

DIRECTORSHIP PROGRAM 2021

Date: 27-30 April 2021

Fee: \$12500 SBD per participant

Venue: TBC

Governance exists to add value by ensuring the organization achieves its purpose. The purpose may be for stakeholder investment, public good or agency benefit. Quality governance includes understanding the environment in which the entity operates. Each entity has a specific operating environment and part of their role is to balance the legitimate interests and the best interests of the entity.

Effective governance requires a solid understanding of the processes and drivers inside the organization, whether it is a public or private entity, in order to add value to a leader's governance role.

Part of the governance role of a leader is the oversight of organizational risk, strategy and financial operations. Strategy and risk identification should be carried out together and be an iterative process. As risks are identified and assessed, relevant strategic objectives are modified, as well as budgetary reviews undertaken. Individuals with governance roles must provide strong leadership through promoting a risk-aware culture, they must have a sound understanding of risk oversight and management.

Good governance increases the likelihood that the entity will survive and fulfil its purpose. It makes good business sense because it builds and sustains stakeholder confidence, improves operational performance and reduces risk.

Program Components

The professional development program includes 12 hours of structured content and activities delivered by IoD facilitator (via Zoom or a similar platform).

Structured Course Components

The purpose of the program is to develop governance. Participants will gain an awareness of the responsibilities and challenges of being in a governance role. Together we will examine the opportunities for participants to support effective governance and how to influence relationships, create an environment based on trust and respect and build individual's leadership capability.

Program Focus

- Enhanced understanding of governance through the lens of determining purpose, effective compliance, effective governance culture and holding to account – the IoD's four pillars of governance
- Participate as a cohort of leaders examining, supporting and enhancing individual
- Understand what diverse thinking means within the organization at committee and at board level

- Analyze boardroom dynamics and setting culture that is characterized by effective relationships
- Financial basics, interpreting financial data, financial position and leverage ratios
- Gain an oversight of risk and the interconnectedness with strategy and financial accountability
- Strategy drivers – being adaptable and agile
- Deliver value as an individual and as a board

Course Structure

The Institute of Directors has suggested five modules (Governance Essentials, Strategy Essentials, Risk & Strategy Connectedness and Finance Essentials). These Sessions will be delivered digitally (by Zoom or a similar platform) by an IoD facilitator.

Module Title	Duration	Total Modules Number	Total Duration of this Module
Governance Essentials	2 x 3-hour sessions	2	6 hours (over 2 sessions)
Strategy Essentials	2 x 3-hour sessions	2	6 hours (over 2 sessions)
Risk & Strategy Connectedness	1 x 3-hour session	1	3 hours (over 1 session)
Finance Essentials	2 x 3-hour sessions	2	6 hours (over 2 sessions)
	Total Modules Number	7	21 hours

Program Structure

Governance Essentials

(Two 3-hour modules facilitated digitally by Zoom)

Participants will gain an understanding of the governance landscape and the characteristics of “good” governance. We will delve into the challenges of being in a governance role, gain an understanding of the responsibilities that underpin the challenges and enhance individual's skills and knowledge to be effective in this role. Through the lens of the IoD's governance pillars, we will identify the board and committee's responsibilities in determining purpose, operating for effective compliance, holding to account within the relevant operating model and building an effective governance culture.

Strategy Essentials

(Two 3-hour modules facilitated by Zoom)

Strategy is what an organization needs to do to succeed – it involves understanding the environment you operate within, mapping out the best course to success, aligning resources, understanding the risks and providing framework of decisions. Participants will understand the role of directors in developing, monitoring and implementing strategy. They will identify different approaches to strategy, how they apply, taking an adaptive and agile approach in times of uncertainty and understanding the framework to develop your strategy for the future.

Risk and Strategy Connectedness

(One 3-hour module facilitated digitally by Zoom)

In this session we ask what the most critical risks are to your strategy, what appetite your entity has towards risk and then we identify how management can start to understand where the board or senior leadership team is willing to take risk in the light of the strategy. Participants will gain an understanding of where and how value from risk management can be realized. The focus for the program is on the leadership and board's role and the key concepts of how to use risk management to improve governance – this includes identifying and strengthening the organization's risk culture.

Financial Essentials

(Two 3-hour module facilitated digitally by Zoom)

Information needs to be received in a timely manner, be accurate and be understandable so that directors can identify problems and ask the right questions. Understanding how to evaluate capital expenditure, components of a business case and determining future cash flow are critical for directors to understand.

Financial oversight required analysis through trends and financial ratios. For a complete picture of the state of the organization and its performance, directors will regularly receive information covering:

- Company financial data
- Financial results and financial position
- Cash flow forecasts and funding details
- Market and sales data
- Competitor activity and results
- Industry trends