



University of St Andrews

Business School • Executive Education

Women in Leadership

Influence, Agency and Impact Across Energy Transitions

In partnership with **Manaf Gardner Associates**

📅 5-Day Executive Programme

👥 Designed for Senior Women Leaders

📍 St Andrews, Scotland

Programme Overview



Format & Location

- **5-Day In-Person Cohort:** Immersive residential experience
- **Location:** University of St Andrews, Scotland
- **Setting:** Historic academic environment fostering reflection and connection



Target Audience

- **Senior Women Leaders:** C-suite, Directors, and High-Potential Executives
- **Energy Value Chain:** Operators, Developers, Supply Chain, Regulators, Finance



Core Learning Focus

- ✓ **Self-Awareness & Identity:** Clarifying values and leadership purpose
- ✓ **Strategic Influence:** Managing complex stakeholder landscapes
- ✓ **Inclusive Leadership:** Building psychological safety and diverse teams
- ✓ **Change Leadership:** Navigating energy transition dynamics

Experiential Learning Components



Energy Sector
Site Visit



Alumni & Industry
Engagement



Live Action
Learning Project



Strategic
Networking

Programme Overview

Key Details & Logistics



01

Duration & Dates

5 Days

10- 14 May 2026

Intensive executive immersion with full-day schedules including evening networking events.



02

Location

University of St Andrews

 Scotland, United Kingdom



03

Target Participants

- ✓ **Senior Women Leaders:** C-suite, Directors, and High-Potential Executives
- ✓ **Energy Value Chain:** Operators, Developers, Supply Chain, Regulators, Finance

Designed for senior leaders navigating technological disruption.



04

Programme Investment

RM 60,000

(Excluding 6% SST)

Includes



Accommodations



Ground Transport

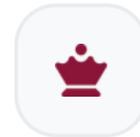
Context & Challenge

Our Understanding of Your Learning Needs



Navigating Complexity in Energy

Leading in safety-critical, regulated environments while managing the shift to sustainable energy sources and navigating geopolitical dynamics.



Strategic Leadership & Agency

Building deep self-awareness to exercise strategic influence, navigate power dynamics, and effectively manage diverse stakeholder interests.



Adaptive Management Toolkit

Practical frameworks for conflict resolution, team effectiveness, and leading hybrid field/office teams through change and rotations.



Network & Progression

Structured engagement with women leaders and alumnae to expand professional networks, find mentors, and support career progression.

"Effective leadership in energy transitions demands resilience, strategic foresight, and the ability to navigate complex stakeholder landscapes."

Programme Focus

Co-Designed for Real-World Impact

We co-design programmes with partners to align learning outcomes with organisational priorities and the realities of participants' roles. Our delivery is highly applied, featuring case-based learning, skills workshops, and structured reflection.



Future-Readiness

Developing non-technical leadership literacy to navigate the digital age and emerging risks.

📊 Data & AI Leadership

🛡️ Cyber Risk Awareness

🏠 Digital Collaboration

🌱 Sustainability



Inclusive Practice

Implementing evidence-based approaches to build culture and psychological safety.

⚖️ Evidence-based EDI

🤝 Active Allyship

👥 Psychological Safety

❤️ Inclusive Leadership



Cross-Sector Insight

Leveraging diverse perspectives from across the entire energy value chain.

🏭 Operators & Developers

🏛️ Regulators & Finance

🤝 NGOs & Public Service

🚀 Entrepreneurship

Benefits for Participants



Reflexive Practice

Strengthen adaptive leadership capabilities specifically tailored for safety-critical environments, enhancing decision-making under pressure.



Strategic Influence

Build robust stakeholder management skills to effectively navigate complex relationships across operators, contractors, regulators, and communities.



Future-Focused Lens

Apply an inclusive and forward-looking perspective to projects and decisions, aligning with the evolving demands of the energy transition.



Conflict Frameworks

Gain practical tools and proven frameworks for conflict resolution, optimizing team dynamics, and leading effective change initiatives.



Network Expansion

Expand professional networks through structured engagement with alumnae and guest leaders, connecting with wider women-in-energy communities.



Global Mentoring

Access an exclusive global mentoring network of University of St Andrews alumni to support ongoing career progression and development.

Benefits for Your Organisation



Leadership Pipeline

Accelerate the development of a diverse leadership pipeline with measurable outcomes, ensuring a robust succession strategy for critical roles.



Actionable EDI Plans

Convert high-level Equality, Diversity, and Inclusion commitments into practical, executable plans and governance structures.



