



Executive Leadership Programme

2026

FWB



UNIVERSITY OF EDINBURGH
Business School

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Forewords

Every time I've had the privilege of working with leaders at pivotal moments in their development—whether across global financial services, government, or multinational teams—the same truth has always emerged: leadership is both a responsibility and a gift. It demands curiosity, humility, and the courage to stretch beyond what feels familiar. This programme embodies all of those qualities.

What strikes me most about the Executive Leadership Programme is the energy created when people from different sectors, disciplines, and experiences come together with a shared purpose: to become better, more thoughtful leaders. The conversations are rich, the challenges are real, and the insights—often sparked by those sitting right beside you—stay with you long after the sessions end.

In my own career, I have been fortunate to lead through complexity: from shaping people strategy for global organisations and large-scale workforces, to navigating crisis environments and building cross-cultural partnerships in some of the world's most testing settings. What I have learned time and again is that leadership is never a finished craft. It evolves as the world evolves—faster now than ever.

And that is why programmes like this matter.

The 2026 ELP will challenge your assumptions, develop your strategic thinking, and strengthen your capacity to lead with clarity and purpose. You will explore modern leadership—from organisational design and culture, to navigating transformation, to understanding yourself as a leader in a rapidly changing world. You will hear from exceptional practitioners and thinkers, but perhaps most importantly, you will learn from each other.

My encouragement to you is simple:

Arrive curious. Engage openly. Stretch yourself. And appreciate the privilege of being surrounded by talented peers who will sharpen your perspective.

By the end of this programme, I hope you feel more confident, more connected, and more intentional about the leader you want to be—both for your organisation and for the people who rely on you. Leadership is an ongoing journey of growth, and this programme offers a rare opportunity to pause, reflect, and accelerate that journey with purpose.

I wish you every success as you embark on this powerful experience. May it challenge you, energise you, and help unlock the next chapter of your leadership story.

Clive Miles

HR Director, Barclays

Forewords

As someone who has been a guest speaker on the Executive Leadership Programme on several occasions, what always strikes me is the breadth of organisations represented and the quality of engagement in the room. There is a genuine sense of camaraderie and energy with participants clearly enjoying the experience while also being challenged to think differently and learn from one another.

The programme covers a wide range of topics, from practical leadership skills such as strategy development and building high-performing teams, to broader themes around career development and personal growth. It combines strong academic foundations with insights from speakers who bring deep, real-world experience across a wide range of sectors, creating rich and thought provoking discussion.

What makes the programme particularly valuable is its lasting impact. Many of the issues explored will inevitably arise at some point in a leadership career. Having already debated these challenges, and having built a network of peers who have faced them before, provides real insight, confidence and support when it matters most.

In a rapidly evolving business environment, continuing to challenge your thinking and invest in your own development is essential. I would strongly recommend this programme to anyone looking to do exactly that, while also building meaningful professional connections along the way.

Angela Seymour-Jackson

Chair, PageGroup

Introduction



UNIVERSITY OF EDINBURGH

Located at the heart of the University of Edinburgh, a University ranked 34th in the world (2026 QS world rankings) and 4th in the UK for research power (2021 Research Excellence Framework), the University of Edinburgh Business School holds 'triple crown' accreditation, granted by the three main bodies who assure quality of education in this area (AACSB, EQUIS and AMBA).

Our mission, together with our communities, is to create and share knowledge through research and education in order to make meaningful change for people, organisations and the environment. We wish to be a Business School for better futures: Diverse. Digital. Sustainable. With a strong engagement team and a number of faculty consulting with organisations on real world issues, we have built a wealth of experience in delivering solutions for a variety of organisations in Scotland, the UK and internationally. We have developed expertise across a number of subject areas including Strategic Leadership, Accounting and Society, Financial Decision Making, Fintech, AI, Credit Research, Resilience, Service Management and Sustainable Business. We are the world's experts on Carbon Finance.



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Headquartered in Edinburgh, FWB is a leading UK wide boutique Executive Search & Board Advisory firm. In addition to working with clients in all industry and business sectors on search mandates, the company delivers a variety of services including management due-diligence, and remuneration benchmarking.

