



UNIVERSITY OF EDINBURGH
Business School

Executive Leadership Programme 2023



FWB Park Brown

Executive Search



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Foreword

It is now a well-established and self-evident truth that we live in a time of monumental uncertainty, change and disruption. Factors such as geopolitical risk, technology-driven disruption, degradation of the natural environment and the dangers of economic hyper-inflation are the prevalent factors fuelling this volatility.

But what does this mean for executives and others trying to make sense of this world, where change itself is to be expected but the drivers of change are so unpredictable?

Increasingly, specific knowledge is declining in importance. Quantum leaps in data ubiquity, processing power and AI/ machine learning are rapidly making pure knowledge retention less critical than it used to be.

Instead, organisations and boards now need leaders with the insight to swiftly interpret relevant forces of change and discern what is most critical, combined with the judgement and courage to make crucial decisions with incomplete or uncertain information.

This programme will be invaluable in greatly enhancing the abilities of individuals to navigate and lead through the multiple challenges that face all of us. It combines rigorous, research-based academic content with outstanding industry speakers and a diverse and motivated class cohort who will both inform and challenge every participant's thinking.

I have first-hand experience of the programme through several sessions as a guest lecturer, and I would unreservedly recommend it to you as a wonderful developmental opportunity.

Gautam Dev, Independent Company Director and former Global Head of Talent and Organisational Development at abrdn plc.

I see the opportunity to lead as being the greatest privilege. I don't see it as a mark of success or of beating the other people but rather as a recognition of your desire to help others. It's not a badge to be gained or a grade to attain but it is a responsibility to enjoy. There may never have been a better time to take on such responsibility or a more defining moment to effect positive change. Our world is spinning around themes emerging from technology, post-Covid ways of engaging people and the disturbance of the world order. Three years ago there was much talk of the Roaring Twenties. That all feels a bit distant now but you have an extraordinary opportunity to influence positive change as some kind of new-normal emerges and the future of work becomes the present.

This course provides a brilliantly diverse range of content, interactions and opportunities for collaboration and more importantly promotes a positive, modern style of leadership at a time when that has never been required more. I'm sure you will emerge as a slightly altered individual and someone more prepared to take on the challenges and embrace the opportunities of the years to come.

David Ferguson, CEO Seccl, formerly CEO Nucleus Financial Group

Introduction

UNIVERSITY OF EDINBURGH

Located at the heart of the University of Edinburgh, a university ranked 15th in the world, 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 PARK BROWN

FWB Park Brown 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 Park Brown 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 sixth year - a practical development course led by experienced Chairs 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 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 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 Modules

The Programme

The programme runs over the course of 5 months with sessions twice a month. 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.



Session 1

The Modern Principles of Leadership 1

Speaker:
Rosemary McGinness,
Chief People Officer, The Weir Group Plc

Academic Lead:
Dr Lila Skountridaki

Session 2

The Modern Principles of Leadership 2

Speaker:
Graeme Smith,
Senior Director of Engineering, YouTube

Academic Lead:
Professor Susan Murphy

New Ways of Working and Leading in A Hybrid Working World

The business world has changed dramatically over the past few decades, and we now live in a truly global, tech enabled and connected society where change is faster paced than ever before, constant and at times unpredictable. Rapid advances in technology created an environment where the internet, smartphones, and social media are ubiquitous, and global events such as the financial crisis, the COVID pandemic, and, most recently, political instability world-wide and the conflict in Ukraine have increased the sense of turbulence, danger and unpredictability.

A state of flux has replaced the sense of certainty, stability and familiarity that people were used to. This type of environment can be described using the "VUCA" acronym, which stands for "Volatile," "Uncertain," "Complex," and "Ambiguous". Moreover, since the pandemic, and perhaps to balance this uncertainty, employees are looking for meaning and purpose in their work and a great balance between rewarding and progressive careers and the flexibility to manage their personal lives too. With the current talent shortages, employees are in the position to be more discerning in terms of where they choose to work and how. This shift requires leaders to be flexible, empathetic, collaborative, and focused on outcomes. By adapting to this new working environment and using these skills and strategies, leaders can successfully manage change whether it's in a growing global businesses or a scaling SME in the digital age.

In this session you will develop an understanding of how leaders manage in today's world. In times of social distance, it is essential that leaders actively foster the management of relationships with their employees, manage social processes in their teams and shape change processes that drive cultures of high performance and business success.

