

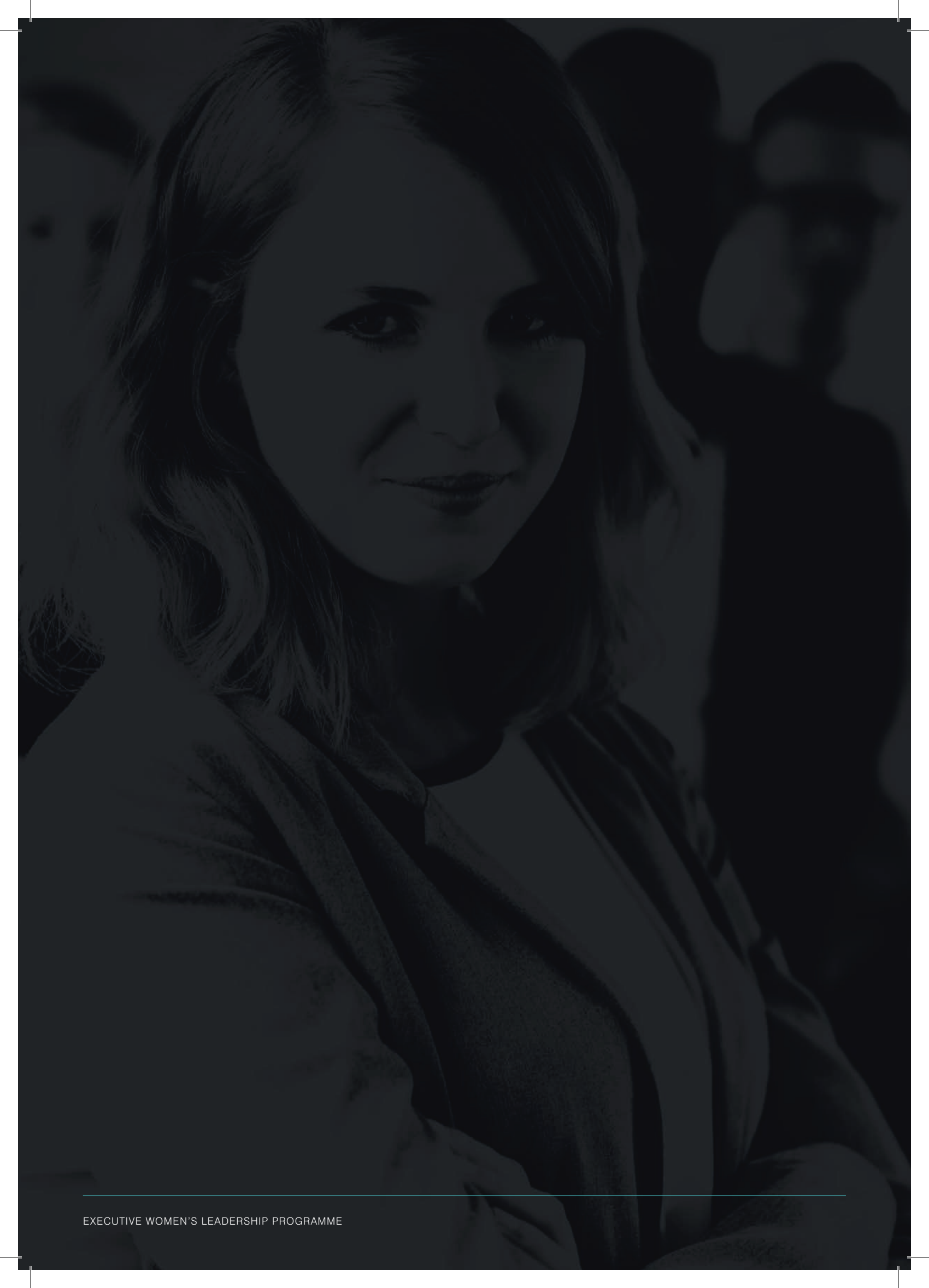
FWB Park Brown  
EXECUTIVE SEARCH



UNIVERSITY OF EDINBURGH  
Business School

# Executive Women's Leadership Programme

OVERVIEW 2018





# Contents

01. Introduction .....	1
02. Overview.....	2
– Specific Benefits.....	4
– Who should attend this programme? .....	5
– The programme .....	7
03. The Modules.....	8
– May Module.....	9
– June Module.....	10
– September Module .....	11
– October Module .....	12
– November Module .....	13
– December Module .....	14
04. Management and Faculty Team Profiles.....	15
05. Guest Speaker Profiles .....	26



# 01. Introduction

Located at the heart of the University of Edinburgh, a university ranked 21st 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).



*“The Speaker format and calibre of those we met on the programme was amazing – thought provoking and inspiring, and the networking was hugely beneficial, adding a bit of magic to the whole programme that is hard to articulate. Being part of a group of senior women working in Scotland was enthusing”*

**Our 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.

Our focus on research, teaching and learning and engagement gives us a unique perspective. We use pioneering research to tackle intractable problems and address the burning questions organisations and governments face today.

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. We are the world’s experts on Carbon Finance.

With more than 100 academics from 28 nationalities and an alumni community of 14,000 in more than 120 countries, the school is recognised as a connected community for thought leadership on the international business stage.