Its teams are experts in executive search and the development of senior talent via assessment, development programmes and maximising the value of professional networks. Across the delivery teams there are both both deep sector and discipline knowledge acquired over the past 30 years. FWB places clients at its core. With offices in Edinburgh, Aberdeen, Newcastle and London, the company has clients in almost every part of the world. The range of services and consultative approach provided are geared to supporting the main purpose of enabling their clients to recruit the senior talent required to meet with corporate and organisational objectives.





Overview

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

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

The programme was developed and is managed by The University of Edinburgh Business School and FWB Ltd. Established in 2016, initially for women in the boardroom, it was expanded as a mixed gender programme due to popular demand in 2021 and both programmes now have an alumni each of over 290.



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 3 months with six sessions of four hours (4-8pm) every 2 weeks. The separate sessions use facilitated learning with a combination of professional and academic leaders, and are designed to encourage active development, where participants learn from one another, as well as from these experts, in group discussion and active project work.

Each session 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.

Led by specialists in the subject matter from the University of Edinburgh Business School, each session 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 development at all times.

"Honestly, joining the Executive Leadership Programme truly shifted things for me. At a point where I was really figuring out 'what's next,' the biggest impact wasn't solely the pertinent course material. It was in the amazing networks and the quality of conversations it opened up. Having access to senior leaders who are always happy to share their wisdom - whether at exclusive events, like the recent discussion with Anas Sarwar and Scotland's industry leaders, or just for a quick chat. The course and its network of alumni has been absolutely pivotal in giving me clarity and confidently shaping my future direction. It's given me a vital sounding board and truly helped me understand my next career steps."

2025 ELP Delegate

The Modules

"I've taken part in various leadership programmes over my career so far, but found the ELP ideal for me at this point in time. It was fantastic to take part in a Scottish programme that brought together leaders from across sectors to consider some of the most critical issues facing us all today. The combination of academic and business leader insights from amongst the speakers was very unique and it was packaged in a very accessible way so that with a busy schedule and limited bandwidth for days out of the office or extensive reading you felt that you were engaging in key issues, hearing candid reflections from top leaders, and able to share reflections from participants across varied sectors. The networking opportunities throughout the programme were well structured and gave a chance for building deeper links. I've also really appreciated the opportunity to take part in alumni events which are accessible for those based in Scotland and provide an unparalleled chance for cross-sector engagement with some very influential speakers."

2025 ELP delegate

Tuesday 15th September – 16.00 to 20.00

Session 1

Leading Successfully in a Technology Enabled Age

Venue:
Brodies LLP
58 Morrison Street, Edinburgh



What will you learn?

AI and automation are rapidly reshaping what effective leadership looks like and becoming a core capability for effective leaders. Using AI-powered analytics to forecast trends, market shifts, and customer behaviour, and leveraging tools for scenario modelling and insights, can free up time for strategic thinking.

AI can impact significantly on decision-making and operational efficiency, changing how leaders think, decide and connect, but they need to design roles where people and AI complement each other – not one replacing the other, but working together. AI-driven work requires psychological safety – encouraging experimentation and continuous learning.

Whilst leaders should actively track and experiment with key categories of emerging tech, whether it be AI Assistants & Copilots, Generative AI for Creativity & Communication, Predictive and People Analytics or AI Governance & Ethics Tools, they need to be cognisant of the fact that leadership is less about control and more about adaptability. So, as leaders, we need to ensure we ask better questions of both data and people; treat AI as a partner, not a threat; model responsible AI use and transparent communication, and finally, as automation grows, we need to ensure that human connection and flexibility become differentiators.

This session will guide you, as a leader, to understand and embrace developments in technology in order 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.

Who will you learn from?

