



BAYES
BUSINESS SCHOOL
CITY, UNIVERSITY OF LONDON

Executive Education

**Expert Leadership
Developing experts
and professionals
into credible leaders**

Example programme

[Always learning]

bayes.city.ac.uk



“Over the past thirty years, the creative sector has moved from cottage industry to global powerhouse comprising nearly 6% of the UK economy. With digital disruption, and an increased need for capital investment and to provide returns for shareholders, these industries now require expert leaders who possess specialised skills as well as knowledge of finance, strategy and the law relevant to their field.”

Katherine Parsons

Executive Producer and Media Consultant



“In a long career I have had the privilege of working with many pensions and investment professionals around the world. The investment industry is full of expertise, but real leadership has always been less prominent. Marrying the two capabilities is a hugely worthwhile objective.”

Magnus Spence

Director in Risk Reporting and Investment Advisory

About the programme

Organisations led by experts in their field are more successful than those led by generalists – tomorrow’s success depends on developing experts into leaders.

Our research over 20 years shows that leaders who are core business experts (‘expert leaders’) are associated with better organisational performance, higher employee job satisfaction and lower resignation rates. Moreover, the evidence shows that experts perform at their peak when they are led and managed by other credible experts – being a good manager alone is not sufficient.

How do you transition from being an expert, professional or senior creative into a leader who empowers people to perform at their peak? It takes the right kind of leadership development. Generic one-size-fits-all programmes are proven to be less effective.

This programme is designed to develop experts into expert leaders and can be tailored to the needs and challenges of specific organisations and industries. Our research shows that this specialised approach produces the best outcomes for experts and their organisations.



Who is this programme for?

Are you an expert who is being encouraged to become a leader? Or are you responsible for professionals, experts or creatives whom you want to motivate and develop as leaders?

This programme is designed for experts who are moving into senior leadership and management roles for the first time, experts in leadership positions seeking to further develop their skills, and people development and business leaders looking to turn existing experts into a new cadre of senior leaders and managers.

What we offer

Bayes Business School (formerly Cass) is a world-leader in creating custom programmes that are tailored to meet the needs of your business and help you develop the next generation of leaders. We create bespoke development programmes for a range of industries including finance, insurance, engineering, law, and the creative industries.

Our experienced team of Programme Directors will work with your in-house team to understand your requirements and create a custom-made curriculum, delivered by outstanding faculty and industry practitioners.

Programme lead **Professor Amanda Goodall** draws on more than 20 years of research into management and expert leadership, which is summarised in her award-winning book **Credible: the Power of Expert Leaders.**



“In the dynamic landscape of insurance and finance, critical decisions demand expertise-driven leadership, where seasoned leaders navigate the complexities of technology and AI – ensuring innovation, efficiency and ethical application while safeguarding financial integrity and customer trust.”

Marcela Schrank Fialova
Business Owner, Human Matters



“Learning how to be an effective leader serves as the primary mechanism through which asset management professionals can both scale and extend the impact of their expertise. Great leadership enables endurance, and ultimately paves the way for a great legacy.”

Sebastian Stewart
Chair of the Independent Investment Management Initiative (IIMI)





“Expert leaders bring unique knowledge which enhances the capability and performance of organisations. While leading is a dynamic process, leadership involves deliberate practices and skills that can be learnt. Tailored leadership development is key for technical experts to acquire leadership expertise and integrate it with their technical knowledge.”

Tammy Tawadros

Business Psychologist, Organisation and Leadership Development Practitioner, and Executive Coach and Supervisor



“I have always been influenced most positively by leaders that have built and maintained deep expertise in their field. Similarly, in my career as a lawyer, regulator and compliance professional, I have been most effective as a leader when I fully understood the context and was trusted as an expert.”

Michael Treip

Senior Financial Services Compliance Professional, former Regulator and former Barrister

What you will learn

Through six core modules you will learn how to:

- Transition from an expert to a credible leader
- Utilise the insights of being an expert in a leadership context
- Understand the role of emotional and social intelligence in credible leadership
- Work on real-life challenges with colleagues to find solutions to the issues you face
- Focus on addressing personal development opportunities in your leadership style.

A safe space

We know that experts learn best when they are in a safe environment. We create a psychologically safe space that will allow you to speak candidly and have difficult conversations. You are encouraged to critique approaches, to ask relevant questions and look at your own leadership behaviour.

Core modules

Each module will be tailored to your specific business context, and importantly, the needs of the experts, professionals and creatives in your organisation – the people you want to train and motivate into leadership and management.

Example content for the core modules is outlined below.

