



UNIVERSITY OF EDINBURGH
Business School

Executive Leadership Programme 2024



FWB 

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Foreword

"As someone with investments in 15 companies across a range of sectors and exposure to an array of different leaders, I have seen first-hand how the last few years have offered up significant challenges. As leaders recover from the recent challenges of Brexit, Covid, Global conflict and rampant inflation, the modern generation of leaders will now be challenged in unique ways as the next set of macro influences head our way at increasing speed, impacted not least by the rate of change and opportunities arising from modern technologies. However, the perennial challenges of managing people, continuing to develop and understand your own strengths and weaknesses, plus the need for clarity around strategic direction and goals remain as relevant today as ever.

Having previously presented at this course for each of the past 3 years and having enrolled members of my own team and CEOs of my portfolio onto the course, I can't recommend it enough. The high quality of the speakers and attendees, the relevance of the topics covered, the interactive nature of the sessions and the modern take on leadership development, make this an incredibly valuable course for aspiring leaders. Development of new networks and the insight gained from understanding the challenges and opportunities faced by others in differing industries, has been reflected in enhanced performance and more rounded leaders at the conclusion of their time on the course."

Malcolm Kpedekpo

Partner, Panoramic Growth Equity

"Some educational experiences are focused on the WHY of Leadership such as climate change, broader sustainability challenges or how we make AI something to embrace not fear.

Other programmes are all about teaching participants WHAT to do eg developing and implementing strategy, designing robust financial models or ensuring good meeting governance.

Many training events spend time entirely on the HOW of leadership including how to mentor and motivate, how to make wise risk based decisions, how to engage and build strong teams.

The unique thing about ELP is it gives a unique combination of all three- the WHY, the WHAT and the HOW of leadership.

Attendees will come back to their respective organisations with a deeper and broader external perspective on why change and improvement is necessary; what it takes to set the right course with confidence and how to bring peers and colleagues with them on the journey.

The range of speakers and the fact based insights allow participants to debate and push the boundaries of the challenges facing their own businesses.

Having been involved with ELP as a guest lecturer since its inception and having nominated leaders in my teams to participate, I can wholeheartedly recommend the programme. ELP provides a set of perspectives, skills and new networks. These give leaders the crucial confidence to not just respond to, but also to shape, the future."

Fiona A MacLeod. Chair of Scottish SPCA, Senior Independent Director Denholm Energy Services, past Non Executive Director of Virgin Money plc and SThree Plc.

Introduction

UNIVERSITY OF EDINBURGH

Located at the heart of the University of Edinburgh, a university ranked 22nd in the world and 4th in the UK for research power, the Business School is amongst the top 1% of schools worldwide holding 'triple crown' accreditation, granted by the three main bodies who assure quality of education in this area (AACSB, EQUIS and AMBA)

Its mission is to develop effective and responsible leaders by creating insightful knowledge and inspiring minds, in dialogue with the world around us. With a strong engagement team and a number of faculty consulting with organisations on real world issues, the University of Edinburgh Business School has built a wealth of experience in delivering solutions for a variety of organisations in Scotland, the UK and internationally.

The University of Edinburgh Business School has developed expertise across a number of areas including Strategic Leadership, Accounting and Society, Financial Decision Making, Credit Research, Resilience, Service Management and Sustainable Business. They are the world's experts on Carbon Finance.

FWB

FWB is a professional services company specialising in executive search, advising and supporting clients on how to identify and recruit Board level (executive and non-executive) and Senior Management talent. The business consists of executive search, research and operations professionals who have considerable experience of executive search across a range of disciplines, functions and geographies. The team has expertise in all senior disciplines and in-depth sector knowledge in key industries. The origins of FWB go back to the early 1990's and today it has offices in Edinburgh, Aberdeen, Newcastle and London with relationships and clients in many parts of the world. The business has worked closely with The University of Edinburgh Business School in developing Executive Education programmes which includes the award winning Executive Women's Leadership Programme. This was the first of its kind in Scotland - designed for women focused on the Boardroom, and now boasts a large and extremely diverse alumni, covering all sectors and functional areas of the economy. We also developed the NXD Development Programme - now launched for its seventh year - a practical development course led by experienced Chairs and NXDs who lead delegates through real case studies equipping them with the skills and knowledge required for the boardroom.



Overview

This interactive, high-level programme is for participants developing their careers in senior and executive management.

