

Andrew McGillivray

**Board Advisor | Fractional COO
Operational Excellence & Transformation Leader**

Helping organisations improve performance by creating clarity where complexity is limiting execution

- Creating Organisational Clarity
- Strengthening Governance
- Improving Execution

Creating Organisational Clarity, Strengthening Governance and Improving Execution

I help organisations improve performance by creating clarity where complexity is limiting execution.

Today I operate as a Board Advisor, Fractional COO and Operational Excellence & Transformation Leader.

Over the past 25+ years I have helped organisations strengthen governance, improve organisational effectiveness and deliver strategic change across financial services, insurance, central banking, engineering and other regulated sectors.

Formerly: Rolls-Royce | Lloyds Banking Group | Baringa | Bank of England

Who I Help

I work with:

- Boards and Chairs
- CEOs and Founders
- Leadership Teams
- Investor-backed businesses
- Regulated organisations
- Businesses navigating growth, transformation or organisational complexity

How I Help

Governance & Accountability

Helping leadership teams:

- Clarify responsibilities and decision rights
- Strengthen governance structures
- Improve executive accountability
- Reduce execution risk
- Improve organisational alignment

Operating Models & Organisational Effectiveness

Helping organisations:

- Align structure with strategy
- Remove organisational friction
- Improve ways of working
- Simplify complexity
- Increase execution effectiveness

Fractional COO & Operational Leadership

Helping businesses:

- Navigate growth
- Strengthen operational leadership
- Improve operational discipline
- Scale effectively
- Translate strategic ambition into operational delivery

Selected Impact

Bank of England

Reduced gold vault operational lead times by 55% and errors by 60%, receiving the Governor's Award.

Mayfair Equity Partners

Identified 130+ value creation opportunities, including 30+ AI-enabled opportunities, through assessment of origination effectiveness, organisational learning and decision-making processes.

Lloyds Banking Group

Delivered 28 FTE operational capacity improvement within Mortgage Operations.

Pen Underwriting

Identified approximately £1m of previously unmonitored liability exposure and delivered 120 prioritised improvement opportunities.

Pension Insurance Corporation

Led SMCR governance and accountability redesign following executive leadership changes.

My Perspective

Most organisations do not have a strategy problem.

They have an execution problem.

As businesses grow, complexity increases. Governance arrangements struggle to keep pace, accountabilities become less clear, and organisational friction begins to slow decision-making and performance.

Throughout my career, I have found that sustainable improvement rarely comes from working harder. It comes from creating clarity:

- Clarity of accountability
- Clarity of governance
- Clarity of decision-making
- Clarity of execution

The organisations that scale most successfully are often those that create clarity before complexity begins to constrain performance.

Areas of Expertise

Governance • Accountability • Organisational Effectiveness • Operating Models • Strategic Execution • Risk & Controls • Performance Improvement • Business Transformation • AI & Productivity Opportunities

Contact

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