

**MGA** | Manaf Gardner  
Associates



University of  
St Andrews | Business  
School



Exclusively MGA | Executive Education in Scotland

# WOMEN IN LEADERSHIP:

Influence, Agency and Impact Across Energy Transitions

30 August - 4 September 2026 • St Andrews, Scotland



## UNIVERSITY OF ST ANDREWS

- The University of St Andrews has been named Scottish University of the Year 2026

- The University of St Andrews is ranked 2nd in the UK in The Times and Sunday Times Good University Guide 2026

- Also ranked 2nd in the UK in The Guardian University Guide 2026

## Women in Leadership : Influence, Agency and Impact Across Energy Transitions

30 August - 4 September 2026

An International Residential Course in St Andrews, Scotland

Manaf Gardner Associates (MGA) has co-created this highly relevant and in demand programme in partnership with the Faculty Team at the University of St Andrews led by world-renowned professors in the field and bringing together expertise from Business and Finance with top researchers and authors specialising in international politics.

Women in Leadership – Influence, Agency and Impact Across Energy Transitions is an immersive, five-day, in-person executive education programme designed for women leaders operating in safety-critical, regulated and transition-intensive environments, particularly within the energy sector.

### ABOUT THE UNIVERSITY OF ST ANDREWS

Founded in the early 15th Century, St Andrews is the third oldest university in the English-speaking world. The University enjoys a rich tradition of social consciousness and a small collegiate community with a vibrant global outlook, and was ranked second in the UK in both The Times and Sunday Times Good University Guide 2026 and The Guardian University.

Executive Education at the University of St Andrews Business School is where tradition meets innovation with cutting-edge research and strong academic rigour and global perspective combine to inspire transformative thinking and leadership. This makes the University of St Andrews Business School vitally important as organisations face worldwide unprecedented challenges that require innovative thinking and decisive leadership.

Course programmes and teachers at St Andrews are built around the combination of both leading researchers and accomplished business and industry practitioners.

For more information, visit: [www.st-andrews.ac.uk/business-school/executive-education/](http://www.st-andrews.ac.uk/business-school/executive-education/)

### KEY BENEFITS OF THE PROGRAMME

- Research-led insight with real-world relevance – faculty-led sessions grounded in current research, translated into practical leadership tools for complex, regulated environments
- Highly applied, experiential learning – sector-relevant case studies, leadership simulations and skills workshops that mirror real decision-making pressures
- Peer-powered development – structured peer coaching and reflective practice that deepen self-awareness, sharpen judgement and build trusted leadership networks
- Immediate workplace impact – action learning anchored in live organisational challenges, enriched by guest speakers and alumnae perspectives, and converted into clear, time-bound action plans

## PROGRAMME AT A GLANCE

Sunday 30 August	Monday 31 August	Tuesday 1 September	Wednesday 2 September	Thursday 3 September	Friday 4 September
	<i>Keynote Lecture</i> <b>Personal Leadership &amp; Reflexive Practice</b>  <i>Panel Discussion</i> <b>Leading with self-awareness, values, leadership identity and strengths</b>	<i>Seminar</i> <b>Influence, Networks &amp; Sponsorship</b>  <i>Case Study</i> <b>Mobilising allies, sponsorship pathways and cross-cultural influence</b>	<i>Lecture</i> <b>Energy Transition Politics</b>  <i>Policy Simulation Exercise</i> <b>Energy trilemma, regional and global transition dynamics, scenario analysis</b>	<i>Seminar</i> <b>Collaboration, Conflict &amp; Courageous Conversations</b>  <i>Interactive Workshop</i> <b>High-stakes dialogue, psychological safety and conflict skills</b>	<i>Seminar</i> <b>Leading Change &amp; Futures Clinic</b>  <i>Expert Lecture</i> <b>Implementation planning and impact showcase</b>
	Lunch	Lunch	Lunch	Lunch	Lunch
Arrival of participants  Guided Tour of St Andrews. Followed by Welcome Drinks & Introductions at the University.	<i>Workshop</i> <b>Strategic Influence &amp; Stakeholder Leadership Stakeholder mapping, real-world trade-offs and influence planning</b>	<i>Interactive Workshop</i> <b>Future-Ready Leadership Leading data, AI and digital collaboration ethically and effectively</b>	<i>Educational Site Visit (Edinburgh)</i>	<i>Panel Discussion &amp; Fireside Chat</i> <b>Leadership in Times of Transformation Inclusive change, team dynamics and emotional intelligence</b>	<i>Interactive Workshop</i> <b>Entrepreneurial Opportunities in Geopolitical Transitions</b>  <i>Closing Session</i> <b>Participant Presentations, Reflection and Facilitated Discussion</b>
	Evening Break	Evening Break	Evening Break	Evening Break	Evening Break
Free Time	Welcome Dinner at Lower College Hall	Free Time	Free Time	Farewell Dinner Old Course Hotel	Free Time