1. Holding up the mirror

- The role of emotional and social intelligence
- Self-awareness and the value to personal growth
- The benefits of standing in others' shoes
- Becoming more adaptive: continuous learning and flexibility
- Using Inquiry into Action and Action Learning



2. The theory of Expert Leadership

- The key tenets of Expert Leadership (EL)
- Understand the evidence to support EL
- Discover why managerialism is not the answer

3. Engaging and communicating

- Using coaching skills to lead experts
- Speaking truth when managing up
- Influencing, persuading and negotiating with impact
- Balancing advocacy and inquiry

4. Understanding and leading experts

- The process of shifting personal identity from expert to expert leader
- Rewarding autonomy and minimising process
- Collaboration and working across silos
- The importance of maximising impact

5. Leading teams and managing performance to further job satisfaction, productivity and retention

- Being the standard bearer – expertise, transparency, fairness and bravery
- Bringing people with you
- Developing cultures of safety, learning and failure tolerance
- Managing performance – good and bad – and moving beyond metrics
- Combatting the culture of second best

6. Spotting other expert leaders

- Motivating experts to become leaders
- Finding top talent
- Understanding diversity
- Partnering with people who may not be experts



“Emotional intelligence is the heartbeat of expert leadership for high performance in people and organisations, and guess what – it can be developed and nurtured!”

Maureen Salmon
Leadership and Strategic Development
Consultant, Coach and Academic



“Boards often appoint individuals who lack relevant industry experience and inherent knowledge for the role. It’s important that those who work in our industry really understand it. We also need to be aware that being a great revenue generator does not necessarily mean you will be a great leader, and that leadership skills can be taught and learned.”

Josh Saxby
Director, Clarkson PLC





“I have often reflected on those who most positively affected my career in policing, and on my personal growth. Each was a true expert in their field. They made decisions that were always aimed at long-term outcomes, borne from a deep understanding of every facet of the issues at hand. Investing in the development of your experts into leaders is an invaluable strategy for the long-term future of your organisation.”

Nick Harvey

Former Detective Inspector, Metropolitan Police



“With the rapid advancement of AI in healthcare and elsewhere, it is crucial that experts lead its integration and regulation. Being a generalist is no longer sufficient – a solid grounding in leadership is essential, along with a deep knowledge of AI’s strengths, weaknesses, risks and rewards.”

Dr Keith Grimes

Digital Health & Innovation Consultant, and
Founder of Curistica

Elective modules

Additional modules are available to enable clients to further customise the curriculum to their needs.

Topics include:

- Introduction to generative AI and prompt engineering
- Leading through digital transformation
- Using systems and collective intelligence
- Wellbeing and the science of happiness
- Working with non-expert board members.

Individual coaching

We can provide professional executive coaches as part of the programme to help participants embed learning in the workplace. We can also facilitate the integration of a client’s existing coaches into the programme. This can be discussed and agreed as part of the customisation process during the programme’s development.

Teaching and assessment

Programmes can be delivered at your chosen location, or at our state-of-the-art hub for **Executive Education in Finsbury Square** – placing you in the heart of the City of London. The building is home to high-spec syndicate rooms, with translation booths for international clients, offering learning in your own language.

We believe our Expert Leadership programmes are best delivered in person because of their interactive design. We offer a range of rich learning experiences which incorporate peer learning, role play, simulation, group activities and live case method work.

Feedback is provided in a variety of ways throughout the course, both formally and informally, to optimise and support participant learning. We will co-design assessment processes to suit your needs and the outcomes you are seeking as a client organisation. Participants are awarded an Expert Leadership Executive Programme Certificate when they successfully complete the programme.



Teaching faculty

The programme is led by [Professor Amanda Goodall](#) and [Natasha Maw](#).



[Professor Amanda Goodall](#)

Amanda is Professor of Leadership at Bayes Business School. Her research looks at the relationship between leaders and managers, and organisational performance. It shows that expert leaders create higher organisational performance across all kinds of work settings.

Amanda has contributed numerous articles to leading academic journals and practitioner publications such as HBR digital, and given more than 100 keynote lectures and talks across the world. She is a regular media commentator, appearing in print and broadcast outlets including the *Financial Times*.



[Natasha Maw](#)

Natasha is the Programme Director of Leadership Development and Coaching in Executive Education at Bayes Business School, where she teaches personal leadership development and coaching skills on a number of courses. In 2017 Natasha and Amanda established the Executive Masters in Medical Leadership at Bayes to equip doctors in leadership roles.

Natasha is a trained mediator and facilitator and an NLP Master Practitioner. She is a member of the Association for Coaching.

This programme is designed for experts from a wide range of industries

Architecture
 Banking
 Creative Industries
 Data Science
 Education
 Engineering
 Energy
 Financial Services
 Healthcare
 Information Technology
 Insurance and Risk Management
 Law
 Professional Services
 Media and Entertainment
 Pharmaceuticals and Biotechnology
 Real Estate
 Scientific Research
 Telecommunications
 Transportation and Shipping

About Bayes Business School

For more than 50 years, **Bayes Business School (formerly Cass)** has been leading the way in **Executive Education**. Our **custom programmes** help organisations excel in uncertain environments, becoming better prepared to respond to a world which is ever changing.

Based in the City of London, Bayes is among the global elite of business schools and holds the gold standard of **'triple crown' accreditation** from **AACSB, AMBA** and **EQUIS**.

Our faculty consist of world-class academics and industry-leading practitioners. Bayes academics explore imaginative new angles, asking difficult questions to produce ground-breaking research that has a positive impact on business, society and the environment.

Enquire about a custom programme for your organisation




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All the information contained within this brochure was correct at the time of going to print.

City, University of London is an independent member of the University of London which was established by Royal Charter in 1836. It consists of 17 independent member institutions of outstanding global reputation and several prestigious central academic bodies and activities.

