

CHARTERED 
INSTITUTE OF PROFESSIONAL CERTIFICATIONS

CERTIFIED BOARD AND CEO LEADERSHIP IN STRATEGIC CHANGE MANAGEMENT AND TRANSFORMATION

**Fully Accredited
By:**

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CPD
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PROGRAM OVERVIEW

Strategic change management and transformation is now one of the most consequential responsibilities a board or CEO can hold. Research consistently shows that **approximately 70% of large-scale transformation initiatives fail to meet their original objectives**, draining not only financial capital but talent, competitive position, and stakeholder trust. Yet despite these stakes, most directors and chief executives have never received structured, rigorous training in how to lead transformation - and decisive, informed leadership is exactly what closes that gap.

This certified program arms boards and CEOs with the advanced knowledge and practical skills to lead high-stakes transformation with confidence and impact. By integrating **proven change-management frameworks** with real-world case studies from global organizations, you will gain an in-depth command of **organizational diagnostics, stakeholder alignment, cultural transformation techniques, agile governance models, risk mitigation** in volatile environments, and **sustainable value creation** through transitions.

Throughout the program, you will examine how **leading companies** overcome the common pitfalls - **redesigning leadership structures, realigning incentives, rebuilding capabilities, and cultivating adaptive cultures** that embrace continuous change. You will develop real expertise in assessing **transformation readiness, designing robust change architectures, pinpointing high-leverage intervention points**, and building phased implementation roadmaps that deliver measurable results while minimizing disruption.

ACCREDITATIONS



4.8



4.6





PROGRAM OVERVIEW

This program also empowers you to master the **human and systemic dimensions of change - effective communication cascades, resistance management, cross-functional collaboration, and the long-term durability** of new operating models. You will learn practical approaches for securing board and executive commitment, allocating resources strategically, tracking transformation KPIs, and adapting strategy amid external volatility.

Upon successful completion, you will earn the **Certification in Board and CEO Strategic Change Management and Transformation**—an industry-recognized credential that validates your expertise in board governance, strategic transformation, and executive leadership. Globally recognized and in demand, this lifelong certification strengthens your professional credibility and positions you to lead high-impact transformation initiatives across public, private, and non-profit organizations.

ACCREDITATIONS



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KEY SKILLS YOU WILL GAIN

From This Program



**BOARD GOVERNANCE
CORPORATE GOVERNANCE
STRATEGIC LEADERSHIP
CEO LEADERSHIP**

**STRATEGIC CHANGE MANAGEMENT
ENTERPRISE TRANSFORMATION
BUSINESS TRANSFORMATION
TRANSFORMATION GOVERNANCE**

**BOARD EFFECTIVENESS
BOARD OVERSIGHT
FIDUCIARY RESPONSIBILITIES
EXECUTIVE DECISION-MAKING**

**STRATEGIC PLANNING
ENTERPRISE RISK MANAGEMENT (ERM)
BOARD RISK OVERSIGHT
ORGANIZATIONAL CHANGE MANAGEMENT
DIGITAL TRANSFORMATION**

**DIGITAL GOVERNANCE
STAKEHOLDER ENGAGEMENT**

YOUR FACULTY DIRECTOR



Yendor Felgate

Award-Winning Executive Coach in Leadership Development, Strategic Change, and Organizational Excellence

Yendor Felgate is an award-winning executive coach, leadership strategist, and organizational development expert with **over 25 years of international experience across Africa, the UK, the Middle East, and the United States**. As Founder of a leading management consulting firm, he has advised boards, executives, and leadership teams **across financial services, technology, telecommunications, engineering, insurance, higher education, and consumer industries**, helping organizations strengthen leadership capability, drive strategic transformation, and elevate organizational performance.

