

2017

Women Leading Africa

Board Leadership – Voices of the Future



Duke^{CE}

LEADERSHIP FOR WHAT'S NEXT

“There is no great force for change, for peace, for justice and democracy, for inclusive economic growth than a world of empowered women”

Phumzile Mlambo-Ngcuka
Executive Director of UN Women



Preface

According to McKinsey & Company's August 2016 report on the women leadership roles in Africa research shows that companies with a greater share of women on their boards of directors and Executive committees tend to perform better financially, yet gender equality remains a concern in leadership roles. Statistics still reflect overall underrepresentation of women in leadership positions across the African continent. Only 5% women hold CEO positions, 22% cabinet positions, 24% parliamentary positions and 29% senior management positions.

The business landscape is constantly changing; there is a need to increase the talent pool in Africa by building a Pan-African bench board of directors for the continent. This strengthens the leadership capacity by building a strong network of women. Duke Corporate Education (Duke CE) introduces the Women Leading Africa “Board Leadership – Voices of the Future” Programme out of the recognition that there is a critical need to increase board representation by at least 30% for women in decision-making positions in the public and private sectors.

Women need the right exposure to key topics and practical insight to develop the skills and capabilities to excel and reach board level positions. In addition, they need opportunities for personal growth, the advancement of leadership skills, and better positioning for personal and organisational success.

Programme Benefits

- **Personal Leadership:** To gain a better understanding of self and how this impacts on my leadership and creating networking opportunities with like-minded women to develop and support relationship building in appropriate industries and organisations.
- **Experiential Learning:** Participants learn by doing and processing experiences. The course is designed based on years of inside knowledge of working with leading organisations.
- **Technical Acumen:** Increases the participant's knowledge of issues of governance, financial reporting, regulation, auditing and risk management.
- **Networking:** Women will develop a network of peers from diverse companies, industries and disciplines.
- **Real Work Applicability:** Programme graduates will leave with skills that are practical, usable and immediately implementable.
- **Lifelong Learning:** The learning process teaches participants how to be curious thinkers and is the basis for continued lifetime learning over their careers.

Target Audience

- Senior women executives on a career trajectory to become new board members.
- Newly appointed board members working across the Pan African region.
- Current board members who want to update their skills.

Programme Structure

The Women Leading Africa Board Leadership Programme is a four day intensive programme aimed at new and future directors who wants to strengthen specific board competencies becoming a more competent and confident member of a board. The programme is divided into two modules.

MODULE 1

Day 1 Governance and the Role of the Board in Africa

- The business case for corporate governance and enlisting women on boards.
- Governance frameworks and models, including board and committee charters.
- Roles and responsibilities of board members, including legal responsibilities and liabilities.
- Practical considerations of being a Director.
- Barriers to good governance in your role as a Director.
- Understanding the business of your company and its market, and strategies and risks.
- Diversity as a business imperative.
- Communicating with stakeholders.

Day 2 Ethical leadership and Enabling High Performance Board

- Ethical leadership and your role as Director.
- Framework and tools for ethical leadership including Code of Conduct.
- Lessons learned, case studies and best practice in ethical leadership “getting it right”.
- Managing integrity – being a guardian of integrity and values.
- Managing different leadership styles to maximise board effectiveness.
- How boards should tackle ethical issues and manage complex stakeholders.
- The importance of well-structured board agendas to bring insight and a fresh perspective.
- How to create and sustain a high performance organisational culture.
- Networking and building relationships and collaborating for success.
- Ensuring your Board has the Right Culture, Right People, Right Information, Right Processes and Right Follow Through.
- Performance metrics for the board/company.
- How to get results from your Board and Committee, Beyond the Boardroom: into action.
- Maturity of the Board?
- At Court Experience – Putting Ethical issues on Trial.
- Panel discussion with well known board members and leaders in industry.

