



PROSPECTUS

Oxford Executive Leadership Programme

Leading Through Change

Strategy. Technology. Influence. Judgement.

OXFORD
AUGUST 2027





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The decisions that matter rarely *arrive with instructions.*

Senior leaders rarely make decisions with complete information, unlimited time or universal support. They balance commercial priorities, political realities, people, technology and risk, often while the consequences are still unclear.

The Oxford Executive Leadership Programme is built around those conditions.

Over one intensive week, leaders from business, government and public life examine difficult problems with Oxford and Cambridge academics, experienced practitioners and one another. The emphasis is not on learning leadership theory, but on improving judgement through decisions, simulations, negotiation and challenge.

One week. Oxford. Real decisions. Exceptional perspectives.



The programme at a glance

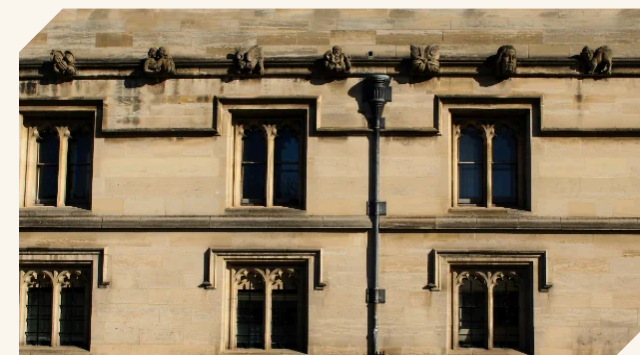
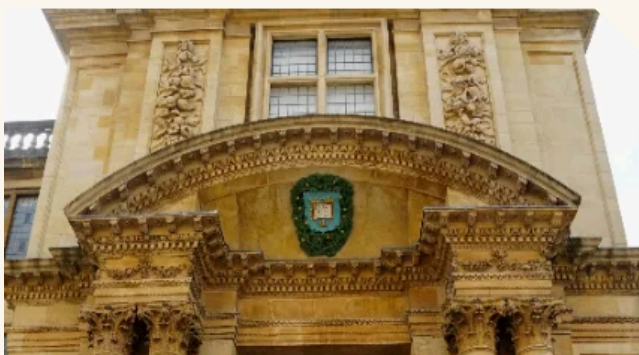
AUGUST 2027

THE ESSENTIALS

THEME	Leading Through Change	The forces reshaping senior decisions
DURATION	Seven days	Sunday arrival to Saturday departure
LOCATION	Queen's College, Oxford	Residential, in college
AUDIENCE	Established and emerging leaders	Business, government, public institutions and professional services
FORMAT	Six teaching formats	Briefings, labs, simulations, negotiations, roundtables and Oxford experiences
FEE	£4,950 + VAT	Accommodation and core programme experience included

WHAT THE FEE INCLUDES

- ✓ Oxford accommodation, in college
- ✓ All programme teaching and faculty
- ✓ Simulation and programme materials
- ✓ Selected meals and receptions
- ✓ Formal closing dinner
- ✓ Oxford programme experiences
- ✓ Executive networking throughout
- ✓ Membership of the OGE Executive Network



Leading Through Change

the five areas the programme covers.

The environment in which leaders operate is being reshaped simultaneously by technology, geopolitics, changing public expectations and a closer relationship between business and government.

These forces do not arrive separately. A technology decision can become a workforce issue. A commercial expansion can become a regulatory question. A geopolitical event can change an investment case overnight.

Leading Through Change examines leadership where these pressures meet.

	AREA	WHAT IT EXAMINES	TAUGHT
I	Strategy & Executive Judgement	Making consequential choices when resources and information are limited.	MONDAY
II	AI, Technology & Transformation	Understanding what emerging technology actually changes inside organisations.	TUESDAY
III	Power, Influence & Negotiation	Moving institutions and people when formal authority is not enough.	WEDNESDAY
IV	Growth, Finance & Performance	Turning ambition into measurable organisational performance.	THURSDAY
V	Government, Geopolitics & Institutional Leadership	Operating effectively when politics, regulation, uncertainty and public scrutiny enter the room.	FRIDAY

Designed around decisions, not lectures.