A woman with long dark hair and glasses is shown in a dark, semi-transparent overlay. She is looking down and to the right with a thoughtful expression, her hand near her face. The background is a solid dark color.

## 02. Overview

This interactive, high level programme is for women aiming to move up to senior management level as the next stage in their career.

The programme is designed to supply the tools, strategies, and networks to support and challenge participants in preparation for future career opportunities and a move into 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.



## What are the Specific Benefits?



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

A plan for developing a high-power mentoring relationship



Improved confidence in one's abilities to be a leader across a range of tasks and situations

Targeted practical preparation for future Board-level leaders

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



A working network of senior level women 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?



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



Women who, through previous leadership development programmes, gained a fundamental view of their own leadership, but are now looking to **increase their ability to move to senior management positions.**



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



Women who are interested in **developing projects** and wanting to **gain feedback from industry experts.**



Women interested in **career insights from top women leaders in the UK today.**









## The Programme

The programme runs over the course of 8 months with twice a month sessions and a two-month summer break. 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 women moving into senior management positions, and offers tools or frameworks that can be put into practice immediately. In addition, participants will work on particular projects that require solving leadership problems for specific organisations and applying newly acquired skills. The adjacent diagram captures the dynamic nature of the programme elements.

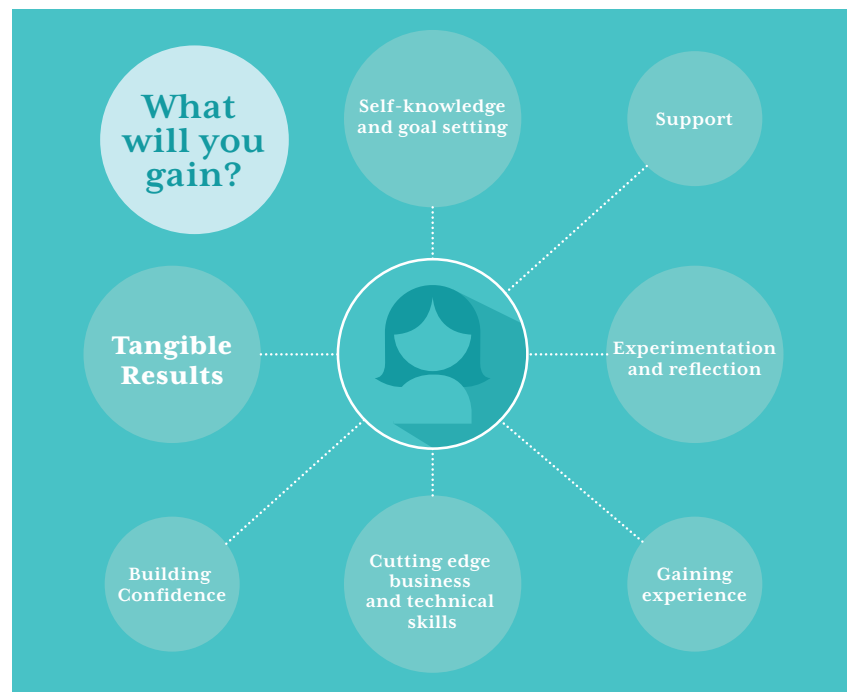
The programme is conducted in a women-only environment, which has been found to allow focus on the unique features of women's careers, and can have a pronounced effect on driving the success of a course for

female attendees, as opposed to a mixed-gender learning environment.

Each session will be led by specialists in the subject matter from the Business School senior management team and will also involve both male and female 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.





## 03. The Modules

# Induction and Strategic Leadership



## Session I.

**Induction (Judy Wagner) and  
Overview of Strategic Leadership  
Development (Professor Susan Murphy)**

Sat 19th May 2018

09:30 to 13:30

**Guest Speaker:** James McCallum, former CEO LR-Senergy (former EY UK Entrepreneur of the year)

The first session will introduce participants to programme activities and learning outcomes to allow participants to set individual programme goals. Participants will engage in a Leadership Potential Assessment to look for areas of strength and some areas for improvement to be discussed in the next session. They will bring in other developmental goals from their current leadership development activities. Individuals will work with programme participants to share career paths and develop individualised plans to begin leveraging their networks within, and outside of, the organisation.

This session will also include tools for effective learning and reflection during programme.

## Session II.

**Creative Strategy and Change  
(Professor John Amis)**

Wed 30th May 2018

13:00 to 18:00

**Guest Speaker:** Valerie Michie, Chief Executive, The Huntercombe Group

This session will focus on the dynamics of change leadership for business growth. For many businesses, developing and implementing a strategic plan for the first time will bring with it significant personal and organisational change; personal change for the owner/driver, and also change for employees. If change implementation is to be managed effectively, the business leader will need to understand the fundamental dynamics of change leadership to provide the framework and clear direction they will need to lead their organisation into new markets.

Participants will focus on developing tools and skills for improving their skills as change leaders.