Louise Smith OBE
Chair, Innovate Finance

Parveen Kaur
*Chief Operating Officer, Neuron
Digital Trading*

Louise Smith OBE *Chair, Innovate Finance*

Louise has undertaken leadership roles across Digital, Data, Product, Distribution, Technology and Operations in leading organisations across the UK. At the cutting edge of technology, Louise has also led the FinTech Strategy on behalf of the sector and Scottish Government during the Financial Services crisis, including the establishment of FinTech Scotland. She was appointed Chair of Innovate Finance - the 'voice' of the FinTech community; and currently works with high growth businesses supporting the next generation of innovators. She has been recognised as one of the Top 100 UK leaders in Digital, Top 25 leaders in Scotland and Top 100 FinTech Leaders globally. She is also Global Leader Neuron Digital Trading; Chair Stripe UK and Chair Risk Committee and NED Stripe Technology Europe.



Parveen Kaur *Chief Operating Officer, Neuron Digital Trading*

Parveen Kaur is an accomplished financial services executive and non-executive director with nearly three decades of international leadership experience across banking, insurance, building societies, and fintech. She has held senior executive roles within major global institutions and is widely recognised for leading large-scale business, digital, and cultural transformations that deliver sustainable commercial and customer outcomes. She currently serves as Chief Operating Officer at WTW's Neuron Digital Trading platform, where she leads the global operating model, digital transformation, regulatory readiness, and customer experience strategy for next-generation commercial insurance trading. Previously, she was Chief Customer Officer and Executive Committee member at Leeds Building Society.

In addition to her executive career, Parveen is a Non-Executive Director at Innovate Finance, where she supports fintech policy, innovation, and international market development.



Tuesday 29th September – 16.00 to 20.00

Session 2

High Performance Teams

Venue:

Brodies LLP

58 Morrison Street, Edinburgh



What will you learn?

Leading People and Culture at scale means shaping systems where performance, adaptability, and engagement reinforce each other. High performance in the modern era isn't just about output – it's about sustainable performance, driven by clarity, trust, and adaptability.

So it's ensuring that performance is based on purpose and outcomes – not just activities – and how goals are aligned with values and behaviours – ensuring that KPIs reflect both performance and culture in terms of innovation, engagement, inclusion and customer impact.

However, as one of the top drivers of team effectiveness is psychological safety, balancing high care with high standards is crucial – people need to feel safe and challenged.

High-performing teams are built intentionally, not accidentally, so they need clear direction, trust, and growth – clarifying purpose and expectations; addressing any conflict early on and focusing on autonomy, innovation, and continuous feedback – whilst recognising that team purpose needs to be periodically renewed as the strategy evolves, and the organisation and team grow and develop.

This session will focus on how AG Barr have led people whilst developing the right culture for them to thrive – driving their performance successfully to enable optimum business growth.

Who will you learn from?

Alison Gowen
Chief People Officer, AG Barr

Prof. Susan Murphy
*Chair of Leadership
Development, University of
Edinburgh Business School
and Co-Director of the Centre
for Strategic Leadership*

Alison Gowen
Chief People Officer, AG Barr

Alison joined AG Barr plc as HR Director in October 2022. She joined the Bass Leisure graduate programme and worked in a number of hospitality environments before beginning her 10 year career in retail with Marks & Spencer, latterly there leading HR delivery for 350 stores and c35,000 employees. Alison then moved from Retail to FMCG with a 3 year spell with C&C plc (Tennents) before moving to Financial Services as Head of HR with Virgin Money. In her role at Virgin Money, she provided HR Leadership for all Commercial and Business Banking Divisions.



Prof. Susan Murphy
Chair in Leadership Development, University of Edinburgh Business School and Co-Director of the Centre for Strategic Leadership

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.



Tuesday 13th October – 16.00 to 20.00

Session 3

From Operational to Enterprise Leadership

Venue:

Deacon Suite, Surgeon's Hall

Surgeons Quarter, Nicholson Street,
Edinburgh, EH8 9DW



What will you learn?

The core evolution of leadership maturity is moving from operational excellence (managing within a function) to enterprise leadership (leading across the system). This requires a strategic mindset – developing the ability to see patterns across markets, customers, and internal operations; learning to integrate multiple perspectives (finance, operations, technology, talent, ESG) and moving from ‘solving today’s problems’ to ‘anticipating tomorrow’s opportunities.’

