



Finance, made consequential

Keynotes, panels and facilitated sessions on governance, strategic finance and why institutions succeed or fail. Built on South African evidence and a published framework.

KEYNOTE • PANEL • WORKSHOP • MASTERCLASS • IN PERSON, ONLINE OR HYBRID

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Founder, Pragmatic Thinking

Author, The Bottom Line. Foreword by Francois Pienaar

Exclusive Books Recommended List, March 2026

SABC Morning Live, CapeTalk, News24, Business Day, Auditing SA

Who is speaking

Fifteen years in finance, most of it in regulated insurance and financial services. Chief financial officer and executive director of a specialist insurer, where he led financial strategy across a portfolio of over R9 billion. Head of finance and investment at an African sovereign risk platform that insures African Union member states against climate disaster.

He now runs Pragmatic Thinking, an advisory practice for boards and finance teams, and chairs four board committees across two licensed insurers. Board packs prepared and defended as an executive, and received and challenged as a non-executive. That is what the sessions draw on.

CURRENT BOARD ROLES

- LEZA. Independent non-executive director. Chairman, audit committee. Chairman, risk and compliance committee
- LegalWise Botswana. Independent non-executive director. Chairman, audit, risk and related party committee. Chairman, investment and ALM committee
- MAD Leadership Foundation. Independent non-executive director
- SmartStart. Independent member, finance, audit and risk committee

RECOGNITION

- SAICA Top 35 Under 35 finalist, 2021
- CFO Awards nominee, 2022

Where he has spoken

CFO South Africa ♦ Finance Indaba ♦ ASSA Convention ♦ UNEP FI ♦ Global Takaful Conference ♦ African Insurance Exchange (IISA) ♦ Insurance Council of Zimbabwe

WHAT AUDIENCES GET

No technical accounting language. The room argues from the same evidence, whether they came from finance or not. Sessions close on something specific enough to act on, not a summary slide.

FEES AND FORMAT

Duration and framing adapt to the programme. Fees are scoped per engagement, not priced off a standard package. A first conversation costs nothing.

THE FRAMEWORK

The five CFO Levers™



1. Plug the leaks	Are we getting value for what we spend?
2. Broaden the tax base in a fair way	Is our revenue broad and fairly earned?
3. Restore credibility	Are our numbers believed?
4. Strengthen cash discipline	Does money move when it should?
5. Invest for growth	Are we investing beyond this year?
Integrity	<i>Would this decision survive being published?</i>

Signature talks

Governance that works

Clarity, discipline and accountability.

- Governance against compliance, and why the difference decides outcomes
- Decision frameworks that hold under pressure
- How boards and executives align on priorities
- Accountability and leadership integrity
- Lessons from failures and turnarounds

Boards, non-executive directors, audit and risk committees, governance professionals

Strategic finance for non-finance leaders

The numbers that matter, and how to use them.

- Why most financial reports overwhelm rather than inform
- The three numbers every leader must know
- Turning financial insight into strategic action
- Building a culture of financial discipline
- A decision framework leaders can apply immediately

Senior leaders, business unit heads, SMEs, nonprofits, professional services firms

Strategy that delivers

Focus, priorities and execution.

- Why overplanning kills execution
- The discipline of choosing fewer priorities
- How leaders cut through noise and build clarity
- Turning strategy into habits
- Executing consistently in complex environments

Executive teams, strategy offsites, EXCOs, management teams

South Africa Inc. and the budget

A CFO's read on the fiscal position.

- What the budget means for businesses and households
- Revenue pressure and spending constraint
- The economic risks leaders should plan for
- Growth levers and structural factors that matter
- Building resilient strategy in a volatile environment

Executives, finance teams, policy forums, business associations, industry conferences

FOR THE INSURANCE INDUSTRY

Built for somewhere else

Why insurance in Africa does not reach most of the continent, and what closing the gap actually requires.

- Four assumptions the inherited product makes, and why all four are wrong here
- Respond, settle, rebuild: why the failures live between the layers
- The uninsured majority as a market, not a social problem
- Prevention as the next competitive axis, and the one a foreign reinsurer cannot do remotely

Insurers, reinsurers, industry councils, regulators, actuarial and underwriting teams. Delivered at the African Insurance Exchange 2026 and to the Insurance Council of Zimbabwe 2026

THE CFO LEVERS™ MASTERCLASS

Why institutions succeed or fail

Not a talk with questions at the end. A short framing, a structured exercise participants run on their own organisation, then a facilitated discussion of what they found. The expertise in the room sharpens the thinking rather than settling it.

HOW IT RUNS

- Framing, then the five levers, illustrated through SARS, SAA, City Power and the National Development Plan
- Participants score their own organisation on a scorecard
- Facilitated discussion of where ratings clustered and where they split

WHAT THEY LEAVE WITH

- A completed scorecard, not a set of notes
- One named move for the next ninety days
- Chapter mapping into the book, so it can sit inside a module

120 OR 90 MINUTES ♦ IN PERSON, ONLINE OR HYBRID ♦ ANY COHORT SIZE ♦ NO FINANCE BACKGROUND NEEDED

To discuss a session

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