# Growing Your Leadership Skills for the Next Level



## Session III.

How to use Networking to enhance your career (Dr. Joanna Young)

Sat 9th June 2018

09:30 to 13:30

**Guest Speakers:** Jacqui Gale, former CEO Arran Aromatics  
Stephen Ingledew, Chief Executive of FinTech Scotland  
Maeve Gillies, International Entrepreneur and business advisor to the Scottish Government

Networking effectively can have a significant effect on how we build our careers and businesses. It is a powerful way to share ideas and knowledge, make powerful connections, provide excellent opportunities, increase confidence and raise your profile. Ask any successful business person for career advice and networking will always be one of the key criteria.

But how can you ensure it is effective, efficient, sustained and rewarding? Our expert panel led by our guest speakers will share experiences and provide practical guidance on making networking successful for you and for those with whom you network.

## Session IV.

Teams and Decision Making (Professor Nick Oliver)

Wed 20th June 2018

13:00 to 18:00

**Guest Speaker:** Angela Seymour-Jackson, Deputy Chairman and SID, GoCompare

In this session participants will learn how to diagnose and overcome team-based problems (e.g., poor communication, interpersonal conflict, lack of creativity and innovation, ineffective team decision-making problems) that can distract from team performance, and learn to make changes to improve team performance.



*“One year on - I’m a whole new level of confident”*

– A 2016 Delegate

# Developing Others and Increasing Organisational Savvy



## Session V.

**You as a Senior Manager: The Responsibilities and Roles of Senior Management (Professor Susan Murphy)**

Wed 12th September 2018

13:00 to 18:00

**Guest Speaker:** Lena Wilson ex-CEO of Scottish Enterprise

In this session, participants will learn about the role of strategic leadership in effective strategy, including responding to challenges of ethical and responsible leadership. A short overview of creating strategy will also be provided with hands-on tools in the areas of managing paradox and introduction to strategic thinking. The session will use practical workshop style structure together with case studies and group work.

Begin Personal Network Plan: As participants create their individualised development plan they will design the purpose of their network based on leadership development requirements. They will identify possible internal and external mentors, and an action plan for developing the relationship.

## Session VI.

**Organisational Savvy – Knowing Your Culture, Your Team, and Yourself (Professor Chris Carter)**

Sat 29th September 2018

09:30 to 13:30

**Guest Speaker:** Ana Stewart, former CEO I-Design Group plc, now Non-Executive Director, SFA

Some people naturally seem to know the ins and outs of an organisation, but a thorough understanding of the cultural and political landscape can be taught. In this session participants will engage in an interactive workshop in which we will examine what it takes to successfully navigate the organisation, and understand how to move ahead by presenting oneself effectively for consideration for promotion. Hands-on tools for understanding the culture/politics/policies will be developed, together with skills in negotiations, communication and culture setting.

This session will also include ways to project executive readiness by communicating presence, ability, and confidence.

# Decision Making and Strategic Thinking



## Session VII.

### New Ways of Leading and Engaging Workforce

Wed 10th October 2018

13:00 to 18:00

**Guest Speaker:** Birna Einarsdóttir, CEO Bank of Iceland

In this session participants will learn how to diagnose and overcome team-based problems (e.g., poor communication, interpersonal conflict, lack of creativity and innovation, ineffective team decision-making problems) that can distract from team performance, and learn to make changes to improve team performance.



*“This programme has been a life-changing experience for me”*

## Session VIII.

### Decision Making: Strategic Thinking (Dr. Winston Kwon)

Sat 27th October 2018

09:30 to 13:30

**Guest Speaker:** Cahal Dowds, Vice Chair, Deloitte UK

Biased decision-making impedes effective decisions not only regarding business, but decisions about people as well. Tools and techniques for making better decisions are provided in this session including assessing risk and ways to conceptualise and frame problems for more effective decision making. Strategic thinking and the ability to effectively frame choices are essential leadership qualities that inform effective decision making. Through lecture and small group work, participants learn the value and application of the following leadership skills: recognising cognitive ‘traps’; bringing the future to the present to reduce uncertainty; using creative chaos to expand opportunities; and leading through the framing of choice.

# Managing Teams



## Session IX.

**Cutting Edge Management Issues:  
Leading Digital Strategy and Big Data**  
– Meeting at Deloitte in Edinburgh

Wed 7th November 2018

13:00 to 18:00

**Guest Speaker:** Mark Urquhart, Partner, Baillie Gifford

This session will bring together two important business skills sets around digital strategy and big data. Participants will work with experts in the field to uncover how their own organisations are taking advantage of these technologies.



*I thoroughly enjoyed each and every session, I appreciated the mix between the academic speakers and the real life sharing of experience from the guest speakers...who I all found to be endlessly interesting.*

## Session X.

**Leadership through Crisis**  
(Dr. Caroline Marchant)

Sat 24th November 2018

09:30 to 13:30

**Guest Speaker:** Ian Marchant, Chairman, The Wood Group plc, former CEO SSE plc

Communication skills and team decision making effectiveness will be highlighted during this session.

The live case solutions, initially assigned to groups at the end of October, will be presented to “the board.” Case results will be critiqued along dimensions of innovation, potential effectiveness, and feasibility of implementation plans, as well as presentation effectiveness.



