



# LEAD THE BOARD

The leading  
governance  
programme for  
board members.



FIND OUT MORE AT  
[effectiveboardmember.co.uk](http://effectiveboardmember.co.uk)

[effectiveboardmember.co.uk](http://effectiveboardmember.co.uk) | +44 (0) 121 214 3277 | [nikki.sinclair@rsmuk.com](mailto:nikki.sinclair@rsmuk.com)

“Changing the world one board member at a time...”



# EFFECTIVE BOARD MEMBER

The award winning Effective Board Member (EBM) Programmes are a series of accredited training programmes designed to equip individuals who want to become more effective in the boardroom with the knowledge and tools to enhance and embed their skills. The Programmes are aimed at both non-executive directors and executive directors from all sectors and those just entering the world of governance.

Delivered using practical and theoretical techniques including The Board Game – a unique, interactive, educational tool and face-to-face interviews with leading and experienced experts, the EBM Programmes provide participants with the skills required to gain board appointments, progress to paid positions or become more effective in their current board role. We are: **“Changing the world one board member at a time...”**

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## OUR PROGRAMMES

### LEAD THE BOARD (LTB)

**For CEOs, MDs and senior leaders/executives.**

Delivery method – Intensive – two full consecutive days.

Assessment – Distance learning over a six-month period post Programme

### ON THE BOARD (OTB)

**Sponsored by the PFA for current and ex-professional footballers.**

Delivery method – Standard – five half days over a five month period.

Assessment – In Programme essays and final exam.

### GET ON THE BOARD (GOTB)

**For young leaders.**

Delivery method – Standard – four half days over a four month period.

Assessment – In Programme essays and final exam.

### WALES LEAD THE BOARD (WLTB)

**For women who are CEOs, senior executives, board members or who service the Board.**

Delivery method – Intensive – two full consecutive days.

Assessment – Distance learning over a six-month period post Programme

Once completed participants will gain a qualification in corporate governance with the opportunity to apply for post-nominal letters through The Association of Corporate Governance Practitioners (ACGP) and can apply for Professional Subscriber Membership of ICSA: The Governance Institute.

The EBM Programmes allow you to complement your current experience, gain new insight and become more proficient in governance!

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**THE PROGRAMME COVERS THE SKILLS, KNOWLEDGE AND TOOLS NEEDED  
TO ENSURE YOU ARE AN EFFECTIVE BOARD MEMBER.**

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# PROGRAMME BENEFITS

- A comprehensive syllabus that demystifies many aspects of corporate governance including identifying and dealing with poor governance and bad boardroom behaviour.
- Delivery of the core programme by leading governance consultants from the UK and worldwide.
- Exclusive panels with leading experts in the field of governance and experienced board members.
- Contact with a number of leading business and academic institutions including, Association of Corporate Governance Practitioners (ACGP), PwC, RSM, Edinburgh Napier University and Trinity Media Group.
- Coaching which will include guidance on the following: boardroom impact, techniques to raise your profile, communication skills including power and influence in the boardroom, boardroom relationships, CV and interview skills.
- Developing a peer support group where experience and knowledge are shared through reflective practice and group exercises.
- Cohorts host a variety of participants from a range of sectors and disciplines.
- Comprehensive and interactive workbook which includes reflective practice questions and accelerated learning tools.
- Access to the CG First™ governance portal – the compliance monitoring hub for resources for governance of all sectors.

## C

### COMPETENCE

Interactive Board Game  
Access to wide range of governance resources and information  
Reflective practice examples  
Comprehensive course and methodology  
On-line portal (CG First)

## E

### EXPOSURE AND ACCESS

Sharing direct experience from leading non-execs  
Peer network  
Question Time style discussions and panel debates  
Up close and personal with key individuals in the field

## O

### OPPORTUNITY

Partnerships with media  
Marketing of programme and participants  
Recruitment consultant  
Database and signposting for appointments  
Membership of ACGP who receive regular requests for candidates for board appointments

Making you more confident and able to apply for appointments!

Giving you access to experts and individuals!

Making you more visible!

# PROGRAMME INFORMATION

Regardless of your background and experience in corporate governance, the EBM programmes will cater to your requirements. Lead The Board follows the Advanced Certificate Course which targets individuals who have the vision to contribute to a more balanced demographic of board composition across the private, public and voluntary sectors. The public and voluntary sectors do much better on diversity than the private sector in a number of areas. However, they do have some way to go and board appointments in this sector can be the stepping-stone for entry to the FTSE Boards.