A certified **Gallup Global Strengths Coach and Trainer**, Yendor has delivered more than **700 executive coaching hours** and certified over **550 Gallup Global Strengths Coaches** across Africa. He holds master's degrees in Education and Applied Ethics from the **University of the Witwatersrand** and is a Master HR Professional. A recipient of the **Gallup Leader Excellence Award**, the **Gallup Community Builders Award**, and **AI Executive Coach of the Year**, he is widely recognized for helping leaders build resilient, high-performing organizations through strengths-based leadership and transformational change.

OUR PARTICIPANTS

Over 70% of FORTUNE 500 Companies Have Attended Our Accredited Programs Before





PROGRAM AGENDA

MODULE 1 - BOARD OVERSIGHT OF TRANSFORMATION

- Defining the Board's Role in Initiating, Overseeing and Sustaining Transformation
- Distinguishing Governance From Management in Transformation Contexts
- Board Committee Structures and Reporting Lines for Transformation Oversight
- Fiduciary Duties and Legal Obligations During Major Organizational Change
- Case Analysis: What Systemic Governance Failures Look Like – and How They are Reversed
- Workshop: Identifying Governance Framework Gaps in Your Organization
- Case Study

MODULE 2 - CEO LEADERSHIP IN DISRUPTION

- The CEO's Dual Mandate: Operational Stability and Transformation Leadership
- Leadership Agility – Adapting Style, Communication and Decisions Under Disruption
- CEO as Chief Sense-maker: Communicating the 'Why' and 'What' of Transformation
- Managing Personal Leadership Vulnerability During High-stakes Change

- Case Discussion: Two Contrasting CEO Leadership Models – Crisis Return vs Long-tenure SOE Transformation
- Reflection: Personal Leadership Strengths and Blind Spots in Transformation
- Case Study

MODULE 3 - TRANSFORMATION GOVERNANCE FRAMEWORKS

- Enterprise Transformation Governance: Principles, Architecture and Design
- The Transformation Office: Mandate, Structure and Board Reporting
- Portfolio Governance of Multiple Concurrent Transformation Initiatives
- Governance Dashboards and KPI Frameworks for Board-level Oversight
- Case Analysis: What Governance Architecture Failures Look Like Across Multiple SOEs
- Workshop: Transformation Governance Assessment – Mapping Gaps in Your Context

MODULE 4 - TRANSFORMATION STRATEGY DEVELOPMENT

- Strategic Foresight and Scenario Planning for Transformation Leaders



PROGRAM AGENDA

- Translating Board Mandate into Executable, Sequenced Transformation Strategy
- From Founder-led to Institutionalized: The Governance Evolution of a Growing Enterprise
- Balancing Innovation and Governance: Navigating the Transformation Paradox
- Case Analysis: How Dangote Sequenced Diversification, Vertical Integration and Pan-African Expansion
- Application: Applying Strategic Foresight to Your Organizational Context

MODULE 5 - STAKEHOLDER ENGAGEMENT & ALIGNMENT

- Stakeholder Mapping and Power Dynamics in Transformation Contexts
- Designing Engagement Strategies That Build Coalition and Reduce Resistance
- Board-CEO Alignment: The Non-negotiable Foundation of Transformation Success
- Communicating Transformation to Investors, Regulators, Communities and Government
- Africa-specific Complexity: Unions, Government Ministries, Cross-border Regulators

- Case Discussion: Two Models of Stakeholder Management – Disruptive Innovation vs Multi-Market Platform Governance

MODULE 6 - ORGANIZATIONAL CHANGE MANAGEMENT

- Leading the People Dimension: Why Change Management is Board-level Work
- Change Readiness Assessment: Diagnosing Your Organization's Transformation Capacity
- Managing Resistance and Building a Transformation Coalition at Every Level
- Communication Architecture: What to Communicate, When, How and to Whom
- Case Analysis: How Mwangi Built Equity Bank's Culture as a Change Management Engine
- Workshop: Designing a Stakeholder Change Narrative for a Live Transformation