Hybrid Collaboration

Improve collaboration and decision-making quality across distributed and hybrid teams, enhancing operational efficiency and team cohesion.



Aligned Capability

Build leadership capability that is directly aligned with your organisation's digital transformation initiatives and long-term sustainability goals.

Programme Learning Solution

An integrated learning journey designed to translate concepts into capability through four distinct experiential components.

1



Action Learning

Participants apply tools directly to a live work challenge, ensuring immediate relevance and practical application of concepts.

2



Futures Clinic

Guided exercises to stress-test plans against critical digital shifts, regulatory changes, and sustainability imperatives.

3



Impact Showcase

Short presentations of commitments with structured feedback from peers and sponsors to refine strategies and ensure accountability.

4



Energy Sector Visit

Hands-on engagement with a local industry partner to observe best practices and discuss sector-specific challenges in situ.

09:00
12:30

Leading with Self-Awareness



🎯 Learning Objectives

- Clarify personal values and leadership identity
- Identify core strengths and priority development areas
- Establish cohort charter and peer support networks

📦 Content & Methods

- Guided Journalling
- Strengths Mapping
- Triad Coaching
- Cohort Charter

14:00
16:30

Strategy, Stakeholders & Real-World Trade-offs



🎯 Learning Objectives

- Map complex stakeholder landscapes and power dynamics
- Weigh competing commercial, inclusion, and sustainability priorities
- Plan strategic influence pathways

📦 Content & Methods

- Stakeholder Mapping
- Scenario Lab
- Pros-Cons-Mitigations Clinic

DAY 2 Influence, Networks & Digital Leadership

09:00
12:30

Influence, Networks and Sponsorship



Learning Objectives

- Mobilise allies and sponsors to shift outcomes
- Address inclusion barriers and build cross-cultural influence
- Develop a spirit of camaraderie amongst peers

Content & Methods

- Network Analysis
- Target-List Building
- Outreach Planning
- Influence Rehearsal
- Guest Insight

14:00
16:30

Future-Ready Leadership in Digital Contexts



Learning Objectives

- Build non-technical literacy to lead Data/AI ethically
- Establish guardrails for privacy, bias, and security
- Work effectively with technical teams

Content & Methods

- Future-Readiness Canvas
- Leader-Data Scientist Role-Play
- Risk/Guardrail Checklist
- Adoption Strategy

DAY 3 Politics, Careers & Women Leaders Forum



09:00
12:00

Energy Transition Politics

Learning Objectives

Apply the energy trilemma framework strategically
Analyse regional/global dynamics & investment choices
Assess political openings for transition

Content & Methods

SE Asia Renewables Case Hydrogen Economy
Scenario: Trans-Caspian



12:00
13:30

Lunch: Careers by Design (Brown Bag)

Focus Areas

Positioning for progression & opportunity scanning
Negotiation levers: Stretch & support

Activities

Career Strategy Tool Narrative Building Informal Talk



14:00
15:30

Women Leaders Forum

Learning Objectives

Draw cross-sector insight from energy leaders
Stress-test personal moves with role models
Connect with ASEAN/cross-cultural experts

Content & Methods

Alumni Panel Industry Guest Speakers Moderated Q&A
Table Clinics



16:30
19:30

Networking Reception

Objectives

Build high-value connections in a social setting
Practise concise challenge framing

Format

Curated Introductions Optional Heritage Walk



DAY 4 Courageous Conversations & Team Dynamics

09:00
12:30

Courageous Conversations & Conflict Skills



Learning Objectives

- Master interest-based negotiation strategies
- Deliver feedback that lands effectively
- Disagree upwards without loss of face

Content & Methods

- Conversation Rehearsal
- Mediation Micro-techniques
- Feedback Drills
- Fireside Chat: High-Stakes Dialogue

14:00
16:30

Team Dynamics, EI & Hybrid Practice



Learning Objectives

- Diagnose team patterns and effectiveness
- Design inclusive ways of working
- Establish norms for digital collaboration

Content & Methods

- Team Diagnostics
- EI Micro-skills
- One-Experiment Design

DAY 5 Leading Change & Futures Clinic

09:00
12:30

Leading Change & Futures Clinic



🎯 Learning Objectives

- Plan and stress-test change initiatives
- Convert strategic ideas to delivery accountability
- Assess risks and assumptions for implementation

📦 Content & Methods

- Change Pathways
- Horizon Scanning
- Scenario Thinking
- Premortem Analysis

14:00
16:30

Implementation Sprints & Impact Showcase



🎯 Learning Objectives

- Finalize 90-day implementation plans
- Commit publicly to change leadership actions
- Establish peer accountability structures

📦 Content & Methods

- Sprint Planning
- Impact Showcase
- Peer Review
- Commitments

World-Class Faculty



Prof. Anna Brattström

Chair of Entrepreneurship

Expert in the people side of entrepreneurship, focusing on how to form entrepreneurial teams and effectively function within them to turn ideas into outcomes.