The concept of women working at executive levels, particularly those on boards has been highlighted as an area to be addressed by academics, the media and regulators in order to enhance the performance of 'UK PLC'. The widely quoted Hampton Alexander and Parker reviews set targets for women and ethnicity on the Boards of FTSE companies and whether quotas are agreed with or not, the composition of boards needs to change. The business case for diversity is well reasoned and the inclusion of diversity on boards is not a nice thing to do but a smart thing to do. Diverse boards are better overseers of corporate activities and are less likely to share common assumptions.

Participants of this Programme will be supported by experienced mentors who have served on boards of all sizes, complexities and across all three sectors.

There are several other benefits to the programmes including enhancing skills in networking, presentation skills and reviewing CV's.

## WHO IS ELIGIBLE?

- You are already a board member but want to refresh your knowledge and skills;
- You are a leader who wants to learn about the latest best practice in corporate governance;
- You support the board as a company secretary, governance officer or administrator;
- You are a director or senior executive aiming to take on your first board appointment;
- You are already a board member but want to gain an appointment in a larger, or more complex organisation;
- You would like to secure appointment as chair;
- You are already a board member but want to gain your first paid appointment.
- You have no governance experience and want to learn about the subject and gain your first board appointment.

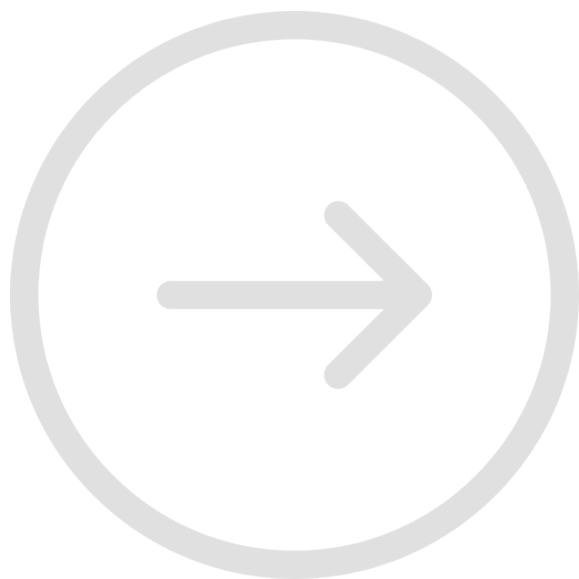




I have gained incredible experience and want to thank Karl, you and all at the Governance Forum for being a big part of this amazing journey.

Tina Swani  
CHIEF EXECUTIVE,  
BIRMINGHAM ST MARY'S HOSPICE  
**LEAD THE BOARD GRADUATE**

# MEET THE GRADUATES



**Craig Lamont**  
HTC SOLUTIONS LIMITED  
LEAD THE BOARD GRADUATE



**Rosie Ginday MBE**  
MANAGING DIRECTOR, MISS  
MACAROON C.I.C  
GET ON THE BOARD GRADUATE



**Katie Kershaw**  
DIRECTOR, NODE URBAN DESIGN  
LEAD THE BOARD GRADUATE



**Trevor Palfreyman**  
CEO, ADULLAM HOMES  
LEAD THE BOARD GRADUATE



Joel Graham-Blake OBE  
FOUNDER, CULTIV8 SOLUTIONS  
GET ON THE BOARD GRADUATE



Matthew Humphreys  
PARTNER, RSM  
LEAD THE BOARD GRADUATE



Monica Shafaq  
CHIEF EXECUTIVE,  
KALEIDOSCOPE PLUS GROUP  
LEAD THE BOARD GRADUATE



Simon Wright  
MANAGING DIRECTOR,  
HONEY GROUP  
LEAD THE BOARD GRADUATE



Alex Bishop  
PARTNER, SHOOSMITHS LLP  
LEAD THE BOARD GRADUATE



John Prashar  
GROUP HEAD DIVERSITY,  
MARKETING, PLACES FOR PEOPLE  
GROUP  
LEAD THE BOARD GRADUATE



Val Taylor  
DIRECTOR OF CORPORATE  
SERVICES, OCN  
LEAD THE BOARD GRADUATE



Holly Dagnal  
DIRECTOR, NCHA  
LEAD THE BOARD GRADUATE



# SYLLABUS

## UNIT ONE: ORIENTATION AND SELF-ASSESSMENT

### UNIT TWO: AN INTRODUCTION TO GOVERNANCE

Governance - What is it All About?  
Governance - When Did it All Start?  
Governance Today  
Governance - The Theory  
Introduction to the **tgf** Governance Framework

