

Professional Development Programme for Aspiring Non-Executive Directors

Breakfast Sessions and Master Classes delivered by Newcastle Business School, Business School of the Year 2015

The Non-Executive Directors' Programme offers aspiring Non-Executive Directors insight and understanding of their role and how they can maximise their effectiveness at Board level. The programme consists of breakfast sessions and master classes and covers relevant aspects of the Non-Executive Director's role in the context of legal and regulatory frameworks and established best practice. Issues such as board composition and roles, board leadership, liability and reporting, shaping strategy and board dynamics serve as examples in this regard.



participating in mock boards, combined with mentoring and individual coaching.

Who is the programme for?

The programme is designed for senior executives and professionals who have ambitions of becoming Board members, Non-Executive Directors stepping into the role for the first time and senior representatives in NGOs.

Structure of the programme

The programme consists of five breakfast session events and four master classes. The purpose of the breakfast sessions is to provide key insights into the demands, challenges and opportunities facing Non-Executive Directors and the four master classes are to provide the opportunity to develop key skills necessary to add value to any board and to enhance personal credibility.

How will you learn?

The breakfast sessions are delivered by experienced and leading external speakers sharing their insights and learning. The master classes are practical sessions facilitated by experienced Chairs, Chief Executive Officers and Non-Executive Directors who will help to develop relevant knowledge, skills and experience to succeed in the boardroom. The programme employs techniques such as self-analysis and reflection, panel and group discussions,

Content

Breakfast sessions

Participants will explore the following topics and themes:

Non-Executive Directors boards in perspective – setting the scene

- Inadequacy of the traditional role of a non-executive director
- New roles: achieving focus on strategy and performance by creating accountability in the boardroom through enhanced Non-Executive Directors behaviour
- The future context for, and issues facing Non-Executive Directors

Board Governance and accountability

- Functions and accountability of boards
- Composition, structure and style of boards
- The dynamics of board processes (including board meetings, agendas, minutes)
- Ethics and the board

Legal duties and responsibilities

- Components of the UK and international regulatory frameworks
- Directors: types of director, appointment, cessation, restriction and disqualification. The company secretary and other "officers"

Breakfast Sessions

Management Boards
in perspective –
setting the scene

Board governance
and accountability

Legal duties and
responsibilities

Practical
responsibilities
of Non-Executive
Directors

Raising your profile
– building social
capital

Master Classes

Board leadership

Direction setting and
strategy formulation

Accounting and internal
control

Board dynamics

- Directors' duties: what duties are owed under statute and common law (fiduciary and non-fiduciary duties)
- Duties to stakeholders and corporate social responsibility. Enforcement of directors' duties and shareholders' rights

Practical responsibilities of Non-Executive Directors

- Appointments to the board/ criteria for selecting Board members
- Appreciate how a Non-Executive Director can add value in and out of the boardroom
- The financial, legal and fiduciary responsibilities of a Non-Executive Director
- Risk management and the role of the Non-Executive Director
- Board policies, processes and practices

Raising your profile – building social capital

- The appointment process
- Build your profile through an extended peer network
- Practical strategies in finding Non-Executive Directors positions
- What headhunters and boards are looking for
- How to present yourself

Master classes

Participants will explore the following topics and themes:

Board leadership

- Leadership expectations of Non-Executive Directors and behaviour to avoid
- Required leadership competencies and board leader behaviours
- Personal analysis: evaluating results of the MLQ
- Ethics and the Non-Executive Director
- Leadership in practice – participating in mock boards

Direction setting and strategy formulation

- Strategic processes and the board
- Determining strategic direction
- Strategic frameworks in assessing organisational strategy
- Social responsibility and strategic decision making

Effective reporting

- Understand the purpose of the various parts of the annual report and accounts
- Derive and interpret key accounting ratios and performance
- Identify potential risk and problem areas
- Interpret the key management accounting information typically supplied to a board
- Understand the importance of internal culture in relation to governance

Board dynamics

- Characteristics of effective boards
- The role of trust and cohesion in creating board effectiveness
- Board communication and decision-making processes
- Understanding relational interaction patterns and roles
- Board problem solving methodologies and conflict resolution strategies
- Understanding board politics and power

Key benefits

- Effectively prepare and apply for a Non-Executive Director position
- Confidence in making a contribution to board effectiveness
- Build your profile through an extended peer network
- Develop the knowledge, skills and awareness necessary to enact a Non-Executive Director role
- Fully understand your role and obligations as a Non-Executive Director
- Develop your potential through networked teaching and mentoring

Timetable 2016/17

Breakfast sessions

Date	Time	Topic
14 Oct 2016	0900 -1100	NED Boards in perspective – setting the scene
20 Jan 2017	0900 -1100	Board Governance and accountability
24 March 2017	0900 -1100	Legal duties and responsibilities
12 May 2017	0900 -1100	Practical responsibilities of NED's
10 July 2017	0900 -1100	Raising your profile – building social capital

Master classes

Date	Time	Topic
29 Nov 2016	0900-1700	Board leadership
17 Feb 2017	0900-1700	Direction setting and strategy formulation
7 April 2017	0900-1700	Effective reporting
28 June 2017	0900-1700	Board dynamics

Fee

The programme is designed in a flexible manner to suit individual needs. The costs are as follows:

- Full programme including all master classes and breakfast sessions: £2,200 per person
- Master classes: £750 per module
- Breakfast sessions: £60.00 per session

For booking enquiries

Maureen Cooke

+44(0) 191 243 7597

maureen.cooke@northumbria.ac.uk