Leaders have to develop comfort operating in ambiguity – CEOs rarely have full information, but they must decide and guide confidently, strengthening their understanding of financial levers, interpreting data beyond numbers and building literacy in digital and technological drivers of business models. Board-level contribution and governance are key to leading a business – understanding the difference between management and governance; aligning diverse stakeholders (Board, investors, regulators, unions, communities) and mastering narrative leadership, i.e., shaping the story of where the business is going and why. However, CEOs lead through culture and systems, not just through direction, so shifting from ‘direct management’ to ‘creating conditions’ for others to succeed will be crucial to ensuring success.

This session will guide delegates through the competencies, mindset shifts, and developmental experiences that will help ensure a successful transition from operational management to thinking and leading like a CEO – whether that is of the whole organisation or their own part of the business.

Who will you learn from?

Greg Michael
*Non-Executive Director and
Angel Investor; Formerly
Group CEO, Menzies
Distribution*

Jamie Brown
*Director, FWB Executive
Search*

Greg Michael

Non-Executive Director and Angel Investor; Formerly Group CEO, Menzies Distribution

Greg is a CEO/COO & MD with 25 years of C-suite leadership experience in several markets for international blue-chip companies and PE Houses. Until recently, he served as Group CEO of Menzies Distribution, recruited to 'carve out' the Menzies Distribution Division from the Group. Greg successfully sold the Division to Endless LLP and was invited by them to become the new Group CEO of the standalone business.

Greg initially trained as a lawyer, before progressing to being responsible for Commercial, Marketing, IT, Finance and Operations. As Group Commercial Director for Deutsche Post he led Strategy, M&A and Integration across the organisation, prior to MD/CEO roles in a number of businesses before joining Menzies Distribution as Group CEO.

Greg therefore understands, through experience, the knowledge and skills required to move from operational to strategic leadership positions, creating a positive and aspirational culture to enable successful and sustainable growth.



Jamie Brown

Director, FWB Executive Search

Jamie Brown is a Director at FWB, leading the Board & Non-Executive Practice and overseeing Business Operations and Delivery. He also sits on the Scottish Advisory Board of Business In the Community (BITC) and is a course organiser for the University of Edinburgh's School Executive Leadership Programme & NXD Academy.

He 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.

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



Tuesday 27th October – 16.00 to 20.00

Session 4

Communication, Influence & Organisational Politics

Venue:

Playfair Hall, Surgeon's Hall

Surgeons Quarter, Nicholson Street,
Edinburgh, EH8 9DW



What will you learn?

Great leaders don't avoid politics; they read it, navigate it, and shape it ethically, using their skills to advance the organisation's purpose, and not their own personal agenda. Communication is key - executive presence is not about charisma - it's about credibility, clarity, and composure under pressure.

So understanding what the issue or opportunity is, why it matters strategically, and what action is needed will help tailor your message to your audience's mindset - whether that be boards, peers, or teams, as each has different priorities. Building compelling narratives - around strategy, purpose, and change - connecting head and heart - and framing challenges as shared missions, not directives, will aid in this communications process. Finding shared goals and brokering alliances that create momentum for change will be key, together with building a political intelligence - understanding how decisions really get made and recognising informal power.

This session will help you enhance your presence within your organisation, with guidance on developing successful communication and influencing skills whilst navigating boardroom and senior management dynamics.

Who will you learn from?

Ralph Findlay OBE
Chair, C&C Group and Non-Executive Director, Heart of Midlothian FC

Vicky Ferrier
Chief Executive Officer, WILD

Ralph Findlay OBE

Chair, C&C Group, and Non-Executive Director, Heart of Midlothian FC

Ralph Findlay OBE is an experienced Chair and former CEO with a long track record of leading major UK hospitality and consumer businesses. He spent 20 years as Chief Executive of Marston's, having joined the Board in 1996 as Finance Director before stepping into the CEO role in 2001. During his tenure, he oversaw significant strategic transformation, including the successful £780m joint venture of Marston's brewing business with Carlsberg in 2020.