The programme is designed to develop participants based on their own leadership and career goals. It will build on existing leader development activities such as identifying competency gaps and individualised development plans. It will also supply the tools, strategies, and networks to support and challenge participants as they develop their careers in senior and executive management.



What are the Specific Programme Benefits?



Knowledge of the career progressions and success of a range of inspirational senior leaders and a practical understanding of how to use that knowledge in one's own situation.



A plan for developing one's career.

Improved confidence in one's ability to lead in challenging business scenarios.

Targeted practical preparation for Board level leadership.

An understanding of one's leadership style through self awareness of strengths and opportunities for improvement.



A working network of senior level leaders locally and more broadly through various industries that can provide not only connections, but business decision and career support.



Enhanced executive leadership skills.

Who should attend this programme?



Those interested in learning the latest techniques in strategic management and change.



Those who have the potential to move to board appointments in their organisations.



Leaders who want to develop a working network of other high-level professionals for their career and business development.



Those who wish to gain a practical understanding of boardroom governance and dynamics.



Those interested in career insights from global business leaders in the UK today.







The Programme

The programme runs over the course of 5 months with sessions every 2-2 weeks. The separate sessions use facilitated learning with a combination of professional and academic leaders, and are designed to encourage active learning where participants learn from one another as well as from these experts.

Each module is designed around a theme particularly relevant to individuals in senior management and board positions, and offers tools or frameworks that can be put into practice immediately. In addition, during sessions, participants will work together to discuss scenarios and case studies. The adjacent diagram captures the dynamic nature of the programme elements.

Each session will be led by specialists in the subject matter from the University of Edinburgh Business School and will also involve business leaders from a variety of backgrounds, depending on each session's topic, with relevant skills and experience pertaining to each.

The level of teaching is Executive MBA and above and each session is video recorded for the exclusive use of delegates for continued learning and in case a session is missed.

The style of learning and delivery will be practical workshops, case studies, and group work to enable practical learning at all times.



The Modules

"In a tumultuous world with unprecedented changes to workplace practices and culture, the Executive Leadership Programme provides the space to step away from the frenetic day-to-day and reflect on the challenges this provides for leadership. With much of the leadership development that I completed earlier in my career now feeling horribly outdated and irrelevant, the eight session course provided a fantastic reappraisal of the key components to being an effective and strategic leader in 2024.

The quality of the teaching by the University of Edinburgh Business School academics is first class - theory backed with pertinent case studies. But where the programme really shines is the quality of the guest speakers from the business world, who are able to tell compelling stories of their career experiences and provide real insight into how they overcame some of the challenges that are familiar to us all."

A 2023 delegate

Session 1

Developing and Implementing Strategy

Tuesday 27th August – 17.00 to 20.00

Speaker:

Colin Robertson CBE

Founder and Chairman of Robertson Campbell Investments, Vice Chairman NFI Group, Chair of NWH and Entrepreneurial Scotland

Academic Lead:

Prof Chris Carter

One of the most important aspects of leadership is to oversee the development of a strategy that will guide the organisation to achieve its objectives. This involves assessing the availability of resources and capabilities along with an understanding of external constraints and opportunities. As companies are eager to improve strategic thinking across their entire organizations, the challenge for them lies in building this leadership capability across an organisation. In this session we will develop a set of tools that will equip participants with an understanding of how to develop strategies that are sufficiently robust and flexible to cope with highly dynamic environments. Through the network of participants, the course will allow participants to reflect on and learn from faculty and leaders who engage with strategy every day across diverse contexts.

Colin Robertson is Founder and Chairman of Robertson Campbell Investments, investing in private equity, commercial property and manufacturing turnaround opportunities.

Recent acquisitions include controlling interests in Wessington Cryogenics, a leading cryogenic tank manufacturer for the storage of liquid hydrogen, helium, nitrogen and oxygen. Also Net Zero Facades, a cutting edge construction company which designs, manufactures and installs façade solutions that reduce overall project carbon footprints.

Previously, Colin was Chief Executive of Alexander Dennis Ltd (ADL) Britain's largest bus and coach manufacturer for 13 years before selling it to NFI Group in May 2019 and joining their board of directors as Vice Chairman. He transformed ADL by spearheading its UK market dominance and significant international expansion by relentlessly focusing on customer needs, operational excellence and product innovation. This resulted in fourfold growth in turnover to £630 Million.