## FEES AND FURTHER DETAILS

Ringgit Malaysia  
**50,000**  
 per participant

US Dollars  
**12,500**  
 per participant

### REGISTRATION & ENQUIRIES

Please contact Manaf Gardner Associates at:  
 Tel: +603-3001 0326 or  
 Email: [info@manafgardner.com](mailto:info@manafgardner.com)

To find out more about us and all that we do, please visit our website at:  
[www.manafgardner.com](http://www.manafgardner.com)



This programme has been submitted for HRD Corp approval and is currently undergoing the necessary review process.

*Note : All Information in this publication is correct at the time of printing but may be subject to change.*

## PROGRAMME SUMMARY

- Build strategic confidence and influence to lead effectively in complex, regulated and fast-changing energy transition environments
- Develop inclusive, future-ready leadership capability by integrating leadership practice with geopolitical, regulatory and sustainability awareness
- Translate insight into measurable impact through applied learning that moves participants from intent to execution in their own organisational contexts
- Strengthen long-term leadership resilience while delivering tangible outcomes for both individual leaders and their organisations

## LEARNING METHODOLOGY

The programme balances academic sessions with interactive workshops and rich cultural experiences, including tours of St Andrews' historic sites, networking opportunities, and a special session at St Andrews Links. Participants will engage with faculty experts across multiple disciplines, gaining both theoretical insights and practical frameworks for application. The programme culminates with strategic planning sessions to ensure executives can translate insights into actionable strategies for their organisations.

## NETWORKING & ACTIVITIES

Networking with other participants, faculty and guest speakers is an important feature of this programme. There will be many opportunities for this including a Welcome Reception and Closing Dinner with a guest speaker. There will also be a site visit to the world-famous St Andrews Links, which has one of the oldest golf courses in the world.

Upon completion of the Programme, participants will be part of the Executive Education Alumni of the University of St Andrews.



### Professor Anna Brattström



Anna holds the Chair of Entrepreneurship at the University of St Andrews Business School. Her research focuses on the people side of entrepreneurship: how to form entrepreneurial teams, effectively function in them, and work with others to turn ideas into outcomes. Anna's research has been published in leading academic journals, and she has experience working with executive education to turn research-based insights into actionable learning outcomes.

### Dr Anna Brown



Anna is a Senior Lecturer in Management at the University of St Andrews. An award-winning educator, she brings arts-based methods to the classroom to drive social change. Her research explores skill, identity, and belonging in creative work and higher education, with a focus on sustainable and inclusive futures. Dr Brown's public sector experience and leadership roles, including her position as Faculty Lead for Equality, Diversity and Inclusion, inform her approach to strategic change, and teaching pursue, strategic change for a more sustainable, inclusive and just future.

### Dr Sandra Romenska



Sandra is a Senior Lecturer in Leadership and Leadership Development at the University of St Andrews Business School in Scotland, UK. She also teaches Human Resource Management for the executive MBA programme of the American University in Bulgaria as a visiting academic. Dr Romenska has experience delivering leadership programmes to a wide range of national and international public and private organisations. She has been an invited speaker at many global forums, including the Project Management Institute Global Congress, the World Universities Forum at Davos, UNESCO and Fulbright. Dr Romenska has managerial experience in the non-government, public and charity sector after working with Save the Children-UK, and at various leadership posts in higher education institutions. She has an MA from the University of Warwick and a DPhil from the University of Oxford.

### Professor Carole Elliott



Carole is a Professor of Leadership Development with visiting professorships at Copenhagen Business School and Rennes School of Business. Her research, funded by prestigious institutions including the ESRC and The Leverhulme Trust, focuses on leadership learning and critical human resource development. She has co-edited several influential works, including "Gender, Media and Organization" (2016) and "Genderwashing in Leadership" (2024). Professor Elliott's contributions to the field have earned multiple accolades from the Academy of Human Resource Development, including the Outstanding HRD Scholar Award (2022). She currently co-Chairs the University Forum for Human Resource Development.

## Ruth Unsworth



Ruth is the Head of Mediation and Wellbeing and leads the University-wide Mediation Service. Interested in the intersections between wellbeing and conflict resolution, Ruth delivered key services and training to improve wellbeing and conflict resolution. Ruth contributes nationally to mediation, having sat on the Board of Trustees for Scottish Mediation and by delivering Masterclasses on mediation.