# Bringing it all Together



## Session XI.

**Presentations, Course Closure, and into the Future (Professor Susan Murphy & Judy Wagner)**

Wed 5th December 2018

13:00 to 18:00

**Presentation of Strategic Challenge Project:** In group sessions, individual participants will outline the parameters of their Strategic Challenge Project, which they began in September, **to a panel of experts**. Projects will be critiqued along dimensions of innovation, potential effectiveness, and feasibility of implementation plans.

In closing the participants will develop individualised action plans for follow-up to the programme including details on their mentoring network, as well as reflect on their development over the programme.

**Celebration Dinner with Guest Speaker** (to be announced)

A dark, monochromatic photograph of a woman with curly hair, wearing glasses and a necklace with a circular pendant. She is looking down at a laptop screen. The image is dimly lit, with the woman's face and the laptop screen being the primary light sources.

## 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 heads up the membership committee.

#### 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

#### Related Clients:

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



## Judy Wagner CA

### Co-Founder of FWB Park Brown, Executive Search

**Email:** [judy@fwbparkbrown.com](mailto:judy@fwbparkbrown.com)

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#### Profile:

Judy has been actively involved in executive search for over 20 years, recruiting at Senior Management and Board level Exec and Non-Exec. 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.

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#### Qualifications Include:

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

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#### Board Positions:

Current NXD/Committee activities are as follows:

- International Advisory Board, University of Edinburgh Business School
- Advisory Board, Centre for Strategic Leadership, University of Edinburgh Business School
- Business Innovation Forum, Royal Society of Edinburgh
- Ross Development Trust
- Programme Director, NXD Development Programme, University of Edinburgh Business School



# Jenny Britton

## Head of Executive Development

**Email:** jenny.britton@ed.ac.uk

### Programme Manager responsible for:

- Strategic overview
- Client management
- Quality assurance
- Financial overview
- Project governance

### Profile:

Jenny is an experienced project and team manager, Jenny's background is in project initiation and implementation. She is well-networked across the University at a senior level, including a secondment as Senior Strategic Planner on the University's Business Intelligence and Management Information project.

Jenny has excellent stakeholder management and communication skills, from presenting at Board level to reporting.

### Experience:

- Three years in the SME sector, running a small consultancy, with extensive networks in the SME sector and exposure to the support networks available. Entrepreneurial Spark mentor.
- Ten years with the Royal College of General Practitioners in project management, including major service redesign.
- Experienced coach, delivering on the MBA and Executive MBA programmes, with experience of coaching business owners and senior executives.
- Programme design and delivery, co-ordinating suppliers and managing delivery teams.

### Qualifications Include:

- LLM International Law (Nottingham)
- MA History and International Relations (St Andrews)
- Certificate in Coaching Practice (2011), Multidisciplinary Certificate in Coaching Practice (2013)

### Board Positions:

Former Head of Membership and Board Member of the Association for Coaching UK

### Professional Interests:

- Change and continuous improvement
- Creative service design and customer-focused delivery

### Related Clients:

RBS, STV, National Trust for Scotland, Scottish Court Service, Interface, The Adamson (St Andrews), Rural Projects, WL Sleigh Ltd, G&G Engineering Ltd



## 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 organization 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 'Harvesting the Growth' 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 Management, Strategic Management and Strategic Leadership.

#### Related Clients:

Fedex, Scottish Enterprise, Autozone, Washington Defense Group, Cook Systems, Methodist Hospital, Baptist Hospital



## Professor Chris Carter

### Chair in Strategy and Organisation and Co-Director of the Centre for Strategic Leadership

**Email:** [chris.carter@ed.ac.uk](mailto:chris.carter@ed.ac.uk)

#### Subject Matter Expertise:

- Strategy
- Strategic Communication
- Cultural Change
- High performing teams
- Designing Business Models
- Stakeholder engagement
- Global organisation
- Talent/resource management
- Trust and Reputation

#### Profile:

Chris Carter is Professor of Strategy and Organisation at the University of Edinburgh. Previously he held professorships at the Universities of St Andrews and Newcastle, where he served as Associate Dean for research.

Chris is a highly regarded educator and has two decades experience of teaching strategy. He has also delivered executive courses at the prestigious Copenhagen Business School.

Chris' research been published extensively across a range of leading journals, including Accounting, Organisations and Society, Contemporary Accounting Research, Human Relations, Organisation, Organisation Studies and Work, Employment and Strategy.

He has published two best-selling books on strategy: Strategy: Theory and Practice and a Very Short, Fairly Interesting and Reasonably Cheap Introduction to Studying Strategy.

His research won the 2013 Strategy Organisation Journal 'So!What' award.

Chris is a Fellow of the Royal Society of Arts.

#### Qualifications Include:

- PhD, Aston Business School

#### Experience of working with scaling companies

Advisor to a sports advertising agency currently undergoing a management buy-out.

#### Executive Education Experience:

Chris has considerable experience of teaching the following topics to experienced executives: Strategic Change, Strategic Communications, Business Models, Trust and Reputation.

#### Related Clients:

STV



# Professor Brad MacKay

## St Andrews University

**Email:** brad.mackay@st-andrews.ac.uk

### Subject Matter Expertise:

- Contingency planning
- Corporate renewal and turnaround
- Internationalisation
- Leadership development
- High performing teams
- Culture development
- Change management
- Transformational growth

### Profile:

Brad MacKay formerly of the University of Edinburgh Business School, re-joined the University of St Andrews in 2016.