Ralph has held a number of influential non-executive roles, including Senior Independent Director of Vistry Group plc and Chair of the British Beer and Pub Association. His contribution to the sector was recognised with an OBE in the 2023 New Year Honours List.

He is currently Non-Executive Chair of C&C Group and serves as a Non-Executive Director of Heart of Midlothian plc.



Vicky Ferrier

Chief Executive Officer, WILD

Vicky Ferrier is Chief Executive Officer at WILD, bringing a rare blend of HR, commercial and investor-relations expertise gained across global corporates, investment-backed firms and next-generation organisations. She specialises in scaling culture during rapid growth and M&A, ensuring people strategy translates into measurable enterprise value and organisational performance.

Vicky's career began in Finance, qualifying as a Chartered Accountant before moving into roles across Commercial Finance, Strategy, M&A and Investor Relations. She later held senior people-leadership positions at P&G, SABMiller, Weir Group, Boots and The Very Group, where she built the Talent function and led the capability elements of a major digital transformation. As Chief People & Commercial Officer at Konsileo, she redesigned organisational systems during a period of rapid expansion, doubling headcount while strengthening culture and capability.

Today, as CEO at WILD, she focuses on building the "human infrastructure" that enables complex organisations to deliver long-horizon strategy at scale.



Tuesday 10th November – 16.00 to 20.00

Session 5

Embedding Sustainability into Strategy & Change

Venue:

Playfair Hall, Surgeon's Hall

Surgeons Quarter, Nicholson Street,
Edinburgh, EH8 9DW



What will you learn?

The new core of strategic leadership: shaping growth, transformation, and sustainability are an integrated agenda. So how can leaders develop and implement strategy with sustainability embedded – balancing purpose, stakeholder expectations, and practical execution? Traditionally, strategy focused on profit and performance, but today's leaders must create value that is profitable (economic viability), sustainable (environmentally responsible), and purposeful (socially credible and stakeholder-aligned).

The next generation of CEOs and executives will differentiate themselves by Integrating AI and sustainability for smarter, low-carbon operations; create regenerative business models; build ecosystem partnerships to address systemic challenges collaboratively and lead with moral authority, not just technical expertise.

This session will take an honest and critical view of developing strategy and implementing change with sustainability as a core driver – focusing on purpose-driven leadership whilst managing investor and stakeholder pressures and ensuring practical execution.

Who will you learn from?

Sam Gardner
Head of Climate Change & Sustainability, ScottishPower

Dr Sarah Ivory
Former Associate Professor, Executive Education – Climate Change & Business Strategy, University of Edinburgh

Sam Gardner

Head of Climate Change & Sustainability, ScottishPower

Dr. Sam Gardner has served as Head of Climate Change & Sustainability at ScottishPower for eight years, leading initiatives to drive action on sustainability across the three ScottishPower businesses. Prior to this, Sam worked for 13 years at WWF Scotland, culminating as Acting Director, where he led efforts on energy and climate change, including the introduction and implementation of the 2009 Climate Change Scotland Act. He has held leadership roles including Chair of the Edinburgh Climate Commission, Co-Chair UK Corporate Leaders Group, Chair of Strathclyde Institute for Sustainable Communities, is a board member of the UN Global Compact Network UK and was recognized in 2024 and 2026 as one of the UK's 100 most influential environmental professionals.



Dr Sarah Ivory

Former Associate Professor, Executive Education – Climate Change & Business Strategy, University of Edinburgh

Dr Sarah Birrell Ivory is a former Associate Professor, University of Edinburgh. She is a former Director of the Centre for Business, Climate Change and Sustainability, and recipient of a prestigious Aspen Institute 'Ideas Worth Teaching' Award. Dr Ivory now works independently with businesses, universities and students on her areas of expertise, including sustainability, business and climate change, and critical thinking.



Tuesday 24th November – 16.00 to 20.00

Session 6

How to Lead Successfully in a Polycrisis

Venue:

Deacon Suite, Surgeon's Hall

Surgeons Quarter, Nicholson Street,
Edinburgh, EH8 9DW



What will you learn?

