

FWB Park Brown

EXECUTIVE SEARCH



UNIVERSITY OF EDINBURGH
Business School

Executive Leadership Programme

OVERVIEW 2022



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Foreword

In my time in industry over the past forty years I have seen a tremendous amount of change but never has there been the level of disruption, challenge and opportunity that exists today. Business leaders need to multi-task like never before to not only deliver on core business activities such as developing long term strategy, driving shareholder value or executing operational improvement but also embrace a raft of new and emerging ones including ensuring a Diverse & Inclusive workplace, developing organisational Sustainability strategies and communicating Purpose to employees. All of these need to be managed in real-time whilst also adapting to macroeconomic issues such as navigating through the impacts of the global Covid pandemic and in recent times evaluating the business impact of the War in Ukraine.

This programme will give delegates the opportunity to engage directly with a diverse and talented group of experienced leaders from business and academia - each bringing practical case studies and evidence-based research to enhance discussions and participation. The objective is to give those participating the confidence to apply these learnings to their own leadership situations as they progress in their existing, or toward their future, board positions.

Because I have been a guest speaker on this programme, I know you will gain much from fully participating in this. The sessions, academic presenters, guest speakers, case studies and discussion groups on each relevant topic will help you realise your ambition of recognising and achieving what it takes to become an even more effective and successful leader.

Successfully navigating uncertainty has never been so important for Boards and Senior Executives and so with that in mind I am delighted to introduce this leadership programme. I know from long involvement with the team and participating as a speaker in previous programmes, that it has made a significant contribution to delegates in developing their own executive capability or indeed preparing for non-executive roles.

When I was on my route to my previous CEO role and embarking a decade ago on my non-executive and advisory portfolio, I would have very much appreciated the opportunity to attend a programme like this in Scotland with speakers and fellow participants I could relate to, who were experiencing a similar environment. I know from speaking to past participants that they have valued enormously the chance to hear first-hand the experiences of outstanding speakers who have candidly shared lessons learned but also the opportunity to network with colleagues from a range of sectors and industries who are on the same trajectory as themselves. The mix of a rigorous academic perspective as well as the 'coal face' perspective is extremely powerful and the team manages to curate a broad spectrum of faculty so that there is a topic and range of experiences shared to suit everyone looking to further their own development at this level.

I would encourage to you fully embrace all that this fantastic programme has to offer and to do so with an open mind, taking full advantage of both the learning and the networking. I hope you enjoy your participation as much as I have.



Colin Robertson CBE,
Vice Chair, NFI Group Inc



Lena C Wilson CBE FRSE,
Non-Executive Director,
NatWest plc

01. Introduction

UNIVERSITY OF EDINBURGH

Located at the heart of the University of Edinburgh, a university ranked 19th 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.

They have worked closely with The University of Edinburgh Business School in developing Executive Education programmes. This includes the award winning Executive Women's Leadership Programme - the first of its kind in Scotland - designed for women focused on the Boardroom, which now boasts a large and extremely diverse alumni, covering all sectors and functional areas of the economy; and now launched for its fourth year, and the NXD Development Programme – 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.



02. Overview

This interactive, high level programme is for participants at senior management level and board level.

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 in preparation for future career opportunities and a move into 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 senior leadership roles 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.





03. The Modules

The Programme

The programme runs over the course of 5 months with twice a month sessions. 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 upon course 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 I.
Leading
with Purpose

Speaker:
David Ferguson, Chief Executive Officer,
Seccl

Academic Lead:
Professor Susan Elaine Murphy

In this kick off session we will focus on the requirements for today’s leaders in the landscape of new working arrangements. With change, leading with purpose based on one’s own values becomes even more important for success. We hear much about the need for purpose-driven organisations where customers, employees, and society at large all benefit, and this takes leaders who know who they are and how they bring their unique qualities to their leadership. We will be exploring values and other tools in the context of leadership requirements.