Brad's research, teaching and consultancy interests include strategy development, alignment, execution, implementation and renewal. He is also an expert in strategic decision-making and scenario planning. His work has been published extensively in academic journals and the business press.

Brad is a founding faculty member of the Centre for Business Education and the School of Management at the University of St Andrews.

Brad is also a former ESRC (Economic Social Research Council) Senior Fellow with the Scotland Analysis, and he is a co-founder of the Strategic Foresight Special Interest Group (SIG) of the British Academy of Management of which he served as its Chairperson between 2003 and 2007, and the Strategic Foresight caucus at the Academy of Management in the United States.

### Qualifications Include:

- BA (Honors) in International Development Studies from Dalhousie University, Canada
- M.Litt. (Distinction) in Management, Economics and Politics (MEP), from the University of St Andrews, Scotland
- Ph.D. in Strategy, from the University of St Andrews, Scotland

### Experience of working with scaling companies:

Brad has worked with companies and industry bodies in a wide range of industries including automotive, creative, energy, engineering, financial services, food and drink and industrial manufacturing.

### Board Positions:

Brad is a Non-Executive Board Member of the Chartered Institute of Bankers (CBI). He also advises business extensively on strategy development in the private, public and non-for-profit sectors.

### Executive Education Experience:

Brad has considerable experience of teaching the following topics to experienced executives: Contingency planning, Scenario thinking, Strategy and leadership, Transformation and renewal.

### Related Clients:

SSE, Scottish Widows, Mercedes-Benz, Wood MacKenzie





## Dr. Winston Kwon

### Chancellor's Fellow

**Email:** [winston.kwon@ed.ac.uk](mailto:winston.kwon@ed.ac.uk)

#### Subject Matter Expertise:

- Strategic change management
- Strategic decision-making
- Social innovation
- Critical discourse analysis
- Framing and communications
- Sensemaking

#### Profile:

Before joining the Business School as a Chancellor's Fellow in Strategy in 2014, Dr. Kwon worked at Lancaster University. Winston holds a PhD in Marketing (Lancaster University) and a BComm 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.

#### Qualifications Include:

- PhD, Marketing (Lancaster)
- BComm, Finance (British Columbia)

#### Professional Interests:

- Scaling social innovation in hybrid organizations
- The role of language in strategic thinking and change management
- Ideology and framing in social and environmental sustainability



## Dr. Caroline Marchant

### Lecturer in Marketing

**Email:** caroline.marchant@ed.ac.uk

#### Subject Matter Expertise:

- Marketing and branding
- Stakeholder Communications
- Crisis Management
- Consumer and financial socialisation

#### Profile:

Caroline is a Lecturer in Marketing. After a decade working in financial services marketing, Caroline became a Marketing Consultant in 1996 advising on marketing strategy and planning in a range of sectors from charities, tourism, education, the arts as well as financial services and working alongside agencies. At this time, Caroline taught marketing at both Edinburgh and Heriot Watt Universities.

In September 2012, Caroline accepted a full time position at University of Edinburgh Business School and currently teaches marketing and branding at undergraduate, MSc and MBA levels and recently introduced the innovative and successful MBA Managing Stakeholder Communications course. Caroline is proud to have officially graduated as Dr Marchant on 23 November 2016 and is developed three research streams: building financial capability amongst emerging adults in the UK, understanding the influence of personal communications technologies on consumption practices amongst three generations within family networks and understanding the smartphone as prosthesis for emerging adults.

In September 2012, Caroline accepted a full time position at University of Edinburgh Business School and currently teaches marketing at undergraduate, MSC and MBA levels.

She is also interested in consumer and financial socialisation, liminality and older teenagers/emerging adults.

Caroline also enjoys combining her practitioner, teaching and academic skills by producing case studies.

#### Qualifications Include:

- PhD, Marketing, University of Edinburgh Business School
- MSC, Marketing, Edinburgh Napier University
- BA, Geography, University of Birmingham

#### Professional Interests:

Caroline's current research is looking into the influence of Personal Communications Devices (phones, laptops, tablets) on the consumption practices of three generations of family.



## Nick Oliver

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

**Email:** [nick.oliver@ed.ac.uk](mailto:nick.oliver@ed.ac.uk)

#### Subject Matter Expertise:

- Operations improvement
- Product innovation
- Operations management
- Organisation studies
- Organisational sensemaking

#### Profile:

Nick is Professor of Management and served as Head of the Business School at Edinburgh from 2007 to 2012. He joined Edinburgh in January 2007, having spent 14 years at the Judge Business School, Cambridge. Prior to that he was at Cardiff Business School (for seven years) and before that with the Systems Group at the Open University for four years. Nick's main teaching areas are Organisational Behaviour and Operations Management.

He is co-author of *The Japanization of British Industry* (1992), which examined the transfer of Japanese management practices to the UK. Nick's past research has focused on manufacturing performance and product development and he has led several international benchmarking studies in Japan, Europe, North America and China in these two domains.