MODULE 7 - DIGITAL TRANSFORMATION GOVERNANCE

- What Boards and CEOs Must Understand About Digital Transformation
- Digital Governance Frameworks: Board Oversight Roles and Responsibilities
- AI, Data and Cybersecurity: The Governance Dimensions Every Board Must Address



PROGRAM AGENDA

- Balancing Technology Risk and Innovation Opportunity
- African Digital Realities: Connectivity, Leapfrogging and Infrastructure Gaps
- Case Analysis: Two Models of Digital Governance – Platform Transformation vs Digital Financial Inclusion

MODULE 8 - CULTURE TRANSFORMATION

- Understanding Organizational Culture as a Strategic Asset and Transformation Risk
- Board and CEO Accountability for Culture: Governance Expectations and Metrics
- Diagnosing Cultural Blockers to Transformation
- Designing Culture Change Interventions that Outlast the Program
- Case Discussion: What Made Equity Bank's Culture Model Distinctive – and Replicable

MODULE 9 - TRANSFORMATION RISK MANAGEMENT & RESILIENCE

- Enterprise Risk Management in Transformation: Beyond the Risk Register
- Board Oversight of Transformation Risk: Escalation and Decision Protocols
- Building Organizational Resilience: Systems, Culture and Leadership Capability

- Crisis Leadership During Transformation Failure: Recovering and Recalibrating
- Case Analysis: Kenya Airways – What Accumulated Transformation Risk Looks Like and How it is Reversed
- Practical Tool: Transformation Risk Heat Map for Board-level Oversight

MODULE 10 - AFRICA-SPECIFIC TRANSFORMATION CONTEXTS

- Economic Transformation Mandates: B-BBEE, Indigenization and Ownership Reform Across Africa
- SOE Governance: Board and CEO Responsibilities in State-owned Transformation
- Public Sector Reform: The Rwanda Imihigo Model as a Performance Accountability Framework
- Sustainability and ESG Integration as a Transformation Imperative
- Cross-border Growth: Navigating Multiple African Regulatory and Cultural Jurisdictions
- Peer Discussion: What Makes Transformation Distinctly Challenging – and Uniquely Possible – in Africa



PROGRAM AGENDA

MODULE 11 - PERFORMANCE OVERSIGHT & MEASURING TRANSFORMATION OUTCOMES

- Defining Transformation Success: Beyond Financial Metrics to Long-term Value Creation
- Board-level KPIs and Dashboards for Transformation Performance Oversight
- Measuring Culture, Capability and Adoption: Leading and Lagging Indicators
- Reporting Transformation Progress to Shareholders, Regulators and the Public
- Case Discussion: Comparing Long-horizon Governance Maturation (Equity Bank) with Short-term Turnaround Metrics (Pick n Pay)

MODULE 12 - ACTION PLANNING & PROGRAM CLOSE

- Individual Transformation Leadership Action Plan: 30/60/90-day Commitments
- Peer Accountability Pairing: Sharing Plans and Identifying Mutual Support
- Program Synthesis: The Transformation Leadership Framework
- Certificate Presentation and Close

YOUR CHARTER DESIGNATION



Chartered Institute of Professional Certifications' programs are unique as they provide you with professional charter designations and marks that can be used across your lifetime once you have completed our programs.

On successfully completing this program, you will earn the **Certification in Board and CEO Strategic Change Management and Transformation** –an industry-recognized certification with lifelong validity. This prestigious credential validates your expertise in board governance, executive leadership, strategic transformation, and enterprise change management. It distinguishes you as a trusted transformation leader, equipped to strengthen governance, lead complex organizational change, enhance board effectiveness, and drive sustainable business performance across public, private, and non-profit organizations.

This program is developed by the **Chartered Institute of Professional Certifications**, and its content has been certified by the **CPD Certification Service** as conforming to Continuing Professional Development principles.

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We Thank You for Your Ongoing Support
of Our Programs

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