



# Executive Leadership Programme

Business Leaders for Scotland's Future



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# Foreword

"As someone who has been a guest speaker on the Executive Leadership Programme a number of times, the thing that I always notice is the broad range of organisations represented by the attendees, and the sense of camaraderie in the room. There is a real buzz, and you can see how much people are enjoying it, but also importantly you can see that people are being challenged and feeling thoughtful, being stimulated by the sessions and learning from each other.

The course covers a huge variety of areas, from practical leadership techniques such as building a strategy or high performing teams, to providing advice on how to manage your own career. It combines academic considerations alongside the opportunity to hear from people with real-life experience. I have often left thinking I'd love to hear all the speakers, who have such an interesting and diverse range of backgrounds and

experiences, and wishing that I had had access to a course of this nature in my earlier career.

In any career it's important to keep challenging your thinking as the business world evolves, and to keep developing personally. I would thoroughly recommend this to anyone looking to do those things, giving them the opportunity to meet some interesting people and expand their networks on the way."

Carolyn Jameson

*Chief Legal Officer Airalo; formerly CCO & CTO Trustpilot; Non-Executive Director & Adviser*

# Introduction



## UNIVERSITY OF EDINBURGH

Located at the heart of the University of Edinburgh, a university ranked 27th 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.



UNIVERSITY OF EDINBURGH  
Business School

## FWB

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 220.







## 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."*

A 2024 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."*

A 2024 delegate

## Session 1

# Adaptive Leadership in a Rapidly Changing World

### Speaker:

Louise Smith OBE

*Chair, Innovate Finance*

### Academic Lead:

Dr Sarah Ivory

*Senior Lecturer in Executive Education, Climate Change and Sustainability*

The world is constantly changing, and some of the most significant shifts include advancements in technology and the growing awareness and impact of climate change. Effective leaders have to constantly adapt to address the challenges and opportunities that these developments produce. This session will look at the knowledge and qualities that leaders need to be successful in these rapidly changing situations:

### Technology

As a result of the ever-advancing use of data, technology, AI, and automation, leaders need to be skilled in using data to make informed decisions and identify trends, patterns, and opportunities. In this session we will discuss how leaders need to embrace these developments in 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.

### Climate change and Sustainability

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 – and should it? This session will take an honest and critical view of sustainability and its relationship with organisations, leaders, and society.

### 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 whilst mentoring at Creative Destruction Labs (Oxford University) 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.



### Dr Sarah Ivory

*Senior Lecturer in Executive Education, Climate Change and Sustainability*

Dr Sarah Birrell Ivory is a Senior Lecturer Climate Change and Business Strategy at UEBS and the immediate past Director of the Centre for Business, Climate Change and Sustainability. She 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 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*. 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.





## Session 2

# Building and Driving High Performance

### Speaker:

Clive Miles

*HR Director, Barclays UK Everyday Money Management and Life Moments*

### Academic Lead:

Prof. Susan Murphy

*Chair in Leadership Development, University of Edinburgh Business School*

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 colleagues 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 teams in terms of age and culture, as well as increased concerns for employee wellbeing, psychological safety, and inclusivity, are significant concerns for 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 Miles

*HR Director, Barclays UK Everyday Money Management and Life Moments*

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.



### Prof. Susan Murphy

*Chair in Leadership Development, University of Edinburgh Business School*

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.



## Session 3

# Formulating and Delivering Strategy

### Speaker:

Euan Sutherland

*Chief Executive Officer, AG Barr plc*

Alison Gowen

*Chief People Officer, AG Barr plc*

### Academic Lead:

Dr Winston Kwon

*Strategic Lecturer in Strategy and Social Innovation*

One of the most important aspects of leadership is to be clear on the goal of the organisation and to develop a strategy to deliver that goal. The goal is developed from an assessment of the internal opportunity and a review of external influencing factors. The strategy to deliver the goal must be robust, measurable and realistic to drive action and engagement throughout the whole organisation. Strategic planning and thinking is essential for all senior leadership roles and in this session we will discuss together the development of goals. We will then work in groups to consider a case study where we formulate the strategy required for a particular goal and subsequently plan the effective delivery of that.