Ideas matter when they improve judgement. Each part of the programme combines expert insight with situations in which participants must decide, negotiate, prioritise and defend their reasoning.

01

Executive Briefings

Focused sessions that frame a difficult question or emerging issue.



02

Decision Labs

Participants apply ideas immediately to strategic, financial and organisational choices.



03

Simulations

Evolving scenarios where new information and competing interests change the problem.



04

Leadership Conversations

Candid discussions with people who have led organisations, institutions and public bodies.



05

Executive Roundtables

Small-group exchanges on difficult contemporary questions.



06

Oxford Experiences

Informal settings in which relationships and conversation continue beyond formal sessions.



A programme shaped by the people inside it.

The quality of an executive programme depends partly on who is in the room.

Participants are drawn from business, government, entrepreneurship, public institutions and the professions. Selection considers not only seniority, but also the responsibility a person carries, the perspective they bring and their ability to contribute meaningfully to the cohort.



WHO SITS IN THE ROOM

Eight backgrounds, one cohort, deliberately mixed.

Business

Chief executives, directors and divisional leaders

Government

Ministers, senior officials and regulators

Technology

Founders, product and engineering leadership

Finance

Investors, bankers and capital allocators

Entrepreneurship

Owners building at pace and at risk

Professional Services

Partners advising at board level

International Organisations

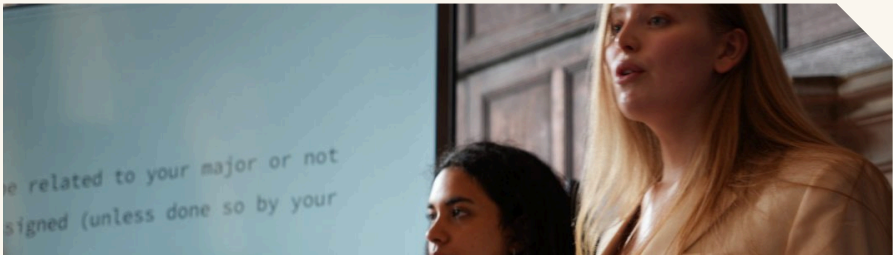
Multilateral and diplomatic leadership

Public Institutions

Health, education, justice and infrastructure

The mix is deliberate. Many of the most consequential problems now sit between sectors rather than neatly within them.

Strategy is not choosing between a good option and a bad one. It is choosing between competing priorities, each with a credible case behind it. This area focuses on the decisions senior leaders are actually paid to make: where to invest, what to stop, when to act and what level of uncertainty is acceptable.



FOUR EXERCISES, PLACED BY WHAT MAKES THEM DIFFICULT

Placed by how much is genuinely known when the call is made, and how much of the organisation rides on it

ORGANISATION-DEFINING → CONTAINED

01
The £100 Million Question

Capital allocation between competing investment priorities, where the numbers are known and the judgement is not.

02
Entering a New Market

Commercial opportunity weighed against political, regulatory and organisational risk that cannot be fully priced.

03
What Should We Stop Doing?

Strategic focus in practice: choosing what to end when everything currently has an internal advocate.

04
Decision-Making Under Uncertainty

Separating signal from noise, and recognising the point at which waiting has become the riskier option.

EVIDENCE IS CLEAR

EVIDENCE IS THIN

Leaders do not need to understand every technical detail of AI. They do need to know where it changes cost, capability, decision-making and competitive advantage. This area moves beyond AI commentary to the organisational choices leaders now face: what to automate, where human judgement remains critical, what capabilities to build and how to lead the transition.