Rosemary has held the position of Chief People Officer at the Weir Group a FTSE100 global mining technology business since 2017.

Rosemary was Group HR Director of William Grant & Sons, the international premium spirits group, for twelve years. Having started her career in line management with Forte Hotels, Rosemary has held a range of positions covering all aspects of Human Resources across the globe, including being based in New York in her role as Senior Vice President of HR for document management company Bowne Business Solutions.

Rosemary is a Trustee and Chair of the Governance & Nomination Committee of Children 1st. She is a Fellow of the Chartered Institute of Personnel and Development.



Rosemary McGinness
Chief People Officer,
The Weir Group Plc

Lila is a Lecturer in Organisation Studies at the University of Edinburgh Business School. Her teaching focuses on Business Ethics and Responsible Business and her research interests include the sociology of work, the professions, and professional ethics. She has also done extensive research on the transnational healthcare market and is currently focusing on experts working in large organisations, with a particular interest in the relation between professional and business ethics. This has embraced various communities of practice including lobbyists in Brussels, HRM professionals and data science professionals.

Most recently, Lila has been working on research projects exploring hybrid and remote work, including a UK wide grant-funded project, 'Where does work belong anymore? The impact of the Covid-19 pandemic on working in the UK', a large study for the University of Edinburgh, as well as in partnership with local business trialling new forms of flexible work. Lila also plays a leading role in the implementation of the UN Principles for Responsible Management Education in the Business School. She obtained her PhD from the Department of Management, Strathclyde University Business School in 2014.



Dr Lila Skountridaki
Lecturer in
Organisation
Studies

Leading in a Data and Technology driven world

Leadership is changing as a result of the ever-advancing use of data, technology, AI, and automation. As we saw in the first session, with the rise of remote work and distributed teams, leaders must be skilled in outcome driven collaborative leadership. This means fostering a culture of collaboration, communication, and teamwork, and providing the tools and resources needed to enable team members to work effectively together, regardless of their location. 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 to focus on the human side of their organisations. 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 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.

Graeme is an experienced technology and business leader with interests in customer-centric innovation, product strategy, applied machine learning, high-scale distributed systems, team building and culture. He is currently a Senior Director of Engineering at YouTube, leading teams such as YouTube Studio, Analytics, Fan Funding and Brand Connect (influencer marketing).

Prior to YouTube, Graeme led Amazon's research & development centre in Edinburgh where he worked on a variety of challenges in digital advertising, personalised shopping recommendations, people technology, movies and music.

He was also CEO of the acquired "Sizmek by Amazon" digital advertising business.



Graeme Smith
Senior Director of
Engineering, YouTube

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 Park Brown.



Professor Susan Murphy
Chair in Leadership
Development and Co-
Director of the Strategic
Leadership

Session 3 Developing and Implementing Strategy

Speaker:
Simon Pitts
Chief Executive Officer, STV Group plc

Academic Lead:
Professor Chris Carter

Strategising is one of the most crucial activities of leadership. But unfortunately, evidence highlights that it is one of the most difficult. In this session, we focus on implementing strategy. First, we explore what can go awry in the strategy process before focusing on more affirmative examples of effective strategic practice. We examine common issues found when implementing strategy:

- **Learning:** How do leaders learn more about the strategic issue during implementation?
- **Drifting:** Why is mission drift dangerous for organisations? How can it be avoided?
- **Pivoting:** How do organisations change strategy if it's not working or if the external environment shifts substantially?
- **Meaning:** What does the strategy mean to employees and key stakeholders? Does it build an emotional connection?
- **Embedding:** How does a strategy get mainstreamed within an organisation? How do leaders evaluate its effectiveness?

The session will equip participants with fresh insights into the strategy implementation process, enabling them to contribute positively to strategic conversations in their organisations. The session will be highly interactive and allow participants to learn from other participants, academic faculty, and senior leaders who engage with the strategy process on a daily basis.

Appointed to the Board in January 2018, Simon set out a growth strategy to transform STV into a digital streaming and IP-led media business. After a period of consistent growth, STV posted record financial results in 2022.

Previously, Simon was on ITV's executive board as Managing Director, Online, Pay TV, Interactive & Technology. Over a 17-year career there, he held a range of senior roles and, as Director of Strategy, was one of the main architects of the company's strategic transformation under Archie Norman and Adam Crozier. Simon was on the board of ITN for eight years and prior

to ITV, worked in the European Parliament.