Team Formation Effectiveness

Research-to-Practice



Dr Anna Brown

Senior Lecturer in Management

Award-winning educator bringing arts-based methods to the classroom. Her research explores skill, identity, and belonging with a focus on sustainable and inclusive futures.

EDI Leadership Arts-Based Methods

Social Change



Prof. Carole Elliott

Professor of Leadership Development

Renowned scholar funded by ESRC/Leverhulme, focusing on leadership learning and critical HRD. Recipient of the Outstanding HRD Scholar Award (2022).

Leadership Learning Gender & Org HRD

World-Class Faculty



Dr Sandra Romenska

Senior Lecturer in Leadership

Expert in executive education delivery with public and private organizations. Invited speaker at global forums including PMI, UNESCO, and Fulbright.

Leadership Dev

Global Speaker

Public Sector



Ruth Unsworth

Head of Mediation and Wellbeing

Leads the University-wide Mediation Service. Accredited Cognitive Behavioural Psychotherapist and national contributor to mediation practices.

Mediation

Wellbeing

Conflict Resolution



Prof. Ruth Woodfield

Professor of Equalities & Organisation

Vice-Dean of Research & Impact and Co-Director of the Centre for EDI. Former Assistant Vice-Principal (Diversity) with focus on organisational success and inclusion.

EDI Strategy

Research Impact

Organisation

Faculty Spotlight: Energy & Geopolitics

Energy Security & Political Risk Expert

Academic Leadership

As Director of the Institute of Middle East, Central Asia and the Caucasus Studies (MECACCS), Dr Fumagalli brings deep expertise in the intersection of energy markets and geopolitical strategy. His work helps leaders navigate volatility in global energy landscapes.

⚡ Energy Security (Hydrocarbons, Renewables, Nuclear)

📈 Business Risk & Political Analysis

🏗️ Infrastructure Mega-Projects & Critical Minerals

👤 Executive Education for Senior Leaders

Strategic Advisory Experience

Trusted advisor to the **Italian Ministry of Foreign Affairs**, **UK Ministry of Defence**, and major **European gas pipeline operators**. Experienced in delivering high-level briefings to armed forces, private investors, and senior civil servants.



Dr Matteo Fumagalli

Senior Lecturer in International Relations & Director,
MECACCS

The programme bridges academic rigour with **market reality** through direct engagement with senior practitioners, offering deep cross-sector insights and targeted networking.



Alumni Leadership Panel

A curated panel of distinguished women leaders who are St Andrews alumnae, sharing their personal leadership journeys and strategies for navigating complex careers.

Sectors: Oil & Gas, Renewable Energy, Government



Global Industry Leaders

Senior executives from the energy sector providing contemporary perspectives on leadership challenges in a globalized context.

Focus: ASEAN dynamics & Cross-cultural leadership



SSE Scotland Partnership

Exclusive engagement with Scotland's leading energy provider, offering high-level insights into technological transformation and organizational change.

Speaker: CTO / Chief Transformation Officer (TBC)



Energy Sector Site Visit

An immersive field visit to a local industry partner (subject to availability) to observe operational best practices and sustainability initiatives in action.

Goal: Hands-on exposure to Scottish energy transition

Programme Outputs & Deliverables

Participants leave St Andrews not just with new knowledge, but with a validated toolkit of strategic assets ready for immediate application in their organizations.

Personal Leadership

-  **Personal Leadership Canvas**
A structured map of values, strengths, and leadership identity.
-  **12-Month Career Plan**
Strategic roadmap for progression and professional growth.
-  **Peer Accountability Pairs**
Established partnerships to ensure follow-through on goals.