WHAT THIS AREA COVERS

01 What AI Changes and What It Doesn't

Where AI is creating genuine value, and where the rhetoric runs ahead of reality.

02 The AI-Enabled Organisation

How work changes when automation and human judgement are redesigned together.

03 Build, Buy or Partner?

Technology decisions when capability, cost and speed pull in different directions.

04 Leading Technological Change

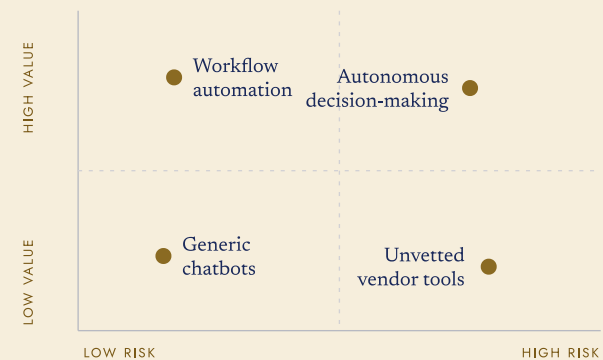
Managing resistance, workforce transition and organisational redesign.

SIGNATURE PRACTICAL EXERCISE

AI Transformation Lab

Participants inherit an organisation under pressure to improve performance through AI. They must identify where technology creates value, where automation introduces unacceptable risk, and how implementation should actually take place.

THE JUDGEMENT THEY MUST MAKE



Power, Influence & Negotiation

Senior leaders rarely achieve outcomes through formal authority alone.

Boards, regulators, political actors, investors, employees and external stakeholders all have interests of their own. This area examines how leaders understand those interests, build coalitions, negotiate effectively and move decisions forward without relying simply on hierarchy.



SEVEN CAPABILITIES, ONE SPECTRUM

Each is taught with a live counterparty in the room.



RELIES ON POSITION

RELIES ON PERSUASION

FEATURE EXERCISE

The Oxford Negotiation

Participants enter a live multi-party negotiation in which each side has different information, constraints and objectives.

Success depends not only on reaching agreement, but on recognising leverage, building trust and understanding what the other side actually values.

From strategy to performance.

WHAT THIS AREA COVERS

01 Reading an Organisation Through Its Numbers

Using financial information to find the problem, not to learn accounting.

02 Growth Decisions

Pricing, market expansion, partnerships and where investment actually goes.

03 The Brilliant but Destructive Executive

A people case where performance, culture and judgement are in direct conflict.

04 Building Organisations That Execute

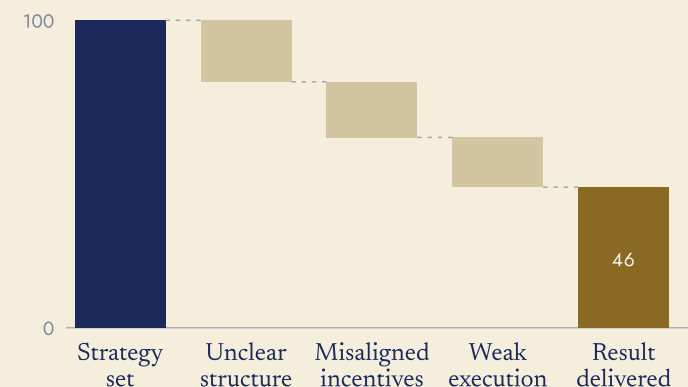
Structure, accountability and incentives — the gap between strategy and delivery.



Leadership eventually appears in results. This area examines the point where strategy meets numbers, people and execution: how leaders recognise what is really driving performance, where value is being lost and which decisions will materially change the trajectory of an organisation.

WHERE PERFORMANCE IS LOST

Good strategy still fails when organisations cannot execute it.



Illustrative. The exercises in this area work backwards from the delivered result to find where it went.

Where business, government and power meet.

