesses with respect to the management of all product and service quality, operational risk, environmental and health and safety systems.

¹ Position based in London, UK using UK job title norms. Equivalent North American position and job title is President, Americas Supply.

² Position based in London, UK using UK job title norms. Equivalent North American level and job title would be Vice-President, Governance.

NANCY J. MORE

INBEV/INTERBREW

2001 - 2005

Director – various divisions (2001 – 2005)

- Created and led new global function through corporate merger process. Set up new multi-site organizational structure and staff, developed new global innovation protocols and procedures.
- Unified multi-country and multi-cultural teams (Belgium, Canada, Korea), including research and development into one global brewing team.
- Created and led first technical development department in the SunInterbrew group of breweries in Eastern Europe.

PRIOR TO 2000

- Held various management and operations roles with Columbia Brewery (Creston, BC) and Labatt Breweries of Canada. Member of the Labatt Breweries Western Canada and British Columbia Regional Management Committees operating integrated supply/demand business regions. Member of Kokanee Snowboard of Directors brand management team.

COMMUNITY SERVICE

- Board member and past-Chair, Academics without Borders Canada – supports developing countries improve and expand institutions of higher education
- Board member and vice-Chair, Vantage Point – develops leadership in the not-for-profit sector
- Board member, Vancouver Fringe Theatre Festival
- Volunteer with Vantage Point leading the “Executive Director Institute”, presenting workshops, and member of Vantage Point Executive Education Task Force, coach for senior manager
- Vancouver 2010, National Paralympic Committee Assistant – provided personal support to the Chef de Mission, Russian Federation.
- Member of executive steering group for Water for Life, a Diageo initiative delivering potable water to an additional 1 million Africans every year.
- Fellow of the Royal Society for the Encouragement of Arts, Manufactures, and Commerce: a UK organization in existence for over 250 years and dedicated to removing barriers to social progress

EDUCATION

MA (part-time), Graduate Liberal Studies, Simon Fraser University (completion expected 2015)

Board Chair Academy, Vantage Point 5 month program

Strategic Board Recruitment, Vantage Point

Governance Essentials for Not-for-Profit Organizations, Institute of Corporate Directors

Gap International “Building the Breakthrough Executive” 1 year program

Interbrew Global Leadership Development Program: INSEAD and Wharton Schools of Business

Significant executive education and development

B.Sc. (Chemistry): University of Alberta, Edmonton, AB

INTERESTS

Travel, cultures, art, music, theatre, skiing, running, ocean kayaking, hiking
