



Letter of Recommendation for Teale Failla

9 March 2021

Teale was my student in four academic courses I taught in the full-time MBA programme at The University of Edinburgh Business School, earning a Distinction in every one.

She led her Strategic Human Resources Management group to produce a compelling report and presentation on the BBC Unequal Pay Scandal which provided a thorough analysis of company HR practices and responses. This was a critical investigation showing that the BBC's policy changes addressed the Gender Pay Gap, rather than the actual infraction which was Unequal Pay, two very distinct yet linked issues. Her final written exam demonstrated an excellent understanding of current HR issues and creative practical solutions.

The group Consultancy Project saw Teale's team work with a real UK-based data flow company to transform them from a small local consultancy firm to a global digital platform. Teale led the social media initiative, incorporating public engagements, partnerships, collective wisdom from an engaged community/clientele, and multimedia. She provided detailed key action steps and KPIs to achieve high reward on a small budget. The company was extraordinarily impressed with the report and presentation and eager to put the recommendations into practice.

Finally, I was Teale's Academic Supervisor for the Capstone, the final and largest project for the MBA programme. Teale combined her creative film and television background with her business education and management experience to analyse leadership in the television industry, creating the '7 Cs Model' for Leading Creative Teams in UK Television. The capstone addresses very timely issues in this under-explored area in academia, such as the need for inclusion in the wake of the Black Lives Matter movement and increasing mental health problems across the industry. Not only did the Capstone earn a distinction, but it is worthy of publication.

Teale is also an excellent leader and the first ever recipient of an LGBTQ+ MBA Scholarship in Scotland for her demonstrated commitment to making a positive difference in the queer community. She has always been one of the most active contributors in the cohort.

It has been a pleasure having Teale in the MBA programme, and I highly recommend her to any future academic study or employment. Please do not hesitate to contact me if you have any questions about her suitability for the position.

Best regards,

Professor Susan E Murphy
Chair in Leadership Development

e susan.murphy@ed.ac.uk
t +44 (0) 131 651 5548

29 Buccleuch Place	t +44 (0)131 650 8074
Edinburgh	f +44 (0)131 651 3197
EH8 9JS	e business.school@ed.ac.uk
Scotland	www.business-school.ed.ac.uk