Colin Robertson CBE

Founder and Chairman of Robertson Campbell Investments.

Chris is an organisation and management studies scholar with expertise in change management, leadership development and strategy. He joined the University of Edinburgh Business School in 2013 as a Professor of Strategy & Organisation. He has served in numerous senior roles within Business Schools and recently joined the European Institute of Advanced Studies in Management (EIASM) board, a body representing over 70 Business Schools.

Chris has a PhD in Management & Organisation Studies from Aston Business School. His research received awards from the Strategic Organisation journal and the

British Academy of Management, and in 2022 he was inducted into the AAAJ Hall of Fame. He has published widely in some of the field's leading journals and co-authored two commercially successful strategy books.

In addition, Chris engages closely with senior executives, which helps inform his research. He works closely with the John Smith Trust and a resurgent political party. Chris has 28 years of teaching experience at all levels, including at board and senior leadership team levels. In addition, for four years, he hosted a show at the Edinburgh Fringe Festival.



Professor Chris Carter

Professor of Management and Co-Director of the Edinburgh Strategic Resilience Initiative

Session 2

Creating and Leading Business Transformation

Tuesday 10th September – 17.00 to 20.00

Speaker:

Helen Page

Non-Executive Director, Bank of Ireland UK and The Artisanal Spirits Company plc, Chair of Label Sessions; Board Trustee, Scotland's Charity Air Ambulance and The SSPCA.

Formerly Chief Brand Officer CYBG/Virgin Money

Academic Lead:

Professor John Amis

Leading change has become one of the most important fundamentals of leadership at senior levels of the organisation. Technological advances have increased the speed and frequency with which change programmes have to be instigated. At the same time, the pressures on organisation leaders to accommodate multiple, often conflicting, interests have made the implementation of change difficult. It is thus of little surprise that most major change programmes face resistance and often fail. In this session we will explore some of the imperatives that impact change, what often causes implementation failure, and how we can increase chances for success.

With over 30 years' experience across the financial Services, Retail, Charity and Food and Drinks Sectors, Helen is an experienced PLC Executive, Non Executive Director, Board Chair and Senior Brand and Communications Advisor to CEO and C-Suite with geographical experience across the UK, USA, Europe and Australasia.

She is a Non Executive Director of Bank of Ireland UK, The Artisanal Spirits Company and the Chair of Label Sessions. She is also a Board Trustee of both Scotland's Charity Air Ambulance and The SSPCA.

Helen's plc executive career was predominately spent

in financial services and retail, most notably as a member of the UK Executive Board of RBS Group for 7 years where she held the position of Managing Director for Marketing and Innovation and CYBG/Virgin Money for almost 10 years where she became Chief Brand Officer. She has senior executive and non-executive director experience of successfully completing two IPOs in both the UK and Australia, in addition to a banking demerger, the acquisition of Virgin Money and held senior accountability for the largest banking rebrand in the UK for over 10 years.



Helen Page

*Non-Executive Director,
Bank of Ireland UK*

John's research interests centre on issues of organisational and institutional change, including culture change and strategic management. He recently concluded a three-year project that examined how a major new innovation management programme was adopted by a Fortune 100 firm in the United States. This included examining how the organisation formulated and implemented change, integrated a new team structure into the infrastructure of the existing organisation, and why some teams were more successful than others at delivering anticipated results.

His other research projects have predominantly centred on the implementation of planned and emergent strategic change in private, public and voluntary sector organisations.

John is an experienced executive educator, delivering leadership programmes to middle and senior managers at Fortune 100 and Fortune 500 firms, among others. He has received several teaching awards including the University of Memphis' Distinguished Teaching Award.



Professor John Amis

*Chair in Strategic Change
Management and
Organisation and Co-
Director of the Centre for
Strategic Leadership*

Session 3

A Plan for Living and Leading with Artificial Intelligence and Increased Technology Innovation

Tuesday 24th September – 17.00 to 20.00

Speaker:

Catriona Campbell, MBE

Chief Technology and Innovation Officer at EY UK & Ireland

Academic Lead:

Professor Michael Rovatsos

Leadership is changing as a result of the ever-advancing use of data, technology, AI, and automation. With the increasing amount of data available, leaders need to be skilled in using data to make informed decisions. They must understand how to gather, analyse, and interpret data, and use it to identify trends, patterns, and opportunities – the importance of judgement and consultative business partnering becoming even more important. Leaders must also be familiar with the latest technologies and tools relevant to their industry. In this session we will discuss how, as more automation and AI take over routine tasks, leaders need not be afraid of displacement or retraining in their teams but instead embrace this, whilst focusing on the human side of their organisations and interactions. Leaders must be able to leverage these technologies to streamline processes, improve efficiency, enhance productivity and be seen as inspirational, open-minded and progressive leaders of change - not blockers to change and innovation. This means not only becoming skilled users of AI and digital tools and developing data skills, but developing emotional intelligence, empathy, and other soft skills that enable them to connect with team members on a personal level and build a positive high performance work culture.

Catriona Campbell is the Chief Technology and Innovation Officer of EY UK & Ireland, and a Senior Leader in EY participating in Business Strategy and Leadership for their UK business of 20,000 people. In this role, Catriona harnesses the power of technology and drives innovation to help clients remain competitive in a disruptive environment. A renowned behavioural psychologist and a leader in AI and human-computer interaction (HCI), previously, Catriona ran EY's innovation centres in EMEA (EY wavespace™) having earlier co-founded and sold to EY her London-based experience design firm Seren in 2001. Since then, she has guided some of the world's best-known brands towards digital success, earning a place in the BIMA Digital Hall of Fame thanks to two decades of outstanding contributions. She has worked with C-Suite leaders at Global FTSE/NASDAQ/NYSE and privately

held companies, delivering digital transformations in Customer Service, Finance, Sales/Marketing, Supply Chain, HR and Operations.

Catriona earned her degrees from the Universities of Stirling and Glasgow, and also studied at the Sorbonne, Paris. She is the chair of the Scottish AI Alliance, a collaborative initiative that aims to promote and support the ethical and responsible development and use of AI in Scotland and in 2022 wrote *AI by Design*, a book that introduces the reader to AI and its importance for our future, and explores how to design for a successful co-existence with artificial intelligence.

She was honoured with an MBE in the 2024 New Year's Honours List for her services to technology and innovation, and is a Fellow of the Royal Society of the Arts.



Catriona Campbell

Chief Technology and Innovation Officer at EY UK & Ireland

Michael is Professor of Artificial Intelligence at the School of Informatics, part of the Artificial Intelligence and its Applications Institute (AIAI), and academic liaison for the University of Edinburgh at the Alan Turing Institute, the UK's National Institute for Data Science and AI. From 2018 to 2023, he was Director of the Bayes Centre, the University's innovation hub for Data Science and AI, and he also coordinated the University's AI Strategy as Deputy Vice Principal Research (AI) from 2020 to 2022.

His personal journey in AI started in 1999, while working on his undergrad thesis at the University of Saarbrücken. After a year working as a software

engineer at an AI startup in Frankfurt, he started studying toward a PhD at the Technical University of Munich, developing methods to enable agents learn optimal interaction strategies when using structured communication languages. He joined the University of Edinburgh as a Lecturer after completing his PhD in 2004, and has been at the University ever since, progressing to Senior Lecturer in 2013, Reader in 2017, and Professor in 2019. His research is in multiagent systems, with a focus on the development of ethical and responsible AI algorithms. He was born in Greece but spent most of his early years in Germany before moving to Scotland.



Professor Michael Rovatsos

Professor of AI, School of Informatics

Session 4

Driving Sustainability Effectively for Business and Environmental Benefit

Tuesday 8th October – 17.00 to 20.00

Speaker:

Dominic Fry

Chair, Zero Waste Scotland and Royal Botanic Garden Edinburgh

Academic Lead:

Dr Sarah Ivory

Sustainability, and some of its specific challenges such as climate change, have become board-level considerations, with policies and practices integrated through all levels of all types of organisations. But what does 'sustainability' really mean and how should it be addressed? How does sustainability influence the quest for competitive advantage and commercial gain? Should it? Moreover, what is the role for those leading organisations? Is it as straightforward as appointing a Chief Sustainability Officer? Or is the sustainability asking for fundamental changes to how Boards approach their role?

This session will take an honest and critical view of sustainability and its relationship with organisations, leaders, and society. It will encourage you to ask (and answer) potentially uncomfortable questions about purpose, responsibility and impact.