### UNIT THREE: GOVERNANCE PRINCIPLES

The Keys to Governance  
Directing Governance  
Governing in Public Life  
The Effective Board  
The Role of the Non-Executive Director

### UNIT FOUR: THE **tgf** GOVERNANCE FRAMEWORK

**the governance forum** Governance Framework  
Regulating Governance  
The Zoo (Board Behaviour)

### UNIT FIVE AND SIX: ASSESSING BOARD BEHAVIOUR AND BOARD ROLE PLAY

## UNIT SEVEN: GROUP PRESENTATION

### UNIT EIGHT: CORPORATE GOVERNANCE CODES

The UK Corporate Governance Code  
Sarbanes-Oxley

### UNIT NINE: GOVERNANCE CODES

**the governance forum** Governance Code  
Other Codes of Governance

### UNIT TEN: ROLES AND COMMITTEES

The Executive and The Board  
The Effective Board Member  
The Chair  
The Company Secretary  
The Governance Practitioner  
Decision-making Committees

### UNIT ELEVEN: APPRAISAL

Applying the Framework  
Papers, BASE and Risk  
Board Appraisal  
Risk Management

## UNIT TWELVE: PEER SUPPORT AND REVISION

"Very useful! I feel much more confident now about the topic of corporate governance."

"This programme has taught me the importance of me being an effective board member and the principles of good practice."

"Clarification of some of the common misconceptions surrounding decision-making, accountability and liability of the board."



# the BOARD game

G O V E R N A N C E

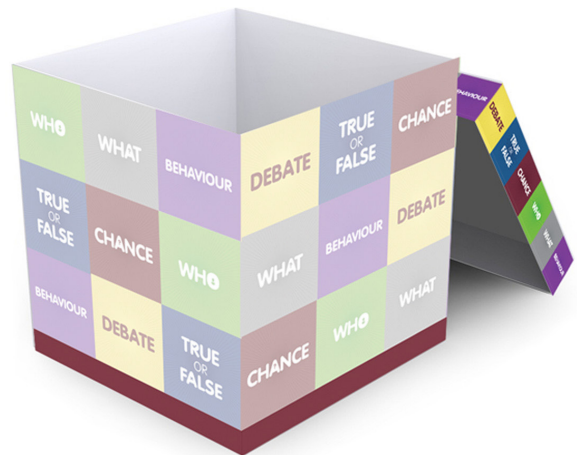
The Board Game is an interactive team based educational tool delivered in a fun and stimulating classic board game style. It promotes accelerated learning techniques and practical case studies to consolidate governance knowledge.

An innovative and inclusive way for your entire board to perfect their governance knowledge. As a learning technique, it's revolutionary!



“Governance is a very important topic but can at times become a dry, academic and difficult subject to get to grips with. EBM uses a board game that refreshingly brings governance to life, is challenging but fun and you sit back at the end of it and think wow I learnt a lot from that and more importantly remembered the key points.”

**Geoff Cousins**  
FORMER MANAGING DIRECTOR OF JAGUAR UK



# THE GOVERNANCE CERTIFICATE AND ADVANCED CERTIFICATE COURSE

Accredited by the Association of Corporate Governance Practitioners

## INTRODUCTION

Good corporate governance is a pre-requisite for the successful operation of every organisation, whether in the private, public or third sector. It is the responsibility at all levels of the organisation to understand what good governance is. This responsibility falls to the chair of the board, non-executive and executive directors, the support officers and managers. This course teaches the principles of good governance to individuals for the benefit and application of participating organisations.

## THE GOVERNANCE CERTIFICATE

This course had been designed to provide certification for those people working in or supporting the corporate governance function. It is suitable for those without a formal qualification in governance, those wishing to become board members or those with board experience. It will be equally useful to those with professional qualifications but little or no practical experience of corporate governance. For those people who would like a refresher on the key principles and to be updated on the most recent guidelines and legislation, the Certificate Course provides an excellent solution.

This course provides an overview and an understanding of the principles of corporate governance, leadership and boardroom behaviour.