A polycrisis refers to the simultaneous occurrence of multiple crises, where these crises interact and amplify each other, leading to a more complex and challenging situation than the sum of the individual crises. Instead of being just separate challenges, they create a synergistic effect that makes the overall situation more difficult to manage.

Leadership during a polycrisis requires a collaborative, agile, and emotionally intelligent approach. Leaders must be able to bring together diverse stakeholders, communicate effectively, and foster a culture of resilience and trust. They also need to be able to adapt quickly to changing circumstances and prioritize what matters most. By developing these capabilities, leaders can help their organisations and communities navigate the complex challenges of the 21st century - it's less about controlling every detail and more about enabling the organization to act coherently under uncertainty.

This last session will bring together the skills and criteria required for strong leadership in increasingly adverse situations. Participants, working in groups, will be faced with constantly changing priorities in a crucial challenge exercise involving acute decision making. They will be required to ensure effective strategies are continually developed and implemented successfully to help steer their organisation towards as successful an outcome as possible.

Who will you learn from?

Vimi Grewal-Carr
Senior Market Partner and UK
Vice-Chair, Deloitte

Vimi Grewal-Carr

Senior Market Partner and UK Vice-Chair, Deloitte

Vimi is currently Senior Market Partner and UK Vice Chair for Deloitte, working with Board and Executive level clients in both corporate and private equity. She excels at cultivating strong relationships with global clients and business partners across diverse industries and geographies. Previously, Vimi served as the Global Chief Growth Officer and a Member of the Global Executive, where she was responsible for enabling global growth through a client-centric lens, addressing complex client challenges, and delivering undisputed leadership in major markets and with iconic clients.

Vimi is highly accomplished in leading the execution of transformational, growth-focused strategies in global, matrix organisations, and has a demonstrable record of success in shaping corporate growth, advising global organisations on corporate strategies, market disruption, and risk mitigation. She is also adept at building globally inclusive executive leadership teams and fostering a culture of collaboration focused on achieving shared goals.

A respected, trustworthy, and caring leader, Vimi quickly understands the heart of an issue and delivers effective solutions. She is deeply committed to diversity, equity, and inclusion, evidenced by her role as a founding member of both the London Women's Forum and the 30% Club. Vimi currently serves as a Board Member and Trustee of the Teenage Cancer Trust, and previously held a Trustee role at the International Centre for Research on Women (ICRW), where she was also a founding member of its UK Board of Directors.



Our Alumni Network

Delegates on ELP 2026 will become part of the ELP Alumni which contains all delegates of ELP 2021 – 2025 and numbers over 290. This Alumni is the most diverse of its kind, covering all sectors and functional areas of Scotland's economy. It is therefore a very powerful network for learning, sharing, networking, business development and influencing. The ELP has an Advisory Board made up of delegates from each cohort who organise events for the alumni throughout the year. These can be learning and development sessions on specific subjects and be led by subject experts; high profile and motivational speakers for Q&A sessions or social and networking events where alumni learn from each other and share knowledge and experience.

The ELP Alumni are Business Leaders for Scotland's Future and as such they engage with many of Scotland's key policy makers who are keen to discuss with them the opportunities and challenges they see within our country's economy.

Business Leaders for Scotland's Future



What do our alumni say?

This is an exceptional programme: a brilliant mix of sectors, top-quality guest speakers, and all backed up with academic rigour from the University of Edinburgh. It is an excellent learning opportunity for both established and aspiring senior leaders. I was particularly impressed by the blend of relevant, practical topics and theories of leadership and change that underpin them.

Rami Okasha, Chief Executive Officer, CHAS

I would highly recommend the programme for leaders looking to enhance their skills and progress to board level responsibilities. Every session had takeaways I could use the next day. It's practical, experience-led leadership development.

The cross-sector and industry cohort made the experience really engaging. Working through exercises with leaders from charity, public and private sectors gave me perspectives I would not get in my usual bubble.

Ryan Raeburn, Managing Partner, The Thirty Co.