MODULE 2

Day 1 Risk management and Audits and Financial Value Generation

- The board’s role in risk management.
- Understanding the drivers of risks and their implications to the business.
- Frameworks and tools for managing risk.
- Identifying the categories of risks and strategy implications.
- Role of the risk committee.
- Risk Dash board and Risk Registers.
- “Black swans” and scenario analysis.
- Understanding the sources of financial value generation.
- Understanding and analysing financial statements.
- Financial reporting and disclosures.
- Integrated reporting.
- Effective audit committees.
- Oversight of Management and Internal Audit.
- Relationship with External Audit.
- Combined Assurance.
- Sustainability and integrated reporting.
- Assessing the effectiveness of the Audit Committee.
- Audit Committee Simulation.

Day 2 Compliance and Stakeholder Engagement, High Performance Boards

- Women and wellness.
- Laws, Rules and Regulations.
- Compliance Policy.
- Compliance Plan.
- Role of the Compliance Officer.
- Problem solving and decision making.
- How to create and sustain a high performance organisational culture.
- Managing difficult conversations with internal and external stakeholders.
- Networking and building relationships with various stakeholders.
- Collaboration for negotiation for success.
- Being a change agent as a board member.
- How effective boards function.
- Board Simulation.

Duke
Corporate
Education
ranked
among the
top 3 in
custom
executive
education
globally
for 16
consecutive
years

“If we are willing to be ourselves and allow our difference to be an advantage, to give ourselves permission to have drive and ambition, and to make our voices and perspectives count – I believe we, as women, have the potential and power to change the world in ways that matter and perhaps have the kind of impact that none of us have dared imagine.”

Sharmila Chetty
Global Head:
Europe and Africa
Duke CE

Further Information

The Women Leading Africa - Board Leadership Programme is a new leadership initiative developed by Duke Corporate Education Africa. Duke Corporate Education (Duke CE) is ranked among the top 3 in custom executive education globally for 16 consecutive years. We focus on developing leaders in companies and organisations around the world and strive to make a difference by helping leaders have greater impact in their organisations. Female leadership is therefore a key priority as we work with organisations to create the next generation of talent with more seats at the table for women in leading companies around the world.

Full-time professionals — Duke CE's team of more than 125 full-time employees includes business people; strategy experts; professional educators; psychologists and coaches; mentors; learning technology specialists; and a team dedicated to creating and tailoring learning methods to ensure the impact of every educational experience. Whether they originally come from business or university, our people are passionate about leveraging education to achieve business outcomes.

Network of world-class educators — From its outset, Duke CE was built to grow beyond the world of a single academic institution's faculty. We have a dedicated team devoted to finding, evaluating, recommending and managing educators who come from all parts of the world and from a remarkable set of life experiences. Every one of our 900 educators is chosen because of their ability to create high value learning for business people. Our network contains faculty, coaches, facilitators, industry experts, retired executives, and subject matter experts as well as actors, ballerinas and firefighters.

Global reach with local perspective — We have delivered corporate education in 72 countries around the world. Our offices in London, UK; Ahmedabad, India; Johannesburg, South Africa, Singapore and the United States (Durham, NC, and San Diego, CA) allow us to think and work both globally and locally. We design education solutions for the needs of the local market, industry and culture. Our global experience gives you access to business insights and best practices that come from working with a large number of clients in a range of industries, around the world.

Programme Dates

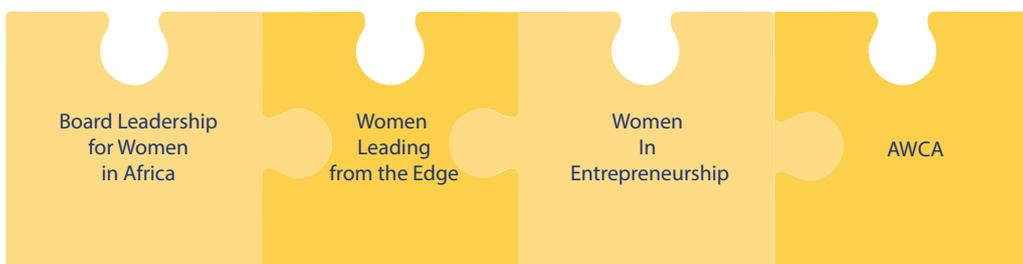
Module 1: 10-11 May 2017

Module 2: 05-06 June 2017

Programme Fees

R38 280.00 (Incl. VAT) per participant

Exclusive of all travel costs and accommodation



For programme fees, dates and registration forms
please contact:

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