## THE ADVANCED CERTIFICATE

Lead The Board follows the Advanced Certificate Course. For those who have experience in governance roles, the Advanced Certificate Course offers an opportunity to develop your reflective practice in governance. Designed to enhance your practical experience, the course offers a refresher of the main principles in governance along with the addition of reflective logs which help you to directly apply theoretical perspectives to your role as a governance practitioner.

Delivered by experts in the field, the Advanced Certificate Course will expose you to high calibre guest speakers and panel style question and answer sessions, allowing you to directly benefit from their industry insight.

The Advanced Course is assessed using a series of reflective logs, coupled with a final reflective assignment ensuring the key principles of translating theory to practice have been understood.

## ACCREDITATION AND ASSESSMENT

Both courses are accredited by the Association of Corporate Governance Practitioners and OCN.

For the Certificate Course, participants are tested with a mixed question style examination paper and a case study essay question which forms the second part of the exam. A pass mark of 60% is expected for those wishing to achieve the certificate. Not all participants will want to be tested and the examination is not compulsory. Those who do not wish to be tested will be awarded a certificate of attendance, identifying the areas that they have covered on the course.

## CORE COMPETENCES TO BE GAINED

- Understanding the general principles of corporate governance,
- Understand corporate governance codes,
- Defining and applying the **tgf** Governance Framework, Applying the principles behind strategy, internal control and risk management,
- Knowledge of the role of the directors, secretaries, the chair and governance practitioners,
- Competence to carry out a governance review and self-assessment,
- Reflective application of theory to practice.
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# KEY OBJECTIVES

The principle aim of the Governance Certificate Courses is to provide a coherent and vocationally relevant curriculum, designed to equip the student for a role as a 'Governance Practitioner'. This may include board membership on a charity, voluntary, public or private sector board; committee work, servicing of a board or progression to more senior or paid board appointments. This will be achieved through developing the individual student's:

- Interpersonal and communication skills commensurate with the demands of highly complex challenges faced by boards;
- Understanding, judgement, intellectual and creative powers to take a leadership role on a board;
- Abilities to critically analyse and evaluate indicators of poor and good governance and how to identify such in the boardroom;
- Competence to critically reflect upon individual contribution and board effectiveness;
- Abilities to identify and solve problems in adherence to codes of governance and role of a board member;
- Ability to synthesise areas of study and to perceive their application in a broader perspective.
- Advanced Course participants have the opportunity to reflect on their role, build on their already acquired foundational knowledge and progress the level of their board role.

"The EBM course prepared me for my role as a director of football."

**Les Ferdinand**  
QPR DIRECTOR OF FOOTBALL  
ON THE BOARD GRADUATE



# DELIVERY



## DR KARL GEORGE MBE

The creator of the EBM programmes, Karl is a thought leader and nationally established governance consultant.

Working with boards and senior executives in the private, public and voluntary sectors, Karl has honed his ability to lead and motivate people to transform their thinking and improve their governance knowledge.

He has created several unique concepts and tools including, The Board Game and the Governance Assessment Process (GAP), endorsed by Sir Adrian Cadbury.

Karl is Head of Governance at RSM UK as part of the Environmental, Social, and Governance consultancy team.



## PATRICIA MCCABE

A highly experienced chair, non-executive director, consultant and mentor, Patricia works directly with clients to maximise their experience and skills in order to help them attain career aspirations.

Combining coaching skills with governance knowledge and experience allows Patricia to share her insight with those from different backgrounds.



## CHRIS CAIN

Chris is the Director of Impactability and a MindPlanning Limited Consultant. A lecturer with years of experience, Chris delivers to students from a wide range of backgrounds including professional bodies and various private sector training providers.

He has exceptional skills in learning and memory techniques and is a respected lecturer internationally.



## SHARON WARMINGINTON

Sharon is a Governance Associate at the governance forum and specialises in delivering the governance outsource function for the company. A graduate of the Effective Board Member Programmes, she has gained experience on boards in the

education and public sectors. Her work has allowed her to gain broad knowledge of governance including from an international perspective.



# How to Register?

Visit us at [effectiveboardmember.co.uk](http://effectiveboardmember.co.uk)  
and click the **register now** button.

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RSM UK Consulting LLP

EBM Programme

10th Floor, 103 Colmore Row

Birmingham

B3 3AG

United Kingdom

**Tel:** +44 (0) 121 214 3277

**Email:** [nikki.sinclair@rsmuk.com](mailto:nikki.sinclair@rsmuk.com)

**Website:** [effectiveboardmember.co.uk](http://effectiveboardmember.co.uk)

## PARTNERS



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