Dominic chairs Zero Waste Scotland and The Royal Botanic Garden Edinburgh. He has had a successful career as an Executive and Trustee spanning retail, energy, the public sector, social mobility and the arts. He has over 30 years of experience in senior, strategic communications roles working with the Boards of large, complex and high-profile organisations. Most recently as Director of Communications & Investor Relations for Marks & Spencer, Dominic's responsibilities included the communication of M&S' ethical and environmental Plan A during a decade on the M&S Management Board. Dominic combines strategic thinking with the conviction to get things done. He has proven

influencing skills across issues, media, and reputation management, as well as a wide network of influential contacts in the UK and internationally. Dominic has strong commercial experience and has been involved with successful fundraising campaigns for several charities as a Trustee.



Dominic Fry

Chair, Zero Waste Scotland and Royal Botanic Garden Edinburgh

Dr Sarah Birrell Ivory is a Senior Lecturer (Assoc. Prof), Executive Education, Climate Change and Business Strategy at the University of Edinburgh Business School (UEBS), and a Fellow of the Higher Education Academy. She is the immediate past Director of the Centre for Business, Climate Change and Sustainability (B-CCaS), a former elected non-professorial member of the University of Edinburgh Senatus Academicus, and past-Chair of the British Academy of Management Sustainable and Responsible Business Special Interest Group (SIG).

Dr Ivory was a recipient of a prestigious 2019 Aspen Institute *Ideas Worth Teaching* educational award, for the establishment of the first year UG compulsory course 'Global Challenges for Business'. It was the only European-based course to receive an award in that year, and past recipients include Harvard and MIT. It was

from the teachings on this course that Dr Ivory started teaching critical thinking, leading to her publishing an Oxford University Press textbook: *Becoming a Critical Thinker*: for your university studies and beyond. The book has been adopted by universities across the world to support their students' transition into university, and their transition to critical thinking.

Dr Ivory now dedicates her time to Executive Education. She leads a number of strategic partnerships for the University, with several large UK financial institutions, working on their climate change education and response. She is a sought after speaker at practitioner conferences and climate change commentator on the BBC.



Dr Sarah Ivory

Senior Lecturer in Executive Education, Climate Change and Sustainability

Session 5

Building and Driving High Performance

Tuesday 22nd October – 17.00 to 20.00

Speaker:

Clive Miles

HR Director Barclays UK Every Day Money Management and Life Moments, BUK COO and Private Bank and Wealth Management COO

Academic Lead:

Professor Susan Murphy

Today's teams, built on the foundation of empowerment and data-driven decision-making, require skilled team leaders. These team leaders understand how to coalesce a team around a purpose and allow team members to thrive, bringing forward their best in innovative thinking. Although team leaders now benefit from workplace technology to help integrate teams across locations and working arrangements, these changes require leaders with a vision and a management style suited to the new context. Finding the secrets to inclusive team performance across diverse team members in terms of age and culture, as well as increased concerns for employee wellbeing, psychological safety, and inclusivity, are significant concerns for team leaders.

We will begin this session by exploring your own teamwork experiences and then give you the opportunity to work across a team simulation. During this session, we will uncover some of the main challenges facing team leaders today with real-life examples of effective teams.

Clive is currently the HR Director for Barclays UK Every Day Money Management and Life Moments, BUK COO and Private Bank and Wealth Management COO (c25,000 Colleagues). He has worked in a variety of roles, Transformation, Programme Management, Business Management and India Group HRD over his 12 years within Barclays Group. Prior to this he served for 16 years in the Armed Forces.

He has worked in a variety of Defence and Foreign Office support roles in Leadership, Strategic Planning, Counter Terrorism, Human Resources and Intelligence.



Clive Miles

HR Director Barclays UK Everyday Money Management and Life Moments

Susan's current research examines leadership requirements, effectiveness, and development across different contexts and organisational levels and identifies ways in which organisations encourage "the leadership development mindset"; a method of accelerating leader development which includes effective succession planning and talent management, and at the individual manager level, by increasing leadership self-efficacy and identity, one's developmental readiness, and use of mentoring and other networking opportunities. She has consulted with over 70 clients across a range of industries including

the entertainment, mobile technology, biotechnology, banking, construction engineering, and energy-related fields as well as national and local government and other public sector organisations. She is co-founder of the Executive Women's Leadership Programme with Judy Wagner from FWB.