Regulation, political priorities, public expectations and geopolitical competition increasingly shape decisions that once appeared purely commercial. This area examines how leaders operate where business and government intersect: how institutions make decisions, how public policy moves from intention to delivery, and how organisations respond when political or regulatory conditions change.

I

The Geopolitical Operating Environment

How political and economic shifts affect markets, investment, technology and organisational risk.

II

Navigating Government

Understanding ministries, regulators, political incentives and the realities of public decision-making.

III

From Policy to Delivery

Why sensible reforms fail, and how institutions build the capacity to execute them.

IV

Public-Private Leadership

Working across the boundary between commercial objectives and national priorities.



WHY IT MATTERS

Commercial judgement increasingly requires political judgement too.

The Oxford Executive Simulation

One organisation. One leadership team. A week of changing circumstances.

New information arrives. Political pressure grows.
Technology changes the competitive position. Internal problems become public. Decisions made earlier begin to have consequences.

Throughout the week, participants take responsibility for a strategically important organisation operating across business, government and public interest.

They begin with an executive data room containing financial performance, organisational information, stakeholder interests, media coverage and confidential correspondence.

Then the circumstances start to change.

EXHIBIT 01



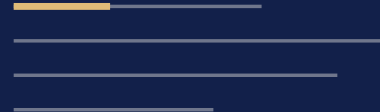
Financial performance

EXHIBIT 02



Stakeholder map

EXHIBIT 03



Media coverage

EXHIBIT 04



Internal correspondence

MONDAY

Diagnose

What is actually wrong?

TUESDAY

Transform

Technology disrupts the organisation.

WEDNESDAY

Negotiate

Government and external stakeholders intervene.

THURSDAY

Decide

Capital, people and organisational choices become unavoidable.

FRIDAY

Respond

A crisis changes the rules.

By Friday, teams must defend not only what they decided, but why.

The Crisis Room

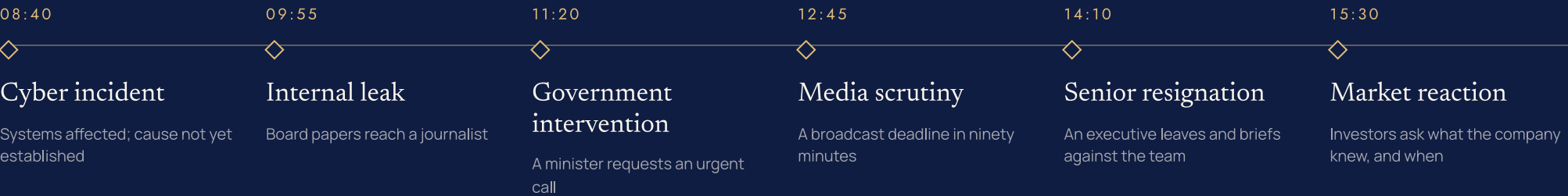
The final phase of the Executive Simulation removes the comfort of a stable plan. Information arrives gradually and is sometimes incomplete. Stakeholders demand answers before all the facts are known.

Decisions must be made while the situation continues to evolve. Participants must determine what matters, what can wait, what needs escalation and what should be communicated immediately.



A SINGLE DAY, AS IT REACHES THE TEAM

Six developments are released across the day. None arrives complete, and none waits for the others.



THE CLOSING TEST

The Final Board

Teams present their decisions to a panel and face direct questioning on strategy, financial logic, stakeholder judgement and leadership under pressure.

Bring a real problem to Oxford.

Each participant arrives with one genuine professional challenge.

It may concern growth, market entry, organisational structure, technology, institutional reform, people or another decision that matters to their organisation.

Across the week, that challenge is tested through faculty discussion and peer challenge, helping participants separate assumptions from evidence and identify what should happen next.



HOW IT PROGRESSES THROUGH THE WEEK

1 · BEFORE ARRIVAL

You define the problem

One real decision from your own organisation, submitted in advance.