Nick has examined the relationship between the use of lean production methods and performance and conducted several international comparisons of high performance manufacturing, primarily in the automotive industry. He has also researched the management of new product development in the automotive and electronics industries and inter-firm innovation networks in the biotechnology and automotive industries.

#### Qualifications Include:

- PhD, Employee Commitment, The Open University
- MA, Psychology, The University of Edinburgh

#### Professional interests:

Nick's current research includes:

"Crisis, Resilience and Survival: Lessons from the Global Auto Industry" (2016). An analysis of the evolution of the auto industry and its competitive dynamics and the implications for the resilience of auto firms. Published by Cambridge University Press (with Matthias Holweg, University of Oxford). See our dedicated website for more information

"Social Capital, sense-making and recovery from disaster", an analysis of Japanese companies recovering from the 2011 earthquake (with George Olcott, University of Tokyo).

"Financialization, stewardship and executive behaviour in Japan" - an examination of how greater pressures for returns to shareholders are affecting the behaviour of executives in Japan (with George Olcott, University of Tokyo).

"Identity and leadership in complex, multi-stakeholder environments" - an exploration of how leaders deal with competing pressures and the implications of this for authenticity (with Andrew Brown and Mike Lewis, University of Bath).



## Dr. Joanna Young

**Course Manager and Consultant at University of Edinburgh Business School and Director of The Scientific Editing Company.**

**Email:** j.young@ed.ac.uk

### Experience and Subject Matter Expertise:

- Entrepreneurship Lifecycle
- Innovation and Creativity
- Marketing
- Communications

### Profile:

Dr Joanna Young is an entrepreneur and former manager of the Edinburgh Entrepreneurship Club, Scotland's largest and most active entrepreneurial networking club which has grown to 2,000 members including entrepreneurs, investors, students and professionals.

Joanna set up her own publishing and communications business, The Scientific Editing Company in 2010. Specialising in researcher development workshops for PhD students/early career researchers and academic manuscript editing. Their unique and popular researcher development workshops were developed specifically for researchers and cover subjects such as data visualisation, non-academic careers, online tools for researchers, events management, social media and public speaking. Their workshops are delivered in universities and institutes around the UK and Europe.

In addition to her research experience, Joanna worked with two life science & technology spin out companies from the University of Edinburgh for several years, focusing on business development, marketing and helping to raise finance.

### Qualifications Include:

- PhD, Neuroscience, University of Edinburgh
- MSc, Informatics, University of Edinburgh
- BSc, Microbiology, University of Edinburgh

### Professional Interests:

The E-Club runs a series of events throughout the year including talks from entrepreneurs, pitching competitions, workshops, speed networking and networking events. The aim is to provide a regular networking forum for entrepreneurs, students and business people to meet and make new connections.



## 05. Guest Speaker Profiles



## James McCallum

CEO, LR-Senergy

### Profile:

James has over 35 years' experience in well engineering, well construction management and business management, including 14 years with UK and international operators. He was founder and president of the North Sea's leading turnkey wells project management company, GMIS, an active member of the joint industry/UK government task force scheme pilot from 1997–2002, and co-creator of Scotland's renewable energy task force FREDS. James is also a Fellow of the Institute of Civil Engineers and Professor of Energy at Strathclyde University.

In 2005, James McCallum became CEO and co-founder of Senergy, an integrated exploration, production and energy services company. Senergy, now LR-Senergy, became part of the Lloyd's Register Group in September 2013 following a significant investment. James was responsible for providing direction and leadership to implement LR-Senergy's strategy and achieve its vision: to be one of the most respected brands associated with the supply and delivery of energy.

He is a winner of EY's UK Entrepreneur of the Year Award.



## Valerie Michie

Chief Executive, The Huntercombe Group

### Profile:

Valerie Michie is Chief Executive Officer of The Huntercombe Group, one of the UK's leading specialist healthcare providers. The Huntercombe Group provides three specialist areas of care: Child and Adolescent Mental Health Services, Specialist Brain Injury and Adult Mental Health. Huntercombe works in partnership with NHS and Local Authorities to provide person-centered quality health and social care services with 52 hospitals and units across England and Scotland.

The Huntercombe Group is backed by Terra Firma, and Valerie is the only female CEO in the firm's portfolio. At the time of her appointment, Guy Hands, Chairman and Chief Investment Officer of Terra Firma, said: "We are delighted to welcome Valerie as the CEO of The Huntercombe Group. Her expertise will be invaluable in building the business through clinical excellence and innovation to deliver the best outcomes for patients and value for the commissioners of healthcare services."

Before joining The Huntercombe Group she was Managing Director of Serco Health, where she achieved a turnaround in business performance and significant growth for Serco in the UK, Middle East and Australia. She was previously Chief Operating Officer of Alfred McAlpine Business Services, following a varied consulting career with KPMG.

She is also a trustee and Chair of the Audit Committee for PRIME, The Prince's Initiative for Mature Enterprise. PRIME is a charity dedicated to providing everyone over 50, who is unemployed or under threat of redundancy, with the support to achieve financial, social and personal fulfilment through sustainable self-employment.

Educated at the University of Glasgow, she is qualified as a Bachelor of Accountancy and a Chartered Accountant.



