

2013 – 2014

# Women Leading Africa

Board Leadership – Voices of the Future



Duke Corporate Education ranked #1 globally in custom executive education by the *Financial Times* 11 years straight.

“Africa is a continent that is on the rise despite the recurring challenges and resource constraints. Africa’s greatest strength is its people, and to reach its full potential Africa must invest in the development of its women who are building the engine room of our continent.”

Phumzile Mlambo-Ngcuka  
Executive Director of UN Women



## Programme Overview

Around the world, women are vastly under represented at the board level of organisations. Women currently hold only 4.2 percent of Fortune 500 CEO positions and 4.6 percent of Fortune 1000 CEO positions. In strong contrast to these low numbers, studies show a direct positive relationship between board diversity and financial success.

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 sector.

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:** 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.
- **Coaching:** The learning process is supported by participants practicing real board scenarios with an experienced board member in a safe environment.

## 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

“Board Leadership: Voices of the Future” is a full five-day intensive programme followed by personalised coaching sessions. The programme is divided into two modules – Module 1, which is a three-day session followed by personalised coaching and Module 2, a two-day session then followed by a personalised coaching session. Alternatively, this programme can be run 5 days consecutively.

## Day 1 Governance and the Role of the Board in Africa

- The business case for corporate governance and enlisting women onto boards
- Governance frameworks and models
- Roles and responsibilities of board members including legal responsibilities
- Practical considerations of being a Director
- Barriers to good governance in your role as a Director

## Day 2 Financial Stewardship

- Understanding the sources of financial value generation
- Fiduciary duties of the board
- Regulatory frameworks and tools
- Effective audit committees

## Day 3 Risk Management and Strategy Through Boards

- The board's role in risk management
- Understanding the drivers of risk and their implications to the business
- Frameworks and tools for managing risk
- Identifying the categories of risk and strategy implications
- Role of the risk committee
- Integrated reporting

## Coaching

## Day 4 Ethical Leadership

- Ethical leadership and your role as a Director
- Managing different leadership styles to maximize board effectiveness
- Framework and tools for ethical leadership
- Lessons learned, case studies and best practices in ethical leadership “getting it right”
- Managing integrity - being a guardian of integrity and values
- How boards should tackle ethical issues and manage complex stakeholders
- Successful female business role models in Africa

## Day 5 Enabling High Performance Board

- The importance of well-structured board agendas to bring insight and a fresh perspective
- 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
- The role of mentorship in creating female board members who will succeed and thrive
- Being a change agent as a board member
- Collaboration for success
- Negotiation skills

## Coaching

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"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**  
Regional Managing  
Director: 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 the world's #1 provider of custom executive education as ranked by the *Financial Times* for 11 straight years. We focus on developing leaders in companies 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 a next generation of talent with more seats at the table for women in leading companies around the world.

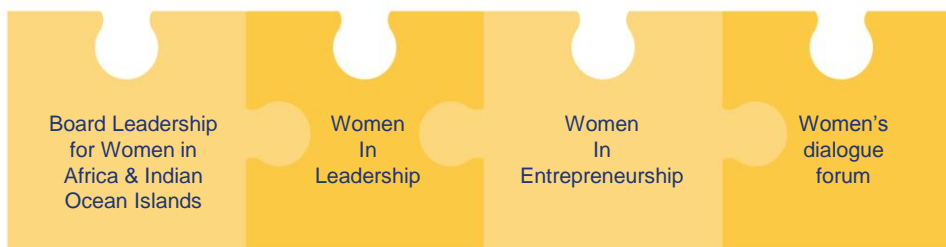
**Full-time professionals** — Duke CE's team of more than 125 full-time employees includes business people; strategy experts; professional educators; psychologists and coaches; learning technology specialists; and a team dedicated to creating and tailoring learning methods to ensure the impact of every 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.

## Programmes will run in the following regions:

- South Africa
- East Africa
- West Africa
- Namibia
- Indian Ocean Islands



For programme fees, dates and registration forms please contact:

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