The FWB and UoE Business School invited truly inspirational leaders to candidly share their current and past experiences and bring the topics to life each week.

Each session was delivered in a workshop style with plenty of time to network, collaborate, share ideas, and present to the group as a whole. It was a very inclusive learning environment and I have lots of takeaways and ideas to share with my team.

It was really beneficial to meet and learn alongside external leaders from other sectors, rather than internal sector-specific leaders on an in-house course.

I learned skills over the 6 sessions that have without doubt made me be a better leader and given me the confidence to step into a senior management position.

Anneka Fraser, Client Solutions Director, CBRE

Management & Faculty Team

Prof. Susan Murphy

Chair in Leadership Development and Co-Director of the Centre of Strategic Leadership and Co-Director of the Centre for Strategic Leadership, University of Edinburgh Business School

Susan's current research examines 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. Susan has a PhD Organisational Psychology and MSc Organisational Psychology from the University of Washington, and is on the Board of the International Leadership Associate and is a member of the executive committee.



Judy Wagner

Co-Founder and Director, FWB Executive Search Ltd

A graduate of the University of Edinburgh, Judy Wagner began her career as a Chartered Accountant working with EY before moving into industry with a large electronics company focussing on Business Process Reengineering.

She subsequently moved into the recruitment industry, becoming a director of a large UK-wide recruitment business, and there participated in an MBO backed by 3i plc. She then went on to co-found FWB Ltd.

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 co-developed the award-winning Executive Women's Leadership Programme, which was the precursor to the Executive Leadership Programme and also The NXD Development Programme, which has run annually since 2017. 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.



Jaclyn Needham

Director, FWB Executive Search Ltd

Jaclyn started her career with Tesco plc working across Operations and Learning and Development prior to moving into recruitment with Michael Page International in 2012. There she was responsible for their HR business in Scotland and in 2016, she moved to lead the Newcastle office for PageGroup where she led teams across Finance, HR, Sales, Marketing, Engineering and Supply Chain. Jaclyn moved into the Page Executive brand in 2020 and was responsible for partnering with both global and SME clients across a number of disciplines

including HR in Scotland and the North of England. Upon joining FWB in 2021, Jaclyn assumed the position of Head of HR practice and sits within a consumer focussed sector.

Jaclyn has experience of appointing both Executive and Non Executive roles within a diverse range of clients from plc to SME and has been successful in securing appointments UK Wide. Jaclyn sits on the Scottish HR Leadership Group Advisory and Operating Boards.



How to Apply

Contact: ELP@fwbltd.com

We are delighted you're considering joining the Executive Leadership Programme (ELP) this year. Applications are open and places are limited, so we encourage early registration.

Application Process

1. Submit your application

To apply, please complete our application form on our website. This captures key details including your professional background, motivations for joining, and contact information.

2. Need more information first?

If you would like to discuss the programme before applying, please feel free to email us at ELP@fwbltd.com. We are happy to share more details and arrange a call if needed.

3. Application review

Once we receive your application form, the programme team at FWB will review your application. We may follow up with a call to discuss your goals and fit for the programme.

4. Confirmation

Successful applications will be invited to complete a second registration form to provide a short bio, headshot and other operational details. Please note that this second form is shared only after acceptance.

5. Invoicing

The University of Edinburgh Business School will handle invoicing directly with the contact person listed in your initial application.

Programme Fees

We operate a tiered pricing structure:

- **Private, public and third sector rates:** Fees vary depending on the type of organisation.
 - Private sector fees starting at £5,000
 - Public sector fees starting at £4,000
 - Third sector fees starting at £3,000
- **Group discounts:** Private and public sector organisations sending more than one delegate are eligible for a discounted rate.
- **Self-funded places:** A limited number of self-funded places are available for individuals funding their own participation.

For full pricing details, please contact us at ELP@fwbltd.com.

Apply now

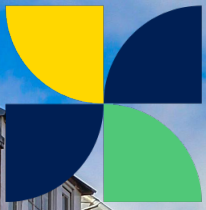
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