This initial session will also help participants to set individual programme goals and expectations with time to begin networking with other participants.

David is CEO of Seccl, the Octopus-owned tech firm which is rebuilding the infrastructure of investments and advice from the ground up. He is massively excited to lead a team with great energy for change and a positive, relevant culture at a time when doing the right thing (in the right way) has never been more important.

He was previously founder and CEO of Nucleus, where he created a distinctive and customer-led culture which drove the investment platform from start-up to £20bn in AUA when he departed.

David lives in Edinburgh where he enjoys running, live gigs, dining in / out and doing his best to be a good husband to sparkling Monique and being a lego-building and football-playing dad to Nicole and Angus.



David Ferguson
Chief Executive Officer,
Seccl

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 II.
Leading Strategic
Change

Speaker:
Gautam Dev, Global Head of Talent and Organisational Effectiveness, abrdn plc

Academic Lead:
Professor John Amis

Change has always been not only a ubiquitous fact of organisational life but also one of the most difficult imperatives with which leaders have to contend. Indeed, studies show that the success-rate of major change initiatives is remarkably small. The recent pandemic has thrown into sharp relief the personal side of change with leaders being required to demonstrate empathy, inspire courage and resilience, and cope with continuously high levels of uncertainty. At the same time, we have seen leaders also required to cope with rapid shifts in the technological environment that have radically altered the ways in which organizations function.

The purpose of this session is to uncover some of the key dynamics associated with strategic change. We will examine how more effective leaders approach, manage and lead change through identifying the most salient internal and external imperatives that will shape the change process. Further, you will develop understanding of how leaders cope with ambiguity while leading people effectively during times of uncertainty.

Gautam is the Global Head of Talent and Organisational Effectiveness at abrdn. He has extensive experience developed through a career in a variety of roles within global blue-chip organisations, and has held senior roles based in the U.K., Hong Kong, Singapore, Australia and New Zealand. A constant theme throughout Gautam’s career is a strong track record in leading high-profile corporate transformation projects and in developing people, building on earlier careers in management consulting as well as a background in corporate finance and law. Gautam also has Board-level experience, currently sitting on the Board of the Scottish Dance Theatre and previously serving as a Board Member of the Australian Chamber of

Commerce in Hong Kong and Macau and the Board of Governors of the Australian International School in Hong Kong. He was also Chair of Eastspring Investments, a Korean Asset Management Company. In his earlier career, he held Executive leadership positions with Prudential plc and Accenture.



Gautam Dev
Global Head of Talent and Organisational Effectiveness, abrdn plc

John is Professor of Strategic Management & Organisation at the University of Edinburgh Business School where he is also Head of the Strategy Group and Co-Director of the Centre for Strategic Leadership. John’s research interests centre on issues of organisational, institutional and societal change, including work on values and strategy. His recent projects have included investigations of childhood obesity policy in the United States, civil justice reform in Scotland, the European migration crisis, the role of organisations in the reproduction of inequality, and the rehabilitation of marginalised groups by a national

social enterprise. His research has appeared in many of the field’s leading publications. John also sits on several editorial boards, is Associate Editor at Academy of Management Review and is a former Chair of the Organization Development & Change division of the Academy of Management. He has also engaged in numerous Executive Education, consulting and sponsored research assignments with leading private, public and non-profit organisations in the UK and the United States.



Professor John Amis
Professor of Strategic Management & Organisation, Head of the Strategy Group and Co-Director of the Centre for Strategic Leadership

Session III.
Leading with
Impact & Influence

Speaker:
Anne Richards, Chief Executive Officer, Fidelity International

Academic Lead:
Professor Chris Carter

Ideas shape organisations. Specific managerial ideas will be in the zeitgeist at any given juncture. This session examines how some managerial/economic ideas move from the periphery to become ‘mainstream’. We explore the crucial leadership task of translating an idea into practical organisational action. For example, we consider Benny Higgins’ use of Mission Led Innovation to create the Scottish National Investment Bank and John Birt’s controversial marketisation of the BBC in the 1990s. In each case, we examine the leader’s role in bringing an idea to fruition, which draws on diplomatic, mediation, communication, and stakeholder management skills. Finally, we reflect on broader lessons on making persuasive arguments for change within and beyond an organisation.