He is Vice Chair of the Royal Television Society and trustee of the STV Children's Appeal and of pre-school literary charity Oscar's Book Prize.



Simon Pitts
Chief Executive
Officer, STV Group plc

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 4 Decision Making: Strategic Thinking

Speaker:
Ana Stewart, Founder, NXD & Investment Partner

Academic Lead:
Dr Winston Kwon

As inflationary pressures, supply chain problems, ESG guidelines, and other macro-economic and political contingencies have transformed our operating environment – the cost and consequences of mistakes are greater than ever. We are seeing how well-run organisations are based on effective and responsible decision-making processes – and conversely, how weak organisations and their strategic mistakes can often be traced back to poor decision-making that reflect personal biases, a lack of information, and groupthink. In this session, we will explore tools, techniques, and approaches for making better decisions. We explore strategic decision-making from three perspectives:

- **Cognitive Biases:** recognising how cognitive shortcuts help us make quick decisions, but also how these shortcuts can also create 'traps' that lead to misreading a situation and reaching wrong conclusions.
- **Choice Architecture:** an understanding of these biases can help us to design and frame choice to encourage more considered and responsible decisions.
- **Strategic Decisions:** understanding and responding to strategic issues can be thought of as a process rather than a 'strategic decision'. Techniques and approaches can help us to identify relevant information, avoid groupthink, and recognise biases that might otherwise lead us to strategic mistakes.

Ana founded a digital consultancy business after graduating from University and grew it into a leading global innovator of consumer engagement software. As CEO, she led the AIM listing of the company on the London Stock Exchange and was voted Emerging Entrepreneur of the Year by the Scottish Entrepreneurial Exchange. She then sold the company in a US trade sale. Ana is a Partner in EOS Advisory, a Non-Executive Director of Condatis and Bella & Duke Ltd, and sits on the Board of the Scottish FA and main council of ICAS.

In 2022, Ana led an independent review into women in entrepreneurship in Scotland. Based on thorough data analysis and stakeholder engagement the report's recommendations seek to address the root causes of female under-participation in entrepreneurship and The Stewart Review was launched by The First Minister in February 2023.



Ana Stewart
Founder, NXD &
Investment Partner

Winston is a Senior Lecturer in Strategy and Social Innovation and the Programme Director for the MSc Global Strategy & Sustainability at the University of Edinburgh Business School. 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 corporate finance and business strategy roles in technology and FMCG sectors and a couple of startup ventures. Winston's teaching and research covers the subjects of power, language and strategic change: organising for social innovation; and sustainable governance structures and processes.



Dr Winston Kwon
Senior Lecturer in
Strategy and Social
Innovation

Session 5 How to be Effective in the Boardroom

Speaker:
Fiona Macleod, Chair, Scottish SPCA

Academic Lead:
Professor John Amis and Judy Wagner

As an executive director, you are accountable to the board for the performance of the organisation, and by being effective in the boardroom you can demonstrate your leadership and ensure that the organisation is meeting its goals and objectives. You can also help to build a positive reputation for the organisation and ensure that it is viewed as a responsible and effective leader in its industry, whilst ensuring that resources are allocated effectively and efficiently to support its goals. Overall, being effective in the boardroom as an executive director is essential for the success of the organisation. But it requires a combination of skills, knowledge and behaviours. As an executive director, you should have a thorough understanding of your organisation's vision, goals and operations to ensure you are able to make informed decisions and contribute effectively in the boardroom.

Being able to communicate effectively – articulating opinions, listening to discussions, providing constructive debate – can help adapt your style to different situations and personalities, so that you are able to build strong and meaningful relationships at a senior level within the organisation, building trust and credibility. Ensuring you are well informed about your business, its sector, factors that will affect its growth externally, is important to helping form strategic decisions that will ensure business success and help hone your leadership abilities and standing amongst your peers and the board. This session will lead you through how to have impact at senior levels within the organisation and operate most effectively with the Board.

Fiona had an international executive career in the Energy sector including roles in Europe, Japan, USA, Mexico and Venezuela. She led multinational diverse teams of thousands of people with billion dollar turnovers. Her consultancy career then focused on Board Effectiveness and business transformation. From a non-executive perspective she has held a number of positions including Clydesdale Bank, Virgin Money, Senior Independent Director of Sthree plc and Non-Executive director at Denholm Energy Services.