## Jacqui Gale

### CEO and global luxury brands ambassador

#### Profile:

Jacqui has recently been CEO of Arran Aromatics, a Scottish company producing beautiful fragranced products on the Isle of Arran, and she has a wealth of experience internationally working with a range of luxury brands.

After graduating with a degree in Chemistry, Jacqui spent the next few years with Estee Lauder driving the success of the Prescriptives brand throughout the UK, before successfully securing Revlon's position in Boots and Superdrug, launching Colorstay into Britain.

She developed significant experience working with successful brands, launching and developing Pretty Polly bras into a well-established mature market and then subsequently launched Lulu Guinness shoes across the world, working with stores including Harrods, Harvey Nichols, Nordstrom's, Bergdorf Goodman, Isetan and Galeries Lafayette.

Prior to being headhunted by Private Equity to lead the growth in Arran Aromatics and where she subsequently led the re-brand of Arran Sense of Scotland, Jacqui was CEO EMEA for Crabtree & Evelyn, responsible for steering the English heritage brand with over 250 own retail stores globally, a number of licensed stores and a successful wholesale, export and digital presence into a profitable position.

Jacqui is also a Trustee of With Kids, an organisation which aims to build self-esteem and resilience in children, whilst also recognising the need for practical and emotional support for families.





## Stephen Ingledew

Chief Executive, FinTech Scotland

### Profile:

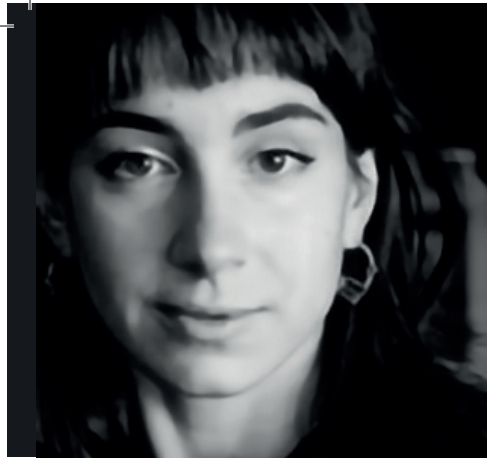
Stephen Ingledew is the Chief Executive of FinTech Scotland, the enterprise established by the Scottish Government, University of Edinburgh and the private sector to drive economic growth in financial services through innovation, collaboration and inclusion.

FinTech Scotland's ambition is to create an integrated and thriving economic environment through the provision of funding, connections, infrastructure and talent that recognises and responds to the needs of all stakeholders and connects Scotland to other global FinTech centres.

Stephen has a track record and reputation for implementing customer focused, technology enabled profitable initiatives in a wide range of financial services organisations. This has included senior executive roles with large institutions such as Standard Life and Barclays as well as small innovative enterprises.

His financial services leadership career has also included a number of non-executive director roles including with Scottish Financial Enterprise; The Institute of Financial Services; The Chartered Insurance Institute and The Financial Services Authority and he is currently a non executive director of Marketing Edinburgh.

Stephen is a frequent author of articles and regular contributor at major global conferences on subjects ranging from customer strategy and execution, FinTech and Insurtech innovation as well as business change leadership.



## Maeve Gillies

**International Entrepreneur and business advisor  
to the Scottish Government**

### Profile:

Maeve is a Scottish-American jeweller, designer and entrepreneur who has achieved international recognition for her trailblazing, award-winning fine jewellery brand MaeVona, founded in New York City in 2005, sold online and through leading independent retail stores across America, Canada, Australia and the UK. Maeve has won a dedicated international customer following, and several prestigious American Design Awards including the legendary Las Vegas Couture Show Best Bridal Design. In 2014 she was Finalist for UK Bridal Designer of the Year.

Maeve is also a GlobalScot - a business advisor for the Scottish Government to High Growth Potential Creative Businesses - as well as a traditionally-trained metalsmith with two degrees in Jewellery and Goldsmithing, an award-winning musician on the clarsach (Scottish harp), an inspiring teacher, a manufacturing consultant and metal product designer - with a passion for vintage motorcycles, mountain climbing and fine single malt Scotch. Her love of whisky led her to be invited to create Limited Edition whisky bottles featuring precious metal for Highland Park, Macallan/Lalique and Ardbeg.



## Alison Rose

### Chief Executive, RBS Corporate, Commercial and Private Banking

#### Profile:

Appointed to the Executive Committee of RBS plc in February 2014, Alison is the Chief Executive of the Royal Bank of Scotland's Corporate, Commercial & Private Banking business and joined the Coutts Board in October 2015. As a member of the RBS Executive Committee, she leads over 16,000 people and is accountable for market-leading brands such as Coutts and Lombard.

She has worked at RBS for over 20 years. Prior to her current role, she was Head of Europe, Middle East and Africa, Markets & International Banking. Previous roles with RBS also include Head of EMEA Corporate Coverage & Client Management, Head of Non-investment Grade Origination and Head of Leveraged Finance for the UK and Europe.

Previously shortlisted for the 'most influential woman in investment banking' award by Financial News, Alison is a passionate supporter of diversity and is executive sponsor for the bank's employee-led networks. She also champions RBS's partnership with Entrepreneurial Spark, an innovative initiative that is supporting start-up businesses across the UK.