2 · MIDWEEK

Faculty challenge it

Your framing is tested against the week's material, in session and one to one.

3 · THURSDAY

Peers pressure-test it

A small group of leaders from other sectors argues with your assumptions.

4 · ON LEAVING

You leave with a plan

A 90-Day Executive Action Plan written for your organisation, not for a file.

The objective is simple: return to work with clearer judgement and a credible 90-day course of action.

What you take back to your organisation.

The value of the programme should be visible after Oxford.

Participants return to their organisations with practical frameworks, tested decisions and a clearer view of the problems they are responsible for solving.

01 Sharper executive judgement

Greater confidence making decisions where information is incomplete and trade-offs are real.

02 A practical approach to AI and transformation

A clearer understanding of where technology creates value and how organisational change should be led.

03 Stronger stakeholder and negotiation capability

Tools for navigating boards, regulators, government, colleagues and competing interests.

04 Better financial and organisational diagnosis

Greater ability to identify what is driving performance and where execution is breaking down.

05 A 90-Day Executive Action Plan

A concrete next-step plan built around a live professional challenge.

06 A high-calibre cross-sector network

Relationships with leaders from business, government and public life that continue beyond the programme.

FOR SPONSORING ORGANISATIONS

The programme is designed to translate quickly from insight into action.

Participants return with sharper decision-making frameworks, a tested 90-day action plan and a stronger understanding of how technology, government, finance and organisational dynamics affect their work.