Ruth was Chair of the University Mental Health Taskforce, Co-Chair of the Equally Safe Group, a member of the Scottish Government Student Mental Health and Wellbeing Working Group, a member of the Universities Scotland Student Mental Health and Wellbeing Group and was on the Research Advisory Board of the Thriving Scottish Learners study. Ruth is a registered Mediator, an accredited Cognitive Behavioural Psychotherapist, and a Church of Scotland Minister. Before gaining PG qualifications in Cognitive Behavioural Psychotherapy and Mental Health, Ruth was awarded B.D. in Divinity and B.A., in Combined Arts (World Religions, Philosophy and Psychology).

## Professor Ruth Woodfield



Ruth Woodfield is a Professor of Equalities & Organisation in the Department of Management in the University of St Andrews Business School and Vice-Dean of Research & Impact within the School. She has decades of senior management experience within higher education, including being the University of St Andrew's first Assistant Vice-Principal (Diversity) between 2019-2021. Ruth is currently Co-Director of the Centre for Research into Equality, Diversity & Inclusion.

Ruth is a trained mediator and has worked with the Mediation Service at the University of St Andrews. Her teaching focuses on the relationship between organisational success and failure, specifically in relation to equality, diversity and inclusion and meeting the needs of all members of organisations. She has published widely in the area of inequality, specifically exploring how organisations can address differences in who participates, who progresses and who feels they belong.

## Dr Matteo Fumagalli



Matteo is a Senior Lecturer in the School of International Relations at the University of St Andrews. He is Director of the Institute of Middle East, Central Asia and the Caucasus Studies (MECACS) and Dean of Graduate Studies for the Scottish Graduate School of Social Science (SGSSS). His expertise spans geopolitics, energy security (hydrocarbons, renewables, nuclear), political and business risk, infrastructure mega-projects, and critical minerals. Matteo has designed and delivered executive education for senior civil servants, energy and infrastructure executives, armed forces, and private investors across multiple countries. His advisory and consulting experience includes work with the Italian Ministry of Foreign Affairs, the UK Ministry of Defence, and major European gas pipeline operators. He holds a PhD in Politics from the University of Edinburgh and has held visiting positions at the National University of Singapore, National Chengchi University (Taiwan), and Central European University.

## PROGRAMME VENUE

Classes will be held at the world-famous Old Course in St Andrews, the Old Course Hotel is a timeless Scottish retreat where luxury meets legend. Overlooking the iconic Swilcan Bridge and West Sands Beach, this five-star destination blends rich golfing heritage with contemporary elegance. Transportation will be provided for participants to and from the hotel to the accommodation venue provided for the Programme.



## ACCOMMODATION

Accommodation is included in the programme fee and will be provided from 30 August - 4 September 2026 based on single occupancy at SPACE, a new modern student living place located in the historic city of St Andrews and near to the University of St Andrews. Its location offers the convenience of being surrounded by restaurants, cultural venues, and green parks. All rooms have private modern bathrooms, a kitchenette, television and high speed wi-fi.

