

Role of the Director and the Board

2 Days - 14 hours

| Section heading | Learning outcomes |
|---|---|
| Section 1 – Corporate governance | Reflect on the purpose and evolution of corporate governance globally. |
| Section 2 – Legal and regulatory basis of organisations | Discuss the differences between typical business forms and identify arrangements and frameworks that have implications for the governance of organisations. |
| Section 3 – Directors’ roles, responsibilities and liabilities | Contemplate the individual director’s role and differentiate between different personalities of the board and types of directors. |
| Section 4 – The effective board | Consider the responsibility of the board for the leadership of the organisation and look at factors that help create more effective board dynamics and meetings, including different board models and the functions of committees. |
| Section 5 – Risk governance | Consider the board’s role in managing risk, and look at tools and processes that should be utilised to enable boards to successfully identify, assess and mitigate risk within the organisation. |
| Section 6 – Ethics and corporate culture | Consider the broader issues for directors in relation to governance, environmental, ethical and social responsibilities as well as the relationship with stakeholders, which all impact upon the long-term sustainable success of the organisation. |

Finance for Non-Finance Directors

3 Days - 21 hours

| Section heading | Learning outcomes |
|---|---|
| Section 1 – Financial literacy | <p>Look at the director’s roles and responsibilities in relation to finance, and the relationship between financial and corporate strategies.</p> <p>Understand common financial statements, how they relate to each other and how they are affected by business decisions.</p> |
| Section 2 – Financial health check | <p>Look at the director’s roles and responsibilities in relation to finance, and the relationship between financial and corporate strategies.</p> <p>Understand common financial statements, how they relate to each other and how they are affected by business decisions.</p> <p>Explain how to use financial ratios, and analyse and interpret accounts in order to assess the financial health of an organisation.</p> <p>Outline the key factors to consider in relation to funding requirements and possible funding options.</p> <p>Outline how to create financial value and why it is critical for a director to fulfil their duty to promote the long-term success of the organisation.</p> |
| Section 3 – Creating sustainable value | <p>Look at the director’s roles and responsibilities in relation to finance, and the relationship between financial and corporate strategies.</p> <p>Explain how to use financial ratios, and analyse and interpret accounts in order to assess the financial health of an organisation.</p> <p>Outline ways of ensuring that management reporting is effective in enabling the organisation’s strategy to be achieved.</p> <p>Outline the key factors to consider in relation to funding requirements and possible funding options.</p> <p>Outline how to create financial value and why it is critical for a director to fulfil their duty to promote the long-term success of the organisation</p> |

Strategy for Directors

3 Days - 21 hours

| Section heading | Learning outcomes |
|--|---|
| Section 1 – Strategy and the board | Create, shape and safeguard an organisation’s strategy in order to create long-term value and fulfil its purpose. |
| Section 2 – Strategic analysis | Conduct strategic analyses to gain a comprehensive picture of the organisation’s current position. |
| Section 3 – Strategic choice | Use methods and processes to generate and evaluate options and make strategic choices, considering the potential implications for the organisation. |
| Section 4 – Strategy implementation | Consider the factors involved in implementing strategy, monitoring progress and assessing its effectiveness. |

Leadership for Directors

2 Days - 14 hours

| Section heading | Learning outcomes |
|---|--|
| Section 1 – What is leadership? | Understand the concepts of leadership and followership and define leadership in relationship to the director’s role on the board. |
| Section 2 – Understanding yourself and others | Consider techniques for developing a greater awareness of oneself and of the motivations and behaviours of others, and how this awareness can contribute to inspirational leadership. |
| Section 3 – Leading teams | Look at how leaders can help to build and sustain high-performing teams, including the board itself. |
| Section 4 – Leading your organisation | Explain how the director’s leadership, behaviours help to create the culture which enables the organisation to achieve its strategic objectives and to respond effectively to crisis and change. |
| Section 5 – Leading beyond the organisation. | Consider how leaders create influence and impact within and beyond the organisation through effective stakeholder relations and an understanding of the organisation in its wider context. |