#### Euan Sutherland

*Chief Executive Officer, AG Barr plc*

Euan joined AG Barr plc as the Group's Chief Executive in May 2024. Prior to this he was Group CEO of Saga plc, having previously been CEO of Superdry plc, The Co-op Group and Group COO of Kingfisher plc. He has a background in global FMCG brands, including Mars and Coca-Cola, and as a Non-Executive Director with Britvic plc. A graduate of Aston Business School, Euan also holds an Honorary Doctorate in Business Management and has led major consumer-facing businesses both in the UK and internationally.



#### Alison Gowen

*Chief People Officer, AG Barr plc*

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.



#### Dr Winston Kwon

*Senior Lecturer in Strategy and Social Innovation*

Before joining the The University of Edinburgh's Business School as a Chancellor's Fellow in Strategy in 2014, Winston worked at Lancaster University. He holds a PhD in Marketing (Lancaster University) and a BCom in Finance (University of British Columbia). Prior to returning to academia, he worked in a number of corporate finance and business analysis roles within the technology and consumer sector for several Fortune 500 firms and a couple of startup ventures.



## Session 4

# Board Readiness and Governance

### Speaker:

Angela Seymour-Jackson  
*Chair, PageGroup*

### Academic Lead:

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

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 – 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 a senior level 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 Seymour-Jackson *Chair, PageGroup*

Angela has extensive corporate governance experience. She is Chair of the Board at PageGroup, 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 Equity backed businesses. In her Executive career, Angela held senior sales and marketing positions at Aviva and Aegon and was CEO of RAC Motoring.



### Prof. John Amis *Chair in Strategic Change Management and Organisation and Co-Director of the Centre for Strategic Leadership*

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. He 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.



## Session 5

# Leading Transformation and Change

### Speaker:

Greg Michael

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

### Academic Lead:

Prof. John Amis

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

One of the most important aspects of leadership is to be clear on the goal of the organisation and to develop a strategy to deliver that goal. The goal is developed from an assessment of the internal opportunity and a review of external influencing factors. The strategy to deliver the goal must be robust, measurable and realistic to drive action and engagement throughout the whole organisation. Strategic planning and thinking is essential for all senior leadership roles and in this session we will discuss how leaders need to embrace these developments in 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. To do this, leaders must not only become skilled users of AI and digital tools, but develop emotional intelligence, empathy, and other soft skills that enable them to connect with team members on a personal level whilst building a positive high performance work culture.

### 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. Over the last 6 years they transformed Menzies from a regional Newspaper wholesaler in structural decline to become one of the UK and Ireland's largest overnight time-critical logistics networks, with a £1.5bn turnover and 5,500 employees across 2 divisions, growing it both organically and through acquisition. Before joining Menzies, Greg held several CEO roles including May Gurney (Aim listed) and Deutsche Post/ DHL in Scandinavia. He has a strong track record of turning around underperforming businesses, leading successful mergers, and driving growth through strategic planning and integration.



### Prof. John Amis

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

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. He 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.





## Session 6

### How to Lead Successfully in a Polycrisis

This session will be led by experts  
in this area

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.

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.

## Our ELP Alumni Network

Delegates on ELP 2025 will become part of the ELP Alumni which contains all delegates of ELP 2021 – 2024 and numbers over 240. 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***

# Management & Faculty Team

## **Prof. Susan Murphy**

*Chair in Leadership Development and Co-Director of the Centre of 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](mailto: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](mailto: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:

- **Public and private sector rates:** Fees vary depending on the type of organisation.
- **Group discounts:** 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](mailto:ELP@fwbltd.com).

## Apply now

Visit our website to learn more and apply: <https://www.fwbltd.com/education/executive-leadership-programme/>

We look forward to welcoming you to the ELP 2025 cohort.



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