01 Better decisions

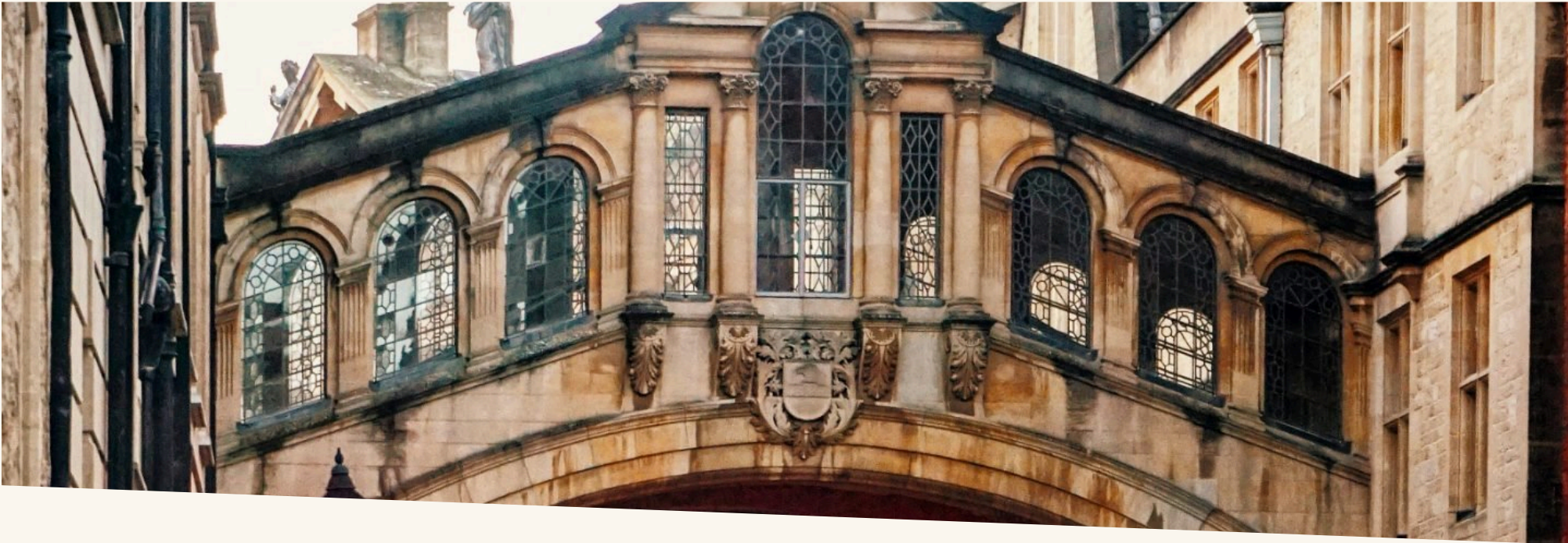
02 More effective change leadership

03 Immediate application to a live organisational problem

The week in Oxford

SEVEN DAYS · ONE COHERENT EXPERIENCE

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
The Room Arrival, welcome reception and opening dinner.	Strategy & Judgement Executive decisions, capital allocation and the Simulation begins.	AI & Transformation AI, organisational redesign and the Transformation Lab.	Power & Influence Negotiation, stakeholder strategy and the Oxford Debate.	Performance & People Finance, growth, organisational performance and difficult leadership decisions.	Leadership Under Pressure Crisis Room, Final Board, Leadership Forum and Closing Gala.	What Happens Next Final reflections, alumni network and departures.



Oxford is part of the experience.

BEYOND THE PROGRAMME ROOM

A week in Oxford should not feel confined to a programme room. Dinners, debate, conversation and time across the city create a different setting in which professional relationships can develop naturally.



SUNDAY

Welcome Reception

The cohort meets before the programme formally begins.



THROUGHOUT

Executive Tables

Small-group dinners with participants and invited guests.



WEDNESDAY

Oxford Debate

A contemporary question argued in Oxford's debating tradition.



THURSDAY

Oxford by River

A quieter afternoon for conversation away from the programme room.



The Closing Gala Dinner

The week closes with a formal dinner in one of Oxford's historic college settings.

Programme participants are joined by faculty and invited guests for the final evening of the Oxford Executive Leadership Programme.

The emphasis is deliberately simple: good conversation, new relationships and time to reflect on a demanding week.

SETTING

An Oxford college hall

DRESS

Black tie

INCLUDED

In the programme fee

Learn from people who have made the decisions.

LEADERSHIP CONVERSATIONS

Participants meet academics, practitioners and public figures whose experience extends well beyond the classroom. These sessions are designed as conversations rather than ceremonial speeches: candid discussions about judgement, mistakes, trade-offs and the realities behind senior leadership.

OXFORD & CAMBRIDGE ACADEMICS

CHIEF EXECUTIVES

SENIOR GOVERNMENT

DIPLOMATS

INVESTORS

TECHNOLOGISTS

POLICYMAKERS

INSTITUTIONAL LEADERS

WHO HAS SPOKEN BEFORE

The 2027 line-up is confirmed and shared with participants ahead of the programme.