For more information: <https://thestudent.space/>





## WELCOME DINNER VENUE

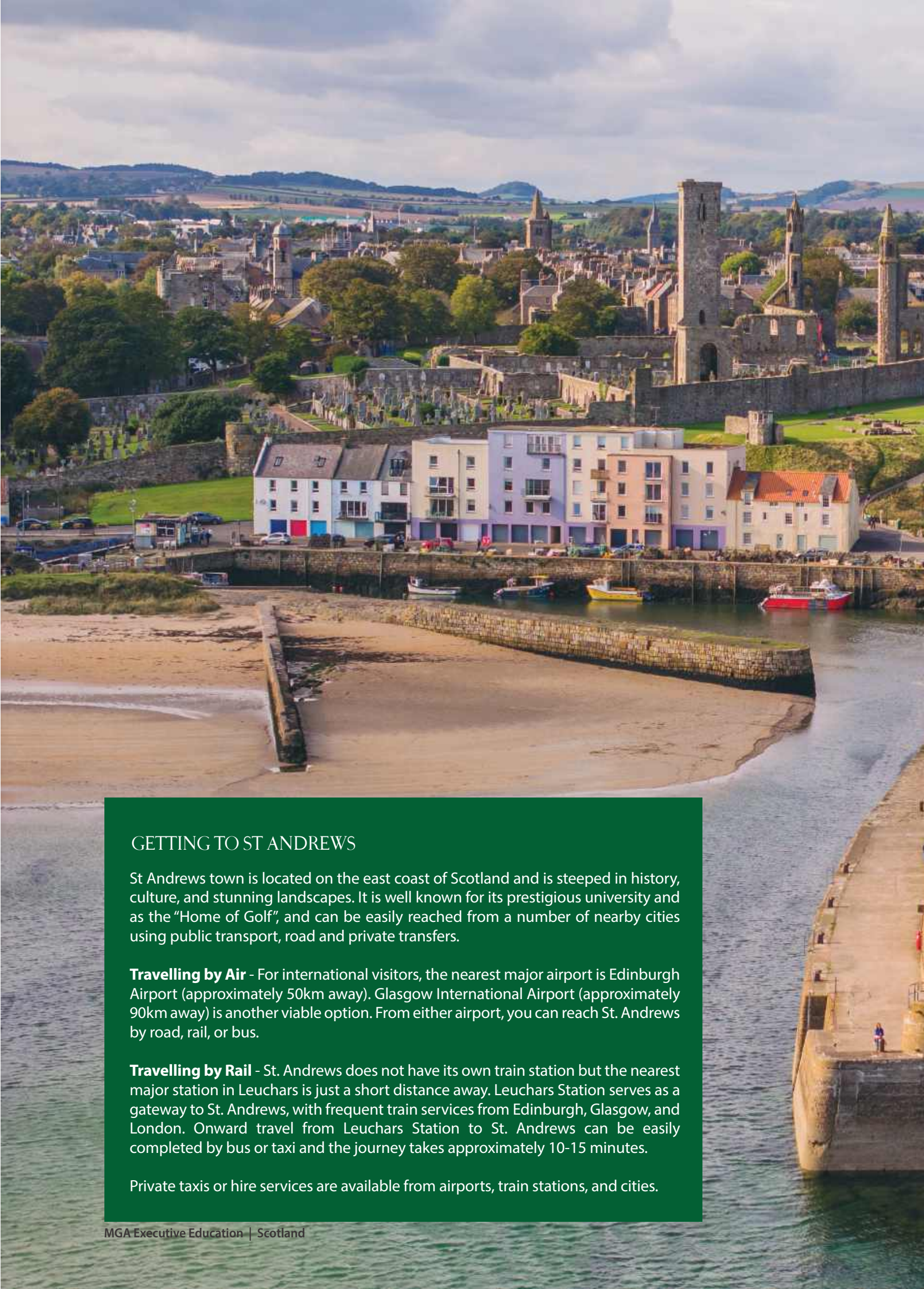
Lower College Hall is situated within St Salvator's Quad, often seen as the heart of the University of St Andrews. The Hall offers impressive grand interiors and is used for high profile events. This will be the venue of the Welcome Dinner for participants of the programme.



## FAREWELL DINNER VENUE



Overlooking the legendary Old Course in St Andrews, the five-star Old Course Hotel offers an unforgettable blend of luxury, heritage, and coastal beauty. With breathtaking views across the fairways and West Sands Beach, elegant accommodation, award-winning dining, and a world-class spa, it's the perfect retreat in the Home of Golf.



## GETTING TO ST ANDREWS

St Andrews town is located on the east coast of Scotland and is steeped in history, culture, and stunning landscapes. It is well known for its prestigious university and as the “Home of Golf”, and can be easily reached from a number of nearby cities using public transport, road and private transfers.

**Travelling by Air** - For international visitors, the nearest major airport is Edinburgh Airport (approximately 50km away). Glasgow International Airport (approximately 90km away) is another viable option. From either airport, you can reach St. Andrews by road, rail, or bus.

**Travelling by Rail** - St. Andrews does not have its own train station but the nearest major station in Leuchars is just a short distance away. Leuchars Station serves as a gateway to St. Andrews, with frequent train services from Edinburgh, Glasgow, and London. Onward travel from Leuchars Station to St. Andrews can be easily completed by bus or taxi and the journey takes approximately 10-15 minutes.

Private taxis or hire services are available from airports, train stations, and cities.



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## ABOUT MANAF GARDNER ASSOCIATES

Manaf Gardner Associates (MGA) is a premier consulting firm specialising in Human Capital and Executive Education. Established in 2025 by Datuk (Dr) Nora Manaf and Professor Dr Colyn Gardner, MGA brings unparalleled expertise to the evolving landscape of talent management and professional development.

Our founders bring with them extensive industry experience and their combined leadership ensures MGA remains at the forefront of executive education and human capital strategy. Most recently, Datuk Nora served as the Chief Human Capital Officer of Maybank, Malaysia's largest financial institution, for 16 years, while Professor Colyn led the Asian Banking School for nearly a decade, transforming it into ASEAN's largest provider of specialised banking training programmes.

At MGA, we empower organisations to mitigate risks and capitalise on growth opportunities through knowledge enhancement and strategic innovation. By offering a cohesive and comprehensive approach to talent management, we provide expert solutions through our Human Capital Advisory Services and leading-edge Learning and Development Programmes that include our exclusive Executive Education programmes with some of the best business schools in the world.

With a commitment to excellence, MGA aims to equip businesses across all industries from Malaysia and the ASEAN region with tailored strategies that drive long-term success and organisational resilience.

**Manaf Gardner Associates Sdn. Bhd.**  
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