She Chaired the Women's Fund for Scotland, sat on the NYC Board of Women's World Banking and the Pancreatic Cancer UK Board. She is delighted to be the current Chair of the Scottish SPCA.



Fiona Macleod
Chair, Scottish SPCA

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 6 Driving Sustainability Effectively for Business and Environmental Benefit

Speaker:
Samantha Barber, Managing Director Europe; Board Effectiveness and Sustainability, Accenture

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.

A specialist in ESG leadership in the boardroom, Samantha was appointed Accenture's Board Effectiveness & Sustainability Lead for Europe in November 2021.

From 2008 to 2021, she was a Non-Executive Director with the global No.1 renewable energy company, Iberdrola, headquartered in Spain. As Chair of the Board Committee, with responsibility for ESG, compliance, and non-financial risk for over eight years, she helped drive and shape Iberdrola's international leading role as a purpose-led sustainable energy company.

Samantha also joined the Board of Scottish Water

in 2017 and is currently Chair of its Remuneration Committee. In 2021, she was appointed to the Board of Directors at The James Hutton Institute, an interdisciplinary scientific research institute in Scotland, focused on crops, soils and land use and environmental research. She is also a member of the Advisory Board for the MSc in Management at Imperial College, and she previously served as Vice-Chair of the business-led 2020 Leadership group on Climate Change in Scotland for six years.



Samantha Barber
Managing Director Europe; Board Effectiveness and Sustainability, Accenture

Sarah is the Director of the Centre for Business, Climate Change, and Sustainability (B-CCaS) at the University of Edinburgh Business School. B-CCaS aims to be a catalyst for positive social and environmental change in the interaction of climate, business, policy, and society; to work across institutional, market, organisational, community, and individual levels; and to offer innovative and research led solutions, stimulate and contribute to key policy debates, and create and inspire changemakers for the future.

As well as being a past chair of the British Academy of Management Sustainable and Responsible Business special interest group, she has served a term as an elected non-professorial member of the University of Edinburgh Senatus Academicus.



Dr Sarah Ivory
Director, Centre for Business, Climate Change and Sustainability (B-CCaS)

Session 7 Crisis Management: Leading through Adversity

Speakers:
Gordon Dewar, Chief Executive Officer,
Edinburgh Airport

Mike Crow, Group Head of Public Affairs,
NatWest Group

Regardless of whether your organisation operates in volatile and high-risk sectors, such as aviation, oil and gas exploration or construction, the COVID pandemic, and recent war in Ukraine have shown that all organisations are at risk of having to manage crisis, communicate effectively and mitigate external risk.

This session on crisis management will provide delegates with essential skills and knowledge to effectively plan, manage and respond to crises and covers topics such as effective and appropriate communication, risk assessment and mitigation, emergency planning, and recovery strategies.

Through hearing from two experienced executives, delegates will hear first-hand practical experience and learning to help them plan for and evaluate crises; develop effective communication strategies; and coordinate response efforts. The module will also highlight the importance of leadership, teamwork, and resilience in crisis situations.

Gordon has been Chief Executive Officer for Edinburgh Airport Limited since 2012, during a time which saw growth rise to a record level for passenger numbers of any Scottish Airport in 2019 and led the organisation through the COVID-19 pandemic under differing ownership.

He spent 4 years with BAA running Glasgow and Edinburgh airports through periods of extensive investments in terminal capacity and passenger growth from 2007 to 2010 and was subsequently Chief Executive at Bahrain International Airport for 2 years, creating an independent and profitable business from

the Government.

He is also a Board member of the Scottish Tourism Alliance and has won a variety of industry awards including both Edinburgh Chamber of Commerce and the IoD's 'Director of the Year' and the Scottish Business Awards 'CEO of the Year' in 2015.



Gordon Dewar
Chief Executive
Officer, Edinburgh
Airport

Michael's background is in politics and journalism. From 1997 – 1999 he was Westminster Correspondent for STV before becoming the station's main political presenter and Political Correspondent until 2009. He then moved to the Conservative Party to work for David Cameron as Director of Strategy and Communications in Scotland before moving to the bank at the end of 2010.

Michael has been a board member of Citizens Advice Edinburgh, business start-up Fresh Car valeting, Oxford University's Business Economics Programme and RBS's Scotland Board. Michael is a graduate of St Andrews

University and has subsequently studied Business Economics at Oxford University and Climate Change at Cambridge University.