Anne joined Fidelity International as CEO in December 2018 and was appointed a Director of FIL Limited in September 2019. She has worked in the asset management industry since 1992. Anne has almost three decades of experience as an analyst, portfolio manager and Chief Investment Officer and is a strong proponent of ESG investing. Her career path spans many blue chip global names in the financial sector including Alliance Capital, JP Morgan, Merrill Lynch Investment Managers, Aberdeen Asset Management and M&G Investments.

Anne is a Chartered Engineer and began her career as a research fellow at CERN, the European Organisation

for Nuclear Research. She is a former chair of the UK Financial Conduct Authority’s Practitioner Panel and was appointed a board member of the Institute of International Finance (IIF) in December 2020.

Anne was appointed a Dame Commander (DBE) in June 2021 for services to Financial Services, Women, Education and Science.

She holds an MBA from INSEAD and a BSc (Hons) from the University of Edinburgh. She is a fellow of the Royal Society of Edinburgh, a Chartered Engineer (CEng), Sainsbury Management Fellow, and holds an honorary degree from Heriot-Watt University.



Anne Richards
Chief Executive Officer,
Fidelity International

Chris is an organization and management studies scholar with expertise in change management, leadership development and strategy. He joined the University of Edinburgh Business School in 2013, serving as the Professor of Strategy & Organization. Chris previously held professorial positions at the University of St Andrews and Newcastle University. He has served in numerous senior roles within Business Schools, generally in research management activities. Chris has a PhD in Management & Organisation Studies from Aston Business School.

His research has received awards from the Strategic Organization journal and the British Academy of

Management. 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. Examples include exploring business model transformation in STV and examining the development of the Scottish National Investment Bank. Currently, he collaborates with the John Smith Trust and a well-known political party.

Chris has 27 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 IV.
Developing
Strategy

Speaker:
Simon Pitts, Chief Executive Officer at 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, as many strategies fail to deliver their objectives leading to strategic drift or worse. This session engages with Richard Rumelt’s Good Strategy / Bad Strategy dichotomy, exploring what can go awry in the strategy process before focusing on more affirmative examples of effective strategic practice. In particular, the session will focus on:

1. How an organisation diagnoses its strategic challenge?
2. What is its overarching strategy for dealing with the challenge?
3. How is the strategy broken down into coherent actions and tactics?

The session will examine the importance of an organisation’s culture to the strategy process, focusing on: what is core to an organisation? What makes an organisation distinctive? To what extent does the prevailing organisational culture enable or constrain strategy delivery?

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

Simon was appointed to the Board of STV Group plc in January 2018 and in May of that year set out a growth strategy to transform STV into a fully diversified media company led by digital streaming and ownership of globally valuable content. After a period of consistent growth, STV posted record financial results in 2021, emerging strongly from the pandemic.

Previously, Simon was a member of the executive board of ITV plc, holding the position of Managing Director, Online, Pay TV, Interactive & Technology. Over a 17-year career there, Simon 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 and also oversaw strong growth in ITV’s digital businesses. Simon was on the board of international news provider ITN for 8 years and prior to ITV, worked in the European Parliament.

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



Simon Pitts
Chief Executive Officer
at STV Group plc

Professor Chris Carter’s biog can be found opposite

Session V.
Future Workplace

Speaker:
Jane Brydon, People Director for Group Functions and Finance, HEINEKEN

Academic Lead:
Dr Winston Kwon

The spread of COVID-19 and the resulting impact on ‘work as we knew it’ have forced organisational leaders to take a long, hard look at how business is now done. Boards are now asking themselves, their employees and their customers – what’s essential, how should and could we do business, what is holding us back, and what we may be forced to give up or change?