Salomé Zourabichvili

Former President of Georgia



Albin Kurti

Prime Minister of Kosovo



Sir Robert Buckland

Former UK Justice Secretary;
barrister



Dr Dritan Abazović

Former Prime Minister of
Montenegro



Roger Frosh

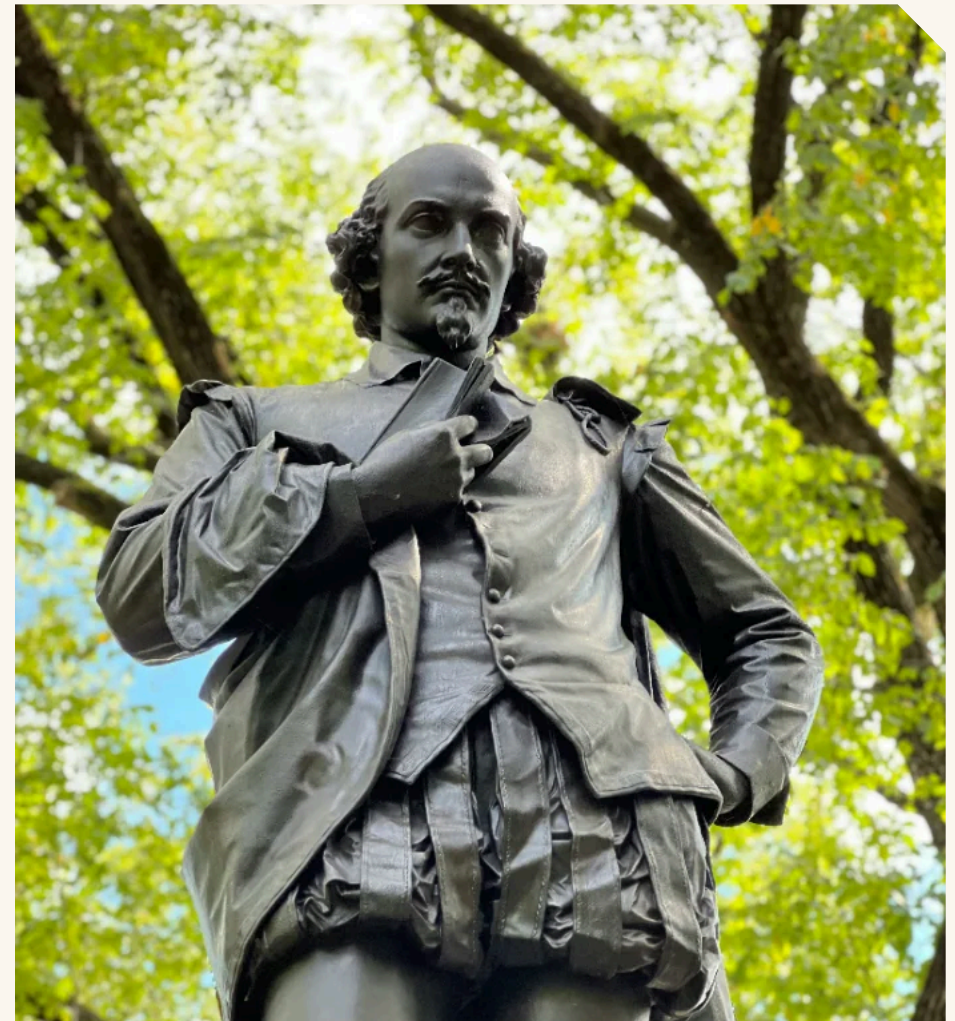
Oxford incubator lead; venture
specialist

Rigour that survives contact with reality.

Oxford and Cambridge have long been places where difficult questions are taken seriously.

The programme draws on academics and experts from these communities not to recreate university study, but to bring rigorous thinking into practical leadership decisions.

Economists help participants interpret markets and incentives. Technologists examine what emerging systems can actually do. Experts in politics and institutions unpack power, regulation and government. Practitioners then test whether the ideas survive real organisational constraints.



Insight —————> Application —————> Decision

Oxford Global Leadership Forum

The programme culminates by opening the room wider.

On the final afternoon, the cohort is joined by invited figures from Oxford Global Education's wider network for a series of discussions on leadership, technology, business and public life.

The Forum deliberately widens the room: giving participants the opportunity to exchange ideas with people beyond the programme cohort before the Closing Gala.



01

Conversations

02

Roundtables

03

Reception

04

Closing gala

The programme ends. The network does not.

Participants join the Oxford Global Education Executive Network, connecting them with the cohort they worked alongside in Oxford and with future OGE executive activity.

01 Private alumni briefings

Closed sessions on what has changed since Oxford.

02 Invitations to selected OGE events

Forums, dinners and programmes through the year.

03 Introductions across the network

Introductions across sectors, cohorts and geographies.

04 Access to faculty and contributors

Through future sessions, briefings and events.

05 Opportunities to return as a contributor

As a speaker, mentor or contributor to future programmes.



THE YEAR AFTER

Oxford is where the cohort meets. The network is where it keeps working.

