

EXECUTIVE DEVELOPMENT PROGRAMME · AFRICAN SOE LEADERSHIP

Strategic Governance and Board Leadership

for State-Owned Enterprises

DATES

9–12 December 2026

Wednesday to Saturday

VENUE

De Vere Wokefield Estate

Mortimer, Reading, United Kingdom

FORMAT

3.5 days, in person

Residential and interactive

ORGANISED BY

AADFI

Delivered by Citadel Exzellenz with St Andrews Lean Consulting

ABOUT THE PROGRAMME

State-owned enterprises carry much of the weight of economic development and public service delivery across Africa, in sectors such as energy, transport, infrastructure, finance and natural resources. They are expected to advance national development objectives while remaining commercially viable, financially disciplined and credible with the public. That dual mandate places sustained pressure on the boards and executives who lead them.

Where SOEs underperform, the cause is often less a shortage of technical capacity than weaknesses in governance: unclear accountability, pressure from political and other stakeholders, weak internal controls and limited transparency. Boards and executive teams take strategic decisions amid competing expectations, blurred lines between oversight and management, and significant fiscal and reputational risk.

This programme is built around those conditions. It strengthens board and executive capability in strategic governance, oversight and decision-making, with particular attention to how governance failures develop in practice and how boards can prevent them: through sounder judgement, clearer roles, more rigorous evaluation of strategy and better governance processes. Research-based frameworks are applied throughout to the institutional and operational realities participants face in their own organisations.

WHO SHOULD ATTEND

Board Chairs, Executive and Non-Executive Directors, Chief Executive Officers, Chief Financial Officers, and senior officials with responsibility for SOE ownership and oversight.

LEARNING OUTCOMES

By the end of the programme, participants will be able to:

- Analyse the wider governance environment of their SOE and the relationships that shape governance in practice.
- Examine how authority, accountability and influence operate across ownership, board and executive roles.
- Evaluate organisational strategy against capability, risk, uncertainty and public value.
- Apply insights from cognitive and behavioural science to strengthen strategic judgement and board decisions.
- Assess how information, assumptions and board dynamics affect the quality of collective judgement.
- Use constructive challenge to support effective board-executive relationships and appropriate oversight.
- Apply Lean principles to identify operational improvements and sustain continuous improvement.

HOW PARTICIPANTS LEARN

Each session combines a short expert input, discussion among peers and a structured board tool that participants apply to a live issue in their own organisation. The experience within the group is treated as a core source of insight: directors, executives and officials from different institutions test their reasoning against one another. Every participant receives the programme manual with all frameworks and worksheets, and closes the programme with a personal reflection that turns insight into specific practice for their own board.

PROGRAMME STRUCTURE

DAY	SESSION AND FOCUS	APPLIED BOARD TOOL
Day 1 AM	The SOE as a Governance System How authority, accountability, information and influence are distributed across owner, board and management, and what that means for oversight.	<i>Governance System Map</i>
PM	Governance Boundaries, Power and Leverage Where oversight ends and management begins; handling shared or contested responsibilities; where board attention adds most value.	<i>Governance Boundary Lens</i>
Day 2 AM	The Psychology of Strategic Judgement How experience, framing, assumptions and time pressure shape the way boards read evidence; separating observation from inference.	<i>Board Judgement Audit</i>
PM	Strategy Stress-Test: Deciding Under Uncertainty Testing ambition against capability and risk; scenarios, reversibility and trade-offs with public value; indicators for review.	<i>Strategic Decision Stress-Test</i>
Day 3 AM	Collective Judgement, Challenge and Board Dynamics How status, information sharing and the role of the chair affect participation, challenge and consensus.	<i>Collective Judgement Check</i>
PM	Influence and Leadership in the Boardroom Credibility, perspective-taking, questioning and constructive challenge in high-stakes board conversations.	<i>Constructive Challenge Framework</i>
Day 3.5 AM	Operational Excellence and Continuous Improvement Lean management principles in practice, and the leadership needed to embed and sustain improvement.	<i>Practical Lean exercises</i>

PROGRAMME FACILITATORS

Dr Sandra Romenska

LEAD PROGRAMME FACILITATOR

Associate Professor in Leadership and Leadership Development; executive coach and leadership consultant.

Mark Robinson

CO-FACILITATOR

Managing Director, St Andrews Lean Consulting; Lean and continuous improvement specialist.

Dr Onyedika A. Igbokwe

PROGRAMME DIRECTOR

Programme Director, Citadel Exzellenz; leadership, Geospatial Intelligence and AI business leadership specialist.

PRACTICAL INFORMATION

Venue De Vere Wokefield Estate, Goodboys Lane, Mortimer, Reading RG7 3AE, United Kingdom

Nearest airport London Heathrow

Costs Travel, accommodation, UK visa and airport transfer costs are borne by delegates.

UK visas Delegates who need a visa should seek nomination early and apply as soon as their place is confirmed. UK visitor visa decisions usually take about three weeks.

NOMINATIONS AND ENQUIRIES

Confirmation deadline

24 November 2026

AADFI

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