From Oversight to Foresight: Strategy in the Boardroom



About the Event

Our next discussion in the "Virtual Boardroom" series for 2026 will be From Oversight to Foresight: Strategy in the Boardroom. These engaging members-only discussions are an opportunity for our community to learn from experienced practicioners and meet virtually for networking and sharing knowledge on specific board themes.

Strategy is one of the most important, and at times, the most challenging and complex areas for a board to oversee effectively.

Boards need to challenge management's thinking, test whether the assumptions behind the strategy still hold and recognise when changes in the external environment may require a different direction. But how do experienced directors do this in practice, without crossing the line into management?

In this practical discussion, our panellists will draw on their own experience of serving on boards to explore:

- **What does 'good' strategic challenge look like?** We will explore how directors ask the difficult questions, challenge management constructively and add value without becoming involved in the running of the business.

- **How to test the assumptions behind a strategy?** What should boards be looking for when assessing management's strategic plans, and how can directors use scenarios, external perspectives and alternative viewpoints to challenge conventional thinking?

- **When does strategy need reframing?** What are the early signals that boards should watch out for to determine a change in direction, whether due to changes in technology, competition, geopolitics, regulation or the broader market?

- **How does the board stay close enough to execution?** Once a strategy has been agreed, what should directors monitor to understand whether it is delivering, and when should the board challenge management to adapt or rethink the strategy?

- **The role of AI in strategic foresight:** How can boards use AI to challenge assumptions, explore scenarios and anticipate strategic risks and opportunities without becoming over-reliant on the technology?

Our discussion will focus on real boardroom experiences, practical questions and lessons learned from our panellists' experiences of having served on and/or collaborated with boards.

Moderator:

Reema Desai, Co-Founder - Impact Boards EM

Our Speakers:

As the founder of Board Excellence, **Kieran Moynihan** has worked extensively with boards across Ireland, UK and internationally in a wide range of sectors and scale of organisations. He has over 25 years' experience serving on boards as a CEO, Executive Director, Non-Executive Director and Board Chair. He is currently the Board Chair of several internationally focused companies across various industry sectors.

Kieran is an internationally recognised thought leader in board dynamics, effectiveness, performance and corporate governance. He is a regular contributor to leading international board publications and has developed ground-breaking new approaches to optimising the "people equation of the board" and the partnership between executive and non-executive board members, enabling the board and executive team to excel as a high-performing team..

Kweku Awotwi is currently the Board Chairman of United Bank for Africa (Ghana) Ltd, the Africa Sustainable Energy Centre (ASEC), the Multimedia Group Ltd in Ghana, and the non-profit sports for development organisation, Playsoccer Ghana which he co founded in 1999. He has been the past Board Chairman of Stanbic Bank (Ghana) Ltd (2012-2018), and Ghana's Volta River Authority (2017-2021).

He was a Manager, Business Planning for the Primary Aluminum Unit of Kaiser Aluminum & Chemical Corporation in Oakland, California; Managing Director of New Business & Strategic Planning, Ashanti Goldfields Company Ltd, Accra, London; Chief Executive office of the Volta River Authority 2009-2013, and Executive Vice President of Tullow Oil plc. in London, England, which he left in 2020.

Kweku has an MBA from the Stanford Graduate School of Business, Stanford, California, and a B.S in Electrical Engineering, Economics and Political Science from Yale University in New Haven, Connecticut.

Vijay Sharma is the Chief Commercial Officer for the Deloitte Global Sustainability business, where he is responsible for activating the Deloitte network to help build and globalise services and technology that can help enable clients to become leaders in the complex and rapidly changing sustainability landscape.

Previously, Vijay led strategy and investments for Deloitte Global Ecosystems and Alliances and has served Deloitte US technology sector clients in a strategy capacity for more than a decade.

He has also led organisations that have used artificial intelligence to re-architect work, which helped redefine their presence in the marketplace. Vijay holds a Bachelor of Science from Drexel University and an MBA from the London Business School.