Programme information

PRACTICAL

DATES

August 2027

Seven days, Sunday arrival to Saturday departure

LOCATION

Queen's College,
Oxford

Residential, in college

FORMAT

Six formats

Briefings, labs, simulations,
negotiations, roundtables and Oxford
experiences

FEE

£4,950

+ VAT. Accommodation and core
programme experience included

WHAT THE FEE INCLUDES

Programme tuition

Faculty and guest contributors

Simulation and programme materials

Oxford accommodation, in college

Selected meals throughout the week

Welcome reception

Oxford programme experiences

Closing gala dinner

Membership of the OGE Executive Network

WHO SHOULD APPLY

Established and emerging leaders in business, government, entrepreneurship, public institutions and the professions who carry meaningful responsibility.

The week is built for people who want to strengthen how they make decisions, lead change and operate across complex organisations.



THREE STEPS

01 Apply

Submit professional details, current role and a short statement on why the programme is relevant to your work.

02 Review

Applications are considered in the context of professional responsibility, experience and contribution to the wider cohort.

03 Offer

Successful applicants receive a formal offer and instructions for confirming their place.

Places are offered selectively to protect the quality and professional diversity of the programme.

Oxford Global Education is accredited by ASIC, a UK-government approved quality assurance body that reviews academic quality, processes and student welfare.

APPLICATIONS

Applications for August 2027 close in February 2027.

VISA INFORMATION

Executives travelling to the UK for the programme should apply for a Standard Visitor Visa (Business Route).

- 01 Check whether you need a visa at gov.uk/check-uk-visa
- 02 Apply online for a Business Visitor Visa
- 03 Bring your confirmation letter from Oxford Global Education to your appointment

ENQUIRIES

www.oxfordglobaleducation.com
+44 7948 754195

Oxford Global Education is a company registered in England. We partner and contract with the University of Oxford for the use of its facilities and work exclusively with tutors, professors and academics from Oxford and Cambridge, but we do not operate under the aegis of the University of Oxford.

Faculty & Contributors

OXFORD & CAMBRIDGE

Faculty are selected for their relevance to executive decision-making. Further contributors are confirmed ahead of the programme.

OXFORD AND CAMBRIDGE ACADEMICS AND PRACTITIONERS



Professor Alexander Bird

HUMAN NATURE · UNIVERSITY OF CAMBRIDGE

Professor of Philosophy at Cambridge. Works on scientific reasoning, evidence and how judgement is formed under uncertainty.



Dr Oğuz Karasu

SPACE ECONOMY · UNIVERSITY OF OXFORD

Researches high-growth industries, technology and the emerging space economy, with a focus on how new markets develop and scale.



Dr Kate Roll

INNOVATION · UNIVERSITY OF OXFORD

Formerly Senior Research Fellow at the Saïd Business School; teaches politics, management and inclusive innovation.



Dr Kubilay Ahmet Küçük

ARTIFICIAL INTELLIGENCE · UNIVERSITY OF OXFORD

Post-Doctoral Researcher in Computer Science at Oxford; works on trusted computing and the practical limits of AI systems.



Lucy Wayman

ASKING BETTER QUESTIONS · CAMBRIDGE

Founder of Constellation Group. Works with executives on the questions that shape a decision before any answer is reached.



Junaid Aziz

DESIGN THINKING · STANFORD UNIVERSITY

Teaches Life Design at Stanford; brings design method to problems where the brief itself is still unsettled.



Professor Marc Ventresca

STRATEGY · UNIVERSITY OF OXFORD

Professor of Strategic Management at the Saïd Business School. Works on innovation strategy and how new markets take shape.

And many more...

CONFIRMED AHEAD OF THE PROGRAMME



AUGUST 2027
OXFORD, UNITED KINGDOM

Oxford Executive Leadership Programme

Leading Through Change

For leaders responsible for what happens next.

WWW.OXFORDGLOBALEDUCATION.COM

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