Professor Susan Murphy

Chair in Leadership Development

Session 6

Board Readiness and Governance

Tuesday 5th November – 17.00 to 20.00

Speaker:

Angela Seymour-Jackson

Chair Page Group; Senior Independent Director at Trustpilot; Non-Executive Director Future Plc and Non-Executive Director Janus Henderson and Chair of their UK Hold Co and the UK and European investment company

Academic Lead:

Prof John Amis and Judy Wagner

Being able to build strong and meaningful relationships at a senior level with the organisation, whilst building trust and credibility are important to your success. Ensuring you are well informed about your business, its sector, and factors that will affect its growth externally, are important to helping form strategic decisions that will ensure business success and hone your leadership abilities and standing amongst your peers, and in particular, with the Board.

The Board has a crucial role in ensuring good governance is prevalent throughout the business as this has a strong and direct link to performance of an organisation. But do we fully understand what good governance looks like and how it impacts on us and vice versa? What are boards looking for in terms of skills, experience and abilities to contribute to good governance; what are the potential risks we should be aware of - and how can we manage all this at the board table or in discussion with board members?

This session will lead you through how to have impact at senior levels within the organisation and operate most effectively with the Board. We will also examine the basic functions of good corporate governance and the role of board members in ensuring that appropriate structures and systems are in place. In so doing, we explore how strong ethical practices can be infused throughout the organisation, and why this can be problematic to attain.

Angela has extensive corporate governance experience. She is Chair of the Board at Page Group, Senior Independent Director at Trustpilot, and a Non-Executive Director at Future plc and at Janus Henderson where she also chairs their UK Hold Co and the UK and European investment company.

Angela was previously Deputy Chair at GoCompare Group and a Non-Executive Director at Rentokil Initial for 9 years. Thus, Angela's Board experience spans both listed firms in the UK and US, as well as both plc and private Venture Capital backed businesses.

In her Executive career, Angela held senior sales and marketing positions at Aviva and Aegon and was CEO of RAC Motoring.



Angela Seymour-Jackson

Chair Page Group

John's research interests centre on issues of organisational and institutional change, including culture change and strategic management. He recently concluded a three-year project that examined how a major new innovation management programme was adopted by a Fortune 100 firm in the United States. This included examining how the organisation formulated and implemented change, integrated a new team structure into the infrastructure of the existing organisation, and why some teams were more successful than others at delivering anticipated results.

His other research projects have predominantly centred on the implementation of planned and emergent strategic change in private, public and voluntary sector organisations.

John is an experienced executive educator, delivering leadership programmes to middle and senior managers at Fortune 100 and Fortune 500 firms, among others. He has received several teaching awards including the University of Memphis' Distinguished Teaching Award.



Professor John Amis

Chair in Strategic Change Management and Organisation and Co-Director of the Centre for Strategic Leadership

Judy's profile can be found at the end of the programme brochure.

Session 7

Managing Your Career and Fulfilling Ambitions

Tuesday 19th November – 17.00 to 20.00

Speakers:

Carolyn Jamieson
Previous Chief Consumer Officer & Chief Trust Officer Trust Pilot and current NXD with Ten lifestyle, SNIB, SEP and Dohop.

Academic Lead:

Professor Susan Murphy

This session will focus on the keys to further developing one's strengths by identifying any leadership gaps and development goals for the future. In piloting your own career with the support of others such as coaches and mentors, you will be poised to apply the learnings from this programme. We will bring together the lessons of this programme in the session to help you determine career development priorities by reflecting on what you should start, stop, and continue in your leadership approach. Through insights around cutting-edge leadership development techniques and compelling real life examples of successful career development, you will learn more about what employers, investors and shareholders are looking for in their future board members.

Carolyn has had a varied career, working internationally within the Technology sector. She has a particular focus on scaling fast growth companies to an exit event, having led the sale of Skyscanner to Ctrip in 2019 and subsequently working for Ctrip, and the IPO of Trustpilot in 2021.

She has held a number of Executive positions covering areas such as corporate development/M&A, strategy, legal, public policy and communications, in businesses operating internationally and in evolving markets. As a result, she has a particular interest in emerging international policy in an online environment, given her lobbying experiences in Brussels and Washington for

businesses such as Skyscanner and Trustpilot.

Carolyn has also held a number of Non-Executive roles, initially focused on technology start-ups following the successful sale of Skyscanner, and more recently within organisations such as the Scottish National Investment Bank, AIM listed company Ten Lifestyle Group plc, and sits on the investment advisory board for Scottish Equity Partners.