With many of these questions being worked on or perhaps still to be answered, what will the future of work look like? This is the question on many business leaders’ minds – a question that was already rearing its head through the emergence and utilisation of more digital, remote and collaborative technologies but made even more critical amid disruptions caused by the pandemic. Potentially therefore, a watershed moment has now been reached in how we conduct our operations, lead our teams, develop our people, engage with our customers and to continue to innovate and grow we must therefore consider how to best support a more varied and agile set of workforce practices, such as remote and hybrid work models, agile planning, continuous performance management, and perhaps even the the end of the 9-5 structured workday or work week.

While some of these shifts may be temporary, others will be permanent, driven by a renewed understanding of what operational efficiency and productivity actually look like, as well as increased demand to provide a positive employee experience. Some of these changes will be driven by employee demand to support broader talent management strategies, while others will evolve as a necessity for business leaders looking to keep up with their vendors and peers, or to get ahead of their competition. Embracing these changes will require cultural, operational and technological shifts that will play out over a period and, thus, may have a return on investment that is difficult to grasp. Failure to embrace and champion these changes, however, could set organisations behind their competitors, and introduce friction across a variety of efforts in business operations, workforce strategies and beyond.

Having spent 25 years working across global, private and public sector organisations in senior HRD Director roles Jane has recently been promoted from her role as HRD Director for HEINEKEN UK to become People Director for Group Functions and Finance in the Netherlands. Jane held responsibilities for the full people agenda across the business and part of the UK

Executive Team, was instrumental in the implementation of their Smart Working strategy and is also an experienced non-executive director who currently sits on the Board of Re:markable, Scotland, Worldwide Cancer Research Foundation and the Strathclyde Business School Advisory Board.



Before joining the 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 at 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.

Winston is also a Research Fellow of the Advanced Institute of Management (AIM). His current research interests concern how language can serve to support or resist strategic change, and the role of social enterprises in challenging environmental sustainability and social inequality.



Session VI.
Sustainability and Climate Change in the Boardroom

Speaker:
Juliet Davenport OBE, Founder of Good Energy

Academic Lead:
Dr Sarah Ivory

Sustainability, and some of its specific challenges such as climate change, have become an increasingly important subject for organisations around the world. With lending criteria and legal requirements regarding carbon emissions becoming more developed, the requirement for companies to consider their social, environmental and economic impact has never been greater. Indeed, we have even seen huge opportunities to commercialise one’s sustainability efforts, for example charging premiums for sustainable products and packaging.

A global survey of CEOs in 2019 showed that 99% of CEOs agree that “sustainability issues are important to the future success of their businesses”, referring not only to profits but vision, values and ultimately a firm’s reputation internally and externally.

But what does ‘sustainability’ really mean and how should it be addressed? Moreover, what is the role for those leading organisations? Is it as straightforward as appointing a Chief Sustainability Officer? How does sustainability influence the quest for competitive advantage and commercial gain?

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. It will conclude with an optimistic view of the future relationship between sustainability and organisations, and an inspirational message from the Founder of Good Energy, Juliet Davenport OBE.

Juliet is founder and previous Chief Executive Officer of Good Energy – a renewable energy company with a mission to power a greener, cleaner future together with its customers. Juliet has been an innovator for over 20 years, working on ideas to fight climate change and transform the energy sector for the better. In 2013, she was awarded an OBE for services to renewables. Juliet is passionate about creating a business that does good; one that can deliver the needs of society in a purposeful way. As part of this vision, she is working with the British Academy’s Future of the Corporation project, thinking about a better future.

Juliet has various scholastic credentials with academic organisations, including University of Wales, Imperial College, Bristol University, Birkbeck and LSE, where she

has various roles and accolades, with the ambition of influencing the next generation to think about the energy transition and our low carbon future. Having gone plural in her NXD career, Juliet currently sits on the board of Graviticity, Connected Kerb, The Crown Estate, the Renewable Energy Association and Innovate UK and is Vice President of the Energy Institute.

