

International Directors Programme

Executive Education

Developing More Effective Directors in a Global Context

Today's supervisory boards have to contend with a host of new pressures, challenges and risks. Held ever more accountable for their organisation's performance and vitality, they must also set its strategic direction, often across diverse product markets and geographies, while evaluating the performance of the CEO and senior executives, as well as monitoring the firm's risk profile.

In discharging these complex duties, directors must master a huge volume of information in a very limited timeframe. And it is not unusual for seasoned directors to serve on multiple boards and committees, each with its own set of regulatory and oversight challenges.

The INSEAD **International Directors Programme (IDP)** is a unique educational experience that aims to develop more effective directors. Set within an international context, the programme is aimed at current directors who bring specific competences and credibility to the boards on which they serve and at senior executives and professionals preparing themselves for a board mandate and whose contributions will enhance the programme's learning environment.

Taught by INSEAD faculty, leading academics, and with input from senior board representatives, policy-makers and senior partners from a variety of professional firms, the International Directors Programme offers practical and tested frameworks and tools to hone judgement, sharpen decision making and augment the oversight abilities of directors who seek to boost their existing skills or to prepare for a new board mandate.

Successful participants will leave the programme with a greater understanding of what it takes to be an effective director and to make boards more responsible and more responsive to shareholders, executives and other stakeholders.

The programme leads to the **INSEAD Certificate in Corporate Governance (ICCG)**, enabling participants to receive a recognised credential in the field of governance from one of the world's most diverse and thought-leading global business schools. Furthermore, successful completion of the Certificate will enable participants to become connected to an exclusive network of senior peers.

Key benefits

- Understand the broader context in which boards operate and the responsibilities that come with a board mandate
- Provide an overview of the knowledge and competences expected from directors in today's environment
- Develop skills that contribute to the creation of an effective board culture and performance
- Hone the ability to challenge executives through positive exchanges focused on the key issues that underpin corporate performance

Participant Profile

- Chairs and non-executive directors of listed and private corporations
- CEOs, COOs, CFOs and other C-suite executives
- Family members and controlling shareholders of boards of large family companies
- Directors of government and non-profit organisations and agencies
- Senior professionals from the institutional investment community
- Senior partners of professional firms who serve boards and their committees and interact with them frequently

Participants should have sufficient exposure to board matters to fully benefit from and contribute to a programme that involves role-play, simulations and exchanges with other participants. They also must demonstrate that they possess the credibility and competences required to assume board-level responsibilities.

Programme Content*

The **International Directors Programme** consists of three modules - creating and safeguarding value, implementing effective board processes, and managing critical events – which represent the knowledge base that trained directors are expected to master and which form the basis of effective board membership.

Within each module, the programme will focus on three fundamental questions:

- What do directors need to know in order to set the direction of the company?
- What are the proper boundaries within which the company should operate?
- How best can directors exercise their responsibilities to get things done in the boardroom?

Module 1: Creating and Safeguarding Value

- The Governance Challenge
- Evaluating the Growth Strategy
- Understanding the Sources of Financial Value Creation
- Managing the ‘Street’
- Fair Process in the Boardroom
- Difficult Conversations

Module 2: Implementing Effective Board Processes

- Effective Audit Committees
- Red Flags in Financial Reporting
- CEO Oversight: Selection, Evaluation, Succession
- Compensation at the Top: C-suite and Board Members
- Decision-Making in the Boardroom
- CEO-Board Dynamics and Conflicts

Module 3: Managing Critical Events

- Crisis Management
- The M&A Process
- The Challenge of Multicultural Boards
- Effective Communication in the Boardroom
- The Role of the Chair and Board Processes

*Sessions under each module subject to change.

Dates and location

The first two sessions of the **International Directors Programme** will be offered on INSEAD's Fontainebleau campus.

2011

- 7-9 July 2011
- 15-17 September 2011
- 24-26 November 2011

*Fee subject to change. For programmes delivered in France, VAT (19.6%) to be added for companies based in France, or for European companies where no VAT number is supplied. For programmes delivered in Singapore, GST (7%) to be added for Singapore-registered companies.

Accommodation is not included in the tuition fee and will be reserved by INSEAD either on campus or in nearby hotels.

2012

- 19-21 January 2012
- 12-14 April 2012
- 14-16 June 2012

Tuition fee

The fee for the IDP is €12,000* for three modules

Assessment Leading to Certification

Participants who successfully complete the three International Directors Programme modules may apply for the **INSEAD Certificate in Corporate Governance (ICCG)**. To demonstrate mastery of the skills and competences expected of board members and to obtain INSEAD's certification, participants will complete a formal examination based on IDP material and learning. The examination will include a written and an oral component.

Faculty

Programme Directors

Ludo Van der Heyden

The Mubadala Chaired Professor in Corporate Governance and Strategy at INSEAD & Academic Director of the INSEAD Corporate Governance Initiative

Timothy J. Rowley

Visiting Scholar at INSEAD & Professor of Strategy and Organizations, National Director, Governance Programs and Director, Clarkson Centre for Board Effectiveness, Rotman School of Management, University of Toronto

Fares Boulos

Affiliated Professor of Practice in Strategy at INSEAD

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Contact us

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