IMPROVING BOARD EFFECTIVENESS

1. **Characteristics of a Highly Effective Board**

   - **Board Composition**
     a. Diversity
     b. Individual board member's attributes
     c. Director skills
     d. Knowledge of the business

   - **Best practices**
     a. Risk oversight
     b. Board engagement in strategy
     c. Oversight of CEO succession
     d. Effective working as a board with CEO and executive leadership team
     e. Board leadership succession to introduce fresh thinking
     f. Continuous development to keep up-to date with modern governance practices
     g. Board engagement with stakeholders

   - **Working dynamics**

     a. Understanding board roles and responsibilities
     b. Board culture
     c. Board/Management relationship
     d. Quality of discussions/ Ability to priotise decisions

2. **How to Measure Board Effectiveness**
   - External assessments
   - Board annual self-evaluation
   - Monitoring KPIs
   - Peer reviews
   - Board skills matrix

3. **Steps to Improve Board Effectiveness**
   - Effective board leadership
   - Clearly define roles and responsibilities
   - Examine board structure
   - Evaluate and measure progress
   - Keep tract of decisions and actions
   - Evaluate board composition
   - Understand board culture

4. **Biggest Challenges to Board Effectiveness**

   o Inadequate communication
   o Poor board dynamics
   o Failure to plan for shift in board leadership
   o Technology and digital transformation

5. **Effective Board Meetings**

   - **Roles and Responsibilities**
     a. Executive directors
     b. Non-executive directors
     c. Individual board member
     d. The Board Chair
     e. Corporate Secretary

   - **Running an Effective Board Meeting**
     a. Board meeting agenda
     b. Common board meeting mistakes
     c. Digitalization

   - **Board Meeting Procedures**
     a. Notice of board meeting
     b. Quorum
     c. Dealing with motions
     d. Voting procedures

FEES

The course attracts a fee of **USD 3,200** per participant inclusive of tuition, reference materials, certificate of attendance, morning and afternoon teas/coffee/refreshments, lunch, airport pick-ups and drop-offs, site viewing and arranged networking.