She qualified as a barrister initially, subsequently developing expertise as an in-house solicitor, with a focus on Intellectual Property and Competition issues, and also holds an LLM in Intellectual Property from Edinburgh University.



Carolyn Jamieson

NXD with Ten lifestyle, SNIB, SEP and Dohop

Susan's current research examines leadership requirements, effectiveness, and development across different contexts and organisational levels and identifies ways in which organisations encourage "the leadership development mindset"; a method of accelerating leader development which includes effective succession planning and talent management, and at the individual manager level, by increasing leadership self-efficacy and identity, one's developmental readiness, and use of mentoring and other networking opportunities. She has consulted with over 70 clients across a range of industries including

the entertainment, mobile technology, biotechnology, banking, construction engineering, and energy-related fields as well as national and local government and other public sector organisations. She is co-founder of the Executive Women's Leadership Programme with Judy Wagner from FWB.



Professor Susan Murphy

Chair in Leadership Development

Session 8

Group Exercise on a Crucial Challenge

Speaker:
Professor Susan Murphy

Academic Lead:
Professor Susan Murphy and Judy Wagner

This final session will be a whole group exercise based on a crucial challenge for organisations. It will bring together all the learning from the programme's individual sessions. Delegates will be required to work in groups with each group required to present to the programme delegates and speakers on their approach to their group's challenge and their strategy for addressing this.

A graduate of the University of Edinburgh, Judy Wagner began her career as a Chartered Accountant and worked in commerce before moving into the recruitment industry and becoming a director of a large UK-wide recruitment business, participating in an MBO backed by 3i plc. She then went on to co-found FWB in 1993.

Judy is a former Non-Executive Director of an Aberdeen based energy company, where she set up and chaired the Remuneration Committee, and was Chair of Erskine Stewart's Melville Schools in Edinburgh. She is an Associate of The University of Edinburgh Business

School and Joint Programme Director for the Executive Leadership Programme and The NXD Development Programme. She is Vice Chair of Salvesen Mindroom Centre, a leading charity that champions all forms of neurodiversity and a Fellow of The Royal Society of Edinburgh.



Judy Wagner CA
FRSE

Co-Founder, FWB.

Susan's current research examines leadership requirements, effectiveness, and development across different contexts and organisational levels and identifies ways in which organisations encourage "the leadership development mindset"; a method of accelerating leader development which includes effective succession planning and talent management, and at the individual manager level, by increasing leadership self-efficacy and identity, one's developmental readiness, and use of mentoring and other networking opportunities. She has consulted with over 70 clients across a range of industries including

the entertainment, mobile technology, biotechnology, banking, construction engineering, and energy-related fields as well as national and local government and other public sector organisations. She is co-founder of the Executive Women's Leadership Programme with Judy Wagner from FWB.



Professor Susan
Murphy

*Chair in Leadership
Development*



Management and Faculty Team Profiles



Professor Susan Murphy

Chair in Leadership Development and
Co-Director of the Strategic Leadership

Email: susan.murphy@ed.ac.uk

Subject Matter Expertise:

- Leadership development
- High performing teams
- Culture development
- Structures and procedures for growth
- Stakeholder engagement and communication
- Global organisation
- Talent / resource management

Profile:

Susan's current research examines leadership requirements, effectiveness, and development across different contexts and organisational levels and identifies ways in which organisations encourage "the leadership development mindset"; a method of accelerating leader development which includes effective succession planning and talent management, and at the individual manager level, by increasing leadership self-efficacy and identity, one's developmental readiness, and use of mentoring and other networking opportunities.

She has consulted with over 70 clients across a range of industries including the entertainment, mobile technology, biotechnology, banking, construction engineering, and energy-related fields as well as national and local government and other public sector organisations.