As Director of Public Policy at NatWest Group, Michael is responsible for the bank's political interactions, especially for the CEO Dame Alison Rose, and policy influencing programme on areas of strategic importance to the bank.



Mike Crow
Group Head of Public
Affairs, NatWest Group

Session 8 Managing your Career and Fulfilling Ambitions

Speaker:
Malcolm Kpedepko, Partner at Panoramic
Growth Equity

Academic Lead:
Professor Susan Murphy

In this last session, participants will work on ways to take the learnings from the course and focus on the latest knowledge about 'managing one's career', which might not always be linear. This session will focus on further developing one's strengths and identifying any leadership gaps and development goals for the future. Individuals will be able to share career experiences to date, understand the power and importance of their networks, explore the 'no wrong path concept' when progressing their career, and learn more about what employers, investors and shareholders are looking for in their future board members.

Malcolm is an experienced investor focused on providing growth capital to UK SMEs. As a partner in Panoramic he invests in talented management teams who have a clear desire to build and exit their business, and an identifiable opportunity to achieve that aim. At Panoramic the approach is also clear - they are active partners, assisting those companies to fulfil their aspirations. He currently sits on the boards of four PGE portfolio companies; Dog Digital and Captify (both Digital Media), Process Control Services (Industrial) and Precision Technologies International (Engineering).

He was previously a director of Solfex Energy Systems

(Renewable Energy) and Quill Content. Solfex was sold to Travis Perkins in January 2013. Quill was sold to Webedia in April 2019. He also currently sits as an Independent Non Executive Director of the Scottish FA, the governing body of football in Scotland and previously sat on the board of Scottish Golf, the governing body for golf in Scotland.

He is an ICAS qualified Chartered Accountant and an IoD qualified Chartered Director (CDir). Malcolm was selected on Real Deals' Future 40 Diversity and Inclusion Leaders list for the role he has played in enhancing diversity and inclusion in the private equity industry.



Malcolm Kpedepko
Partner at Panoramic
Growth Equity

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 Park Brown.



**Professor Susan
Murphy**
Chair in Leadership
Development and Co-
Director of the Strategic
Leadership

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 Park Brown
Executive Search

Email: judy@fwbparkbrown.com



Michael Dickson

Director of FWB Park Brown

Email: michael@fwbparkbrown.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
- Trustee, The Salvesen Mindroom Centre
- Advisory Board, Private Equity Firm, Scotland

Profile:

Michael is a graduate in Law from The University of Edinburgh and has spent over 10 years working in the Search sector. Before joining FWB Park Brown, Michael was Business Manager for a global plc, leading their Senior Finance Searches, before joining a boutique Executive Search Practice, leading Searches for Senior Management, Board, NXD and interim roles across a range of sectors.

Michael has successfully executed a range of executive assignments ranging from non-executive and board level appointments to senior management and new/more niche technology roles.

He has experience of working with a diverse range of clients from plc to SME and has been successful in securing appointments UK Wide.

Michael is also a co-founder of The Edinburgh University Executive Leadership Programme, and until recently sat as a Non-Executive Director for national charity Apex Scotland and a committee member of the CBI's Under 35 Network for both Scotland and the UK.

Qualifications Include:

- Bachelor of Laws (LLB): University of Edinburgh

Board Positions:

- NXD, Apex Scotland
- Committee Member, CBI



Jamie Brown

Director of FWB Park Brown

Email: jamie@fwbparkbrown.com

Profile:

Jamie started his career with BT PLC in contract and service management, prior to moving into recruitment with a global multi-national recruitment practice, leading their Supply Chain business in Scotland.

Jamie has over 12 years' experience in the sector, having recently worked with two growing Search firms to both launch a new Supply Chain & Operations Search start-up brand, and latterly the development of new sectors for a boutique Executive Search business across the UK.

He has successfully executed a broad range of executive assignments across industry including functional leadership, senior interim, executive and non-executive appointments. These have been in publicly listed, PE backed and privately-owned organisations. Jamie is also a co-founder of The Edinburgh University Executive Leadership Programme and currently sits on the Edinburgh Chamber of Commerce Inspiring Talent Committee.

Qualifications Include:

- MA Economics – Heriot-Watt University

Board Positions:

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



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