



Finnnet

Building a Better Tomorrow, Today



Effective Trusteeship, Strategic Thinking, Emotional Intelligence at Board Level & The Art of Execution

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VENUE – MACHAKOS

GOVERNANCE . TRAINING . EMPLOYEE BENEFITS . TECHNOLOGY

Prof. FRED OGOLA



- ❑ Prof. Fred Ogola is an Expert in Corporate Strategy, Political Strategy, Decision Making and Corporate Governance.
- ❑ He sits on renowned boards in Africa and transcontinental boards as a Director and Chair of Strategy and Finance Committees.
- ❑ He is currently the DVC Resource Mobilization, Innovation and Enterprise Development at Uzima University. With five undergraduate degrees and two masters, he additionally obtained his PhD from ESADE Business School and is a part-time Professor at the IESE Business School and the University of St. Gallen in Switzerland.
- ❑ Prof. Ogola has formulated and advised over 1,978 strategic plans and he is a World Bank IFC Certified Trainer of Trainers on corporate governance as well as winner of the coveted Emerald Publishing Group emerging markets case writing competition.

The Task of the Pension Fund -(Trustees)

1

Invest Productively

2

Administer Effectively

3

Advise Wisely

What Is EI at Board Level?

Beyond Compliance: The Strategic Power of Emotional Intelligence

- Understanding your own emotions and biases in decision-making
- Reading the emotional climate across the organization
- Managing conflict and power dynamics without escalation
- Influencing stakeholders through trust, not coercion
- Governing wisely, not just legally

Self-Awareness - Know Thyself

The Foundation of Effective Governance

- Recognizing when ego, politics, or fear drive your decisions
- Identifying personal triggers like criticism or media pressure
- Inviting challenge instead of silencing dissent
- Understanding that authority does not equal infallibility

Self-Regulation - Stay Steady

Emotional Control Equals Institutional Stability

- Remaining calm during crises and public scrutiny
- Avoiding reactive decisions driven by panic
- Separating oversight responsibility from micromanagement
- Creating space between impulse and action

Empathy - The Missing Piece

Understanding Impact Beyond the Boardroom

- Appreciating pressures faced by management, staff, and the public
- Considering social, cultural, and political realities
- Asking "How will this decision land on the ground?"
- Governing for people, not just spreadsheets

Social Awareness - Read the Room

Preventing Groupthink and Elite Capture

- Noticing who speaks, who stays silent, who dominates
- Managing board diversity productively across all dimensions
- Handling executive presence without intimidation
- Creating space for all voices at the table

Relationship Management - Unity Through Disagreement

The Best Boards Argue Well and Unite Fast

- Building trust with management while maintaining independence
- Managing disagreement respectfully and productively
- Ensuring succession conversations are humane, not humiliating
- Fostering loyalty through respect, not fear

Why EI Matters Now

Navigating Complexity in High-Stakes Environments

- High public scrutiny and intense political pressure
- Complex, competing stakeholder demands
- Crisis-prone economies and institutions
- Leading change without destabilization or backlash

Red Flags - Low EI in Action

Warning Signs of Board Dysfunction

- Defensive reactions to criticism or external feedback
- Dominant personalities overpowering deliberation
- Silencing dissent as "disloyalty" to the board
- Crisis decisions driven by image management
- High CEO turnover or chronically disengaged management

Building Board EI - Practical Steps

From Awareness to Action

- Conduct regular board self-evaluations beyond compliance
- Invest in chair training on facilitation and conflict management
- Ensure diverse composition with genuine inclusion
- Create space for reflection, not just reporting
- Provide coaching for chairs and committee leads

Thank You



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