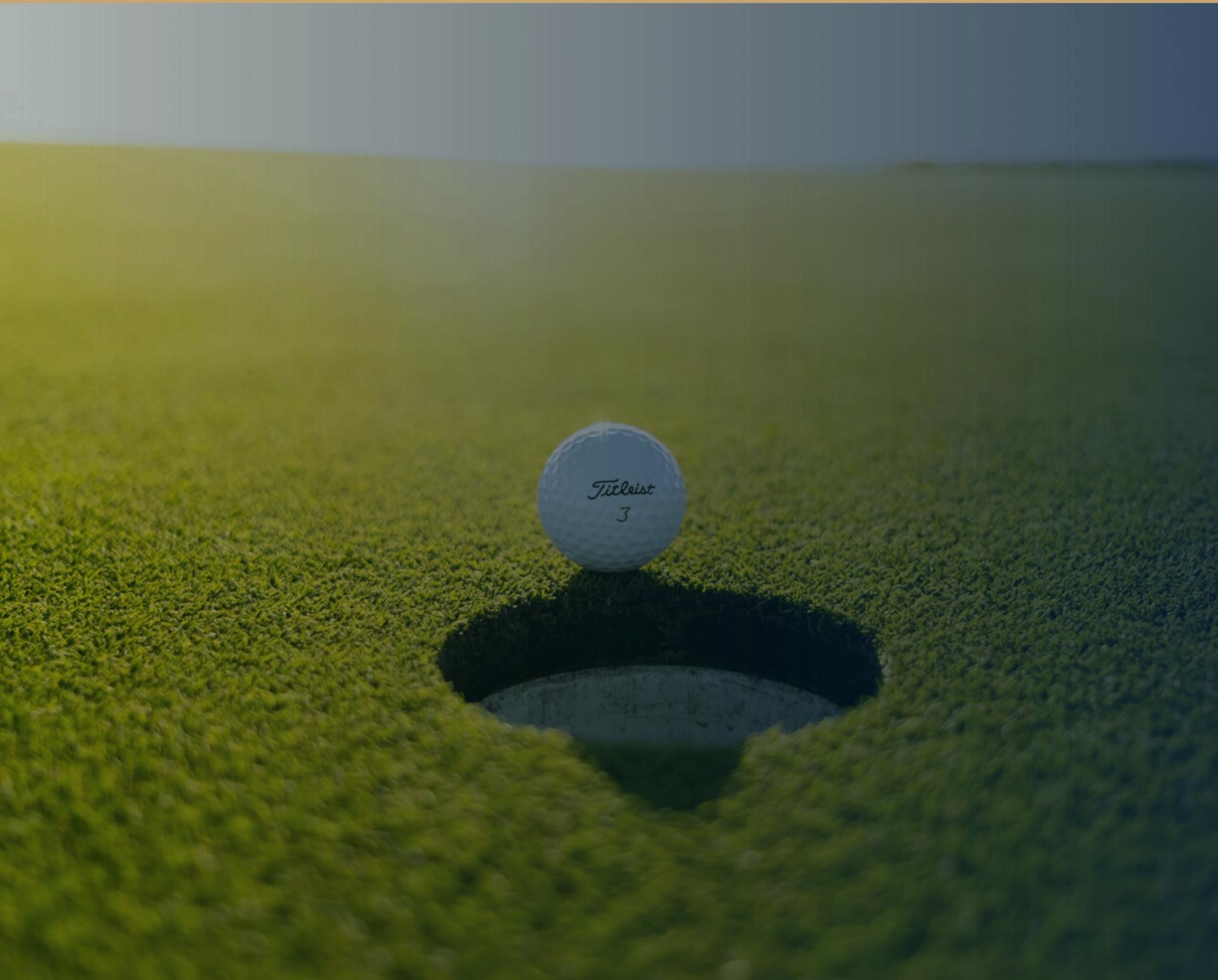
Strategy & Influence

-  **Stakeholder Maps**
Visual analysis of power dynamics and key influencers.
-  **Influence Strategies**
Two-pronged approach for managing complex negotiations.
-  **Transition Briefing Note**
Energy transition analysis applied to specific regional contexts.

Execution & Impact

-  **Future-Readiness Canvas**
Assessment of digital and sustainability preparedness.
-  **Team Charter**
Protocols for hybrid collaboration and psychological safety.
-  **90-Day Implementation Plan**
Immediate action steps tied to organizational KPIs.

Optional Enhancement



Building Confidence on the Golf Course

An Iconic St Andrews Experience

Saturday Morning Session



The Home of Golf

Extend networking in the iconic setting of St Andrews, utilizing the unique environment to foster deeper connections.



Confidence in Context

A specialized session designed to build confidence in new environments, translating sport psychology to leadership presence.



Informal Connection

Relaxed peer engagement that breaks down barriers and solidifies the cohort network before departure.

Note: This session is optional and subject to availability.

Not costed in current proposal (Additional fees may apply).