In addition, she sits on the advisory boards of leading UK think tanks, including Energy Systems Catapult, Aurora, Oxford Energy, and LSE’s Grantham Institute, however perhaps her most notable board role is as Chair of rooftop solar innovator Atrato Onsite Energy, whose flotation in November made it the first company with an all-female board to list on the London Stock Exchange!



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.



Session VII.
Board Governance
& Ethics

Speaker:
Angela Seymour-Jackson,
Non-Executive Director, Trust Pilot

Academic Lead:
Dr Lila Skountridaki

Good governance has a strong and direct link to performance, whether in private, public or third sector organisations. Over time, however, scrutiny on corporate governance structures has increased with the result that ensuring rigorous and transparent processes are in place across areas such as audit, risk and remuneration has become a vital board function. While this has often resulted from individual or more widespread financial mismanagement, recent years have seen a qualitative shift in governance expectations. The MeToo, BlackLivesMatter and climate crisis social movements, among others, have raised expectations both internally and externally as to how organisations should operate. These have been entwined within a broader context in which what constitutes appropriate ethical behaviour by organisation leaders have been raised by employees, the media, policymakers and the public.

In this session, we examine the basic functions of good corporate governance and the role of board members in ensuring that appropriate structures and systems 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.

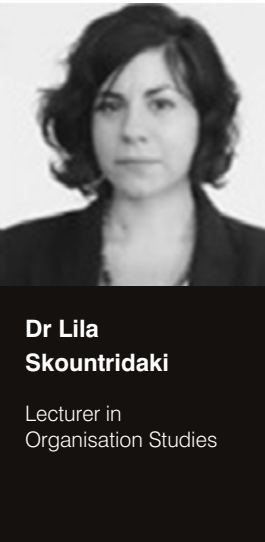
Angela Seymour-Jackson has extensive corporate governance experience. She is Chair of the Board at Page Group, Senior Independent Director at Trustpilot, and a Non-Executive Director at Janus Henderson. Angela was Deputy Chair at GoCompare Group, and joined the Board of Future plc, an online and print media and publishing businesses, when it purchased GoCompare. She was a Non-Executive Director at Rentokil Initial for 9 years. Thus, Angela’s Board

experience spans both listed firms in the UK and US, and private Venture Capital backed business. She has also filled numerous board roles. In her Executive career, Angela held senior sales and marketing positions at Aviva and Aegon and was CEO of RAC Motoring.



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 trialing 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.



Session VIII.
Managing Your
Career Journey

Speaker:
Malcolm Kpedepko, Partner at Panoramic Growth Equity

Academic Lead:
Professor Susan Elaine 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 is focused on investing 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 our approach is also clear - we will be active partners, assisting those companies to fulfil their aspirations.

He currently sit 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.

ICAS qualified Chartered Accountant (CA), an IoD qualified Chartered Director (CDir).

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.



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.



04. 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

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



Professor John Amis

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

Email: john.amis@ed.ac.uk

- Experience and Subject Matter Expertise:**
- Strategic change
 - Strategy
 - Strategic Leadership
 - High performing teams
 - Culture development
 - Stakeholder engagement and communication

Profile: 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.

- Qualifications Include:**
- PhD, University of Alberta, Canada

Experience of working with scaling companies: John has most recently led delivery of the Scottish Enterprise 'International Rural Leadership Programme

Board Positions: Organisation Development & Change Division, Academy of Management

Executive Education Experience: John has considerable experience of teaching the following topics to experienced executives: Strategic Change Leadership, Strategic Management and Strategic Leadership

Related Clients: Scottish Enterprise, CALA, National Trust for Scotland and he co-leads the 'Non-Executive Director Programme



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



Michael Dickson

Director of FWB Park Brown

Email: michael@fwbparkbrown.com

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



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