

## DIRECTING ORGANISATIONS

### WHO SHOULD ATTEND

Directors and aspiring executive and non-executive directors, whether domestic or foreign-owned, or with foreign subsidiaries or joint ventures.

<u>The Effective Board</u>	<u>The CEO &amp; the Chairman</u>	<u>Non-Executive &amp; Supervisory Board Directors</u>
<p style="text-align: center;"><b>A practical workshop on how to make an effective contribution to the work of a board</b></p> <p><b>COURSE OBJECTIVES</b></p> <p>Participation in this course will provide you with:</p> <ul style="list-style-type: none"> <li>• Knowledge of how boards are structured and evolve</li> <li>• A clear understanding of roles and relationships at the board and their part in it</li> <li>• A clear understanding of the work of the board and what and how to contribute to it</li> <li>• The basis of a review of the processes of the board and its effectiveness</li> </ul> <p><b>COURSE CONTENT</b></p> <ul style="list-style-type: none"> <li>• The evolving board               <ul style="list-style-type: none"> <li>○ Board composition and structure</li> <li>○ The evolution of the board</li> <li>○ Foreign boards</li> <li>○ Alternative boards</li> <li>○ Future boards</li> </ul> </li> <li>• Board roles and relationships               <ul style="list-style-type: none"> <li>○ Chairman and managing director, finance director</li> <li>○ Executive and non-executive directors</li> <li>○ Advisors</li> <li>○ Search, appointment and removal of directors</li> </ul> </li> <li>• The work of the board               <ul style="list-style-type: none"> <li>○ Strategic thinking and setting policy</li> <li>○ Accountability and management oversight</li> <li>○ Decision making and dilemmas at the board</li> </ul> </li> <li>• Creating an effective board               <ul style="list-style-type: none"> <li>○ Process, procedure and rhythm at the board</li> <li>○ Managing politics and building the team</li> <li>○ Board appraisal and review</li> </ul> </li> <li>• Integrative case study</li> </ul>	<p style="text-align: center;"><b>A practical workshop on the role and tasks of the managing director and CEO</b></p> <p><b>COURSE OBJECTIVES</b></p> <p>Participation in this course will provide you with:</p> <ul style="list-style-type: none"> <li>• Knowledge of the legal basis for the appointment of the CEO and Chairman, including the limits of authority and the consequences of exceeding them under different countries' jurisdictions</li> <li>• A clear understanding of the role and tasks of the CEO and the Chairman</li> <li>• A clear understanding of the CEO's and the Chairman's relationships around the board room table</li> <li>• A clear understanding of the basis of planning the strategy</li> <li>• An understanding of the leadership responsibilities of the CEO and the Chairman</li> <li>• The basis of a review of professional competence and personal development as a director</li> </ul> <p><b>COURSE CONTENT</b></p> <ul style="list-style-type: none"> <li>• The managing director's authority               <ul style="list-style-type: none"> <li>○ The legal basis of the MD's or CEO's duties and responsibilities in different countries</li> <li>○ The extent of the authority to act and the consequences of exceeding this authority</li> <li>○ Corporate governance and accountability</li> <li>○ Variety in the role of the managing director or CEO</li> </ul> </li> <li>• The CEO or the Chairman and the board               <ul style="list-style-type: none"> <li>○ Board roles and relationships</li> <li>○ Main boards, subsidiary boards, two tier boards, owner managed boards</li> <li>○ Boards in the public and social enterprise sectors</li> <li>○ Finding, appointing and removing managing directors</li> </ul> </li> <li>• Developing the plan               <ul style="list-style-type: none"> <li>○ The basis of strategy</li> <li>○ Decision making and the evaluation of risk</li> <li>○ Innovation and creativity</li> </ul> </li> <li>• Delivering results               <ul style="list-style-type: none"> <li>○ Leading the management team</li> <li>○ Managing change</li> </ul> </li> <li>• Personal competencies               <ul style="list-style-type: none"> <li>○ Prioritising time</li> <li>○ Exercising power and playing the political game</li> <li>○ Self evaluation and the personal development plan</li> </ul> </li> <li>• Integrative case study</li> </ul>	<p style="text-align: center;"><b>A practical workshop on the role and tasks of the non-executive director</b></p> <p><b>COURSE OBJECTIVES</b></p> <p>Participation in this course will provide you with:</p> <ul style="list-style-type: none"> <li>• Knowledge of the duties and liabilities of the non-executive director</li> <li>• A clear understanding of the role and tasks of the non-executive director</li> <li>• A clear understanding of the non-executive director's relationships around the boardroom table</li> <li>• A clear understanding of the work of the board and what and how to contribute to it</li> </ul> <p><b>COURSE CONTENT</b></p> <ul style="list-style-type: none"> <li>• Directors' liabilities and corporate governance               <ul style="list-style-type: none"> <li>○ Legal basis of directors' liabilities</li> <li>○ Corporate variety and corporate governance codes</li> <li>○ Corporate governance in public companies</li> <li>○ The governance of private companies and family businesses</li> <li>○ Variety in the role of the non-executive director</li> </ul> </li> <li>• The non-executive director and the board               <ul style="list-style-type: none"> <li>○ Board roles and relationships (Chairman, Finance Director, Executive and non-executive directors, advisors)</li> <li>○ Main boards, subsidiary boards and owner managed boards</li> <li>○ Board sub-committees (Audit Committee, Remuneration Committee)</li> <li>○ Boards in the public and social enterprise sectors</li> <li>○ Finding, appointment and removal of non-executive directors</li> </ul> </li> <li>• The work of the board               <ul style="list-style-type: none"> <li>○ Strategic thinking and setting policy</li> <li>○ Accountability and management oversight</li> <li>○ Decision making and dilemmas of the board</li> </ul> </li> <li>• Creating an effective board               <ul style="list-style-type: none"> <li>○ Process, procedure and rhythm at the board</li> <li>○ Managing policies and building the team</li> <li>○ Board appraisal and review</li> </ul> </li> <li>• Integrative case study</li> </ul>

### DATES OF COURSES

See website for current timetable ([www.emadin.com](http://www.emadin.com))