## Angela Seymour-Jackson

Deputy Chairman, GoCompare

### Profile:

Angela was Managing Director of the Workplace Division at Aegon UK plc from December 2012 until January 2016. Prior to this, she was Chief Executive Officer of RAC Motoring Services and her previous roles also include Distribution Director at Aviva UK Life and Distribution Director at Norwich Union Insurance. She has extensive executive and business experience in motoring and insurance services and also has valuable knowledge of service focused organisations with a strong track record of improving customer care. Angela has a Master's degree in Marketing and is a Member of the Chartered Institute of Marketing and the Chartered Insurance Institute.

She is currently Independent Non-Executive Director of Page Group plc, Deputy Chairman, Senior Independent Director and Chair of the Remuneration Committee at GoCompare.com Group plc; Non-Executive Director at Janus Henderson Group plc, esure plc and Rentokil Initial plc. She was also until recently a Senior Advisor to each of Lloyds Banking Group (insurance) and Scottish Widows.



## Dr. Lena Wilson

Non-Executive Director, RBS plc

### Profile:

A Non-Executive Director of RBS plc, Intertek Group plc and Scottish Power Renewables Limited, Lena was formerly Chief Executive of Scottish Enterprise from November 2009 until October 2017, having previously held the roles of Chief Operating Officer, Chief Executive Officer, Scottish Development International (Scotland's international trade and investment arm) and Senior Director, Customer Relations. Prior to that, Lena was Senior Investment Advisor to The World Bank in Washington DC, advising developing countries on foreign direct investment and private sector development. Lena has also served as a member of Scotland's Financial Services Advisory Board and as Chair of Scotland's Energy Jobs Taskforce. Lena is an ambassador for The Prince & Princess of Wales Hospice (Glasgow) and the Edinburgh Military Tattoo, and served on the Board of the Prince's Scottish Youth Business Trust for 10 years. In June 2015, Dr Wilson received a CBE for her services to economic development in Scotland.



## Ana Stewart

### Non-Executive Director to the Board of Directors of the Scottish FA

#### Profile:

Ana Stewart graduated with a design degree from the University of Dundee in 1991 and immediately set up her own digital media consultancy i-design. Over the next decade she grew the company into a highly successful design services business specialising in the FI industry. Having identified an opportunity within this specialist area, she re-invested in the business to build an enabling customer engagement software platform from scratch. As part of this strategy she founded atmAd, an innovative broadcast channel which has since become one of the UK's largest digital channels delivering over 1 billion interactions per year across major retail locations.

After initial VC funding, Ana led i-design through a successful IPO in 2007 and became Entrepreneurial Scotland's Emerging Entrepreneur of the Year the same year. In 2013, after expanding i-design globally including North America, she sold the company to NASDAQ listed Cardtronics and joined their leadership team and executive committee.

After stepping down from her role last year Ana has since joined the Board of the Scottish FA, becoming the first female to do so in its 144 year history.



## Birna Einarsdóttir

### Chief Executive Officer, Bank of Iceland

#### Profile:

Birna became Executive Vice President of Commercial Banking at Íslandsbanki in 2007, having previously served as Managing Director of Sales and Marketing, Branch Manager and Marketing Director at the Bank. From 1998 - 2004, she was Senior Product Manager at the Royal Bank of Scotland. Birna has also worked as Marketing Manager for the Icelandic Broadcasting Company Stöd 2 (Channel 2) and Íslensk getspá.

Birna holds a Cand. Oecon. degree in Business Administration from the University of Iceland and an MBA degree from the University of Edinburgh. Birna has been with Íslandsbanki and its predecessors for a total of twenty years.



## Cahal Dowds

Vice Chairman of Deloitte UK

### Profile:

Cahal Dowds is Vice Chairman of Deloitte UK and Chairman of the Advisory Corporate Finance business from 2014 (previously led the business from 2005). Cahal has advised on a significant number of large, complex transactions, in the UK and internationally. Cahal founded Rutherford Manson Dowds (RMD) in 1986, which went on to become the largest independent accountancy business in Scotland. RMD was acquired by Deloitte in 1999.



## Mark Urquhart

Partner, Baillie Gifford

### Profile:

Mark graduated BA in Philosophy, Politics and Economics from Oxford University in 1992. He spent a year at Harvard as a Kennedy Scholar in 1993 before completing a PhD in Politics at the University of Edinburgh in 1996. Mark joined Baillie Gifford in 1996 and was an Investment Manager in the Japanese Equity Team, becoming a Partner in 2004.

He co-founded and co-manages the Long Term Global Growth Fund and with an investment philosophy focusing on growth with a global universe, Mark is knowledgeable in identifying trends in technology and their impact internationally – a real advocate for the **long term view** – a crucial element in leadership.



## Ian Marchant

Chairman, The Wood Group Plc

### Profile:

Ian has been Chair of The Wood Group since 2014. Prior to that he was Chief Executive of SSE plc, a leading UK energy utility company, for over 10 years until stepping down in mid-2013. He is currently a non-executive director of Aggreko plc and Maggie's Cancer Charity. Until December 2015 he was Chair of Infinis Energy plc and is the immediate past president of the Energy Institute.



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