Qualifications Include:

- PhD Organisational Psychology, University of Washington
- MSc Organisational Psychology, University of Washington

Board Positions:

Susan is on the Board of the International Leadership Associate and is a member of the executive committee. She is also on the board of the Scottish Human Resource Manager Leadership Group

Executive Education Experience:

Susan has considerable experience of teaching the following topics to experienced executives: Strategic Leadership, Change Management, Teams and Leaders, Leadership and Organisational Communication, Organisational Behaviour, Industrial Psychology, Diversity and Inclusion

Related Clients:

Scottish Enterprise, CALA, National Trust for Scotland, NHS, Maersk Oil, Mitsubishi Atomic Power Corp, Jacobs Engineering, Toyota Motor Sales, Kansai Electrical Power Company, Bain & Company



Judy Wagner CA FRSE

Co-Founder of FWB

Email: judy@fwbltd.com

Profile:

Judy has been actively involved in executive search for over 20 years, recruiting at Senior Management and Board level executive and non-executive. She has recruited across all sectors and functional areas, and advised many clients on Board composition and evaluation.

She has been a Chairman and Non-Executive Director in the Private and Not for Profit sectors, and coached extensively throughout her career on career development, interviewing, presentation, networking and communication, including a significant amount public speaking in these areas.

Qualifications Include:

- BCom University of Edinburgh
- CA (Institute of Chartered Accountants of Scotland)

Board Positions:

Current NXD/Committee activities are as follows:

- Advisory Board, Centre for Strategic Leadership, University of Edinburgh Business School
- Programme Director, NXD Development Programme, University of Edinburgh Business School
- Co-Founder The Executive Women's Leadership Programme
- Vice Chair, The Salvesen Mindroom Centre



Michael Dickson

Director of FWB

Email: michael@fwbltd.com

Profile:

Michael Dickson is a Board Director of FWB and leads our Consumer Practice alongside working in the Scale-Up and Private Equity practice with a particular focus on Management Due Diligence. He is also a course organiser for The University of Edinburgh School Executive Leadership Programme and manages a number of FWB's professional networks.

Michael is a graduate in Law from The University of Edinburgh. Prior joining FWB was Business Manager for a global plc leading Senior Finance Searches followed by working with a boutique Executive Search Practice leading Searches for Senior Management, Board, NXD and interim roles across a range of sectors. Michael now has more than 13 years in the Search Industry and has successfully executed a range of executive assignments ranging from non-executive and board level appointments as well as a number of high profile MDD investment round support projects for Private Equity and Investment firms across the UK.

Combining his law degree and passion for people development and recruitment Michael worked for four years as a Non Executive with Apex Scotland, the leading employment and training organisation specialising in work with people with convictions, and until recently sat on the CBI's Under 35 Future Leaders Committee.

Qualifications Include:

- Bachelor of Laws (LLB): University of Edinburgh

Board Positions:

- NXD, Apex Scotland
- Committee Member, CBI



Jamie Brown

Director of FWB

Email: jamie@fwbltd.com

Profile:

Jamie Brown is a Board Director of FWB and leads its Engineering & Manufacturing Practice alongside supporting the development of its Built Environment & Support Services Practice. He also leads FWBs Operations and Delivery functions and is a course organiser for The University of Edinburgh School Executive Leadership Programme and supports the management of a number of FWB's professional networks.

Jamie is an Economics graduate from Heriot-Watt University. Prior to joining FWB Jamie worked in a number of globally listed Technology and Recruitment businesses with BT and Michael Page, before joining and building 2 boutique recruitment businesses in the UK. Jamie now has more than 15 years' experience in the Search & Recruitment Industry and has successfully executed a range of executive assignments across most of Scotland's business sectors.

Jamie sits as a Committee Member with the Edinburgh Chamber of Commerce' Member Insights Committee, and previously Inspiring Talent Committee.

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- MA Economics – Heriot-Watt University

Qualifications

Include:

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- Committee Member: Edinburgh Chamber of Commerce – Inspiring Talent Committee

Board Positions:



Lindsay Cramond

Director of FWB

Email: lindsay@fwbltd.com

Profile:

Lindsay graduated from Edinburgh Napier University with an Honours degree in Social Sciences. Starting her career with Scottish Widows in Edinburgh she then moved to Australia and joined recruitment specialists Robert Walters. Over her six years there she was responsible for their Financial Services division, working across the Asian Pacific region and advising on senior appointments across the asset management, wealth management and global markets sectors.

Lindsay returned to Edinburgh in 2021 and joined FWB. Her focus is on working with professional and financial services clients and advising on appointments across Senior Management, Board, Non-Exec and interim. Lindsay also sits on the Board of Business in the Community and is passionate about championing responsible business.

Qualifications Include:

- BA (Hons) Social Sciences – Edinburgh Napier University

Board Positions:

- Board Member, Business in the Community



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