



— A TAILORED WORKSHOP

# How *Management* Makes Boards Better

*A tailored workshop for senior management teams — sharpening how executives support, engage with and communicate with their boards.*

**FORMAT**

In person or online

**DURATION**

Typically 1 day

**AUDIENCE**

Senior Management

**VENUE**

In-house or external

WHY IT MATTERS

# Strong boards begin with strong *management*

A board can only be as effective as the information and engagement it receives — and that is almost entirely in management's hands. The way executives prepare for, present to and engage with the board decides whether directors can truly challenge, decide and steer. Strong governance is built, or broken, long before the meeting begins.

Yet management is rarely equipped for this. Most executives rise on operational strength, not on how to serve a board — so even capable teams can bury the decision, surface risks too late, or leave directors governing on incomplete information. This programme closes that gap, turning board engagement into a deliberate, practised discipline rather than something left to instinct.

WHERE IT BREAKS DOWN

## A board kept in the dark

- ◇ Board papers that bury the decision
- ◇ Surprises raised live in the room
- ◇ Risks and issues escalated too late
- ◇ Reporting that reviews, but never steers

WHERE IT WORKS

## A board able to govern

- ◇ Clear, decision-ready board papers
- ◇ Executives who present with authority
- ◇ Risks surfaced early and honestly
- ◇ Strategic reporting the board can act on

THE WORKSHOP

# Building the executive side of *governance*

This workshop equips senior management teams to raise the quality of everything they bring to the board — sharpening how executives support, engage with and communicate with directors so the board can challenge, decide and steer with confidence. It moves from the foundations of corporate governance and the distinct roles of board and management through to the practical craft of board papers, presenting, strategic reporting and the escalation of risk.

Grounded in real boardroom practice and the regulatory context of the region, the workshop is highly interactive — built around discussion, worked examples and the specific challenges your team faces. It is typically delivered as a focused one-day session, tailored to your organisation.

WHO IT'S FOR

◇ C-suite executives

◇ Functional heads who present to the board

◇ Executives who prepare board papers

◇ Governance & company secretarial teams

◇ Senior managers moving into board-facing roles

THE TRAINING

# Workshop *outline*

The topics covered across the one-day workshop — selected and tailored to your organisation.

## 01 Corporate Governance

- ◇ Corporate governance vs compliance
- ◇ Corporate governance and business performance

## 02 The Role of the Board

- ◇ Directing, not managing
- ◇ Setting direction, oversight and accountability

## 03 The Role of Management

- ◇ Managing, not directing
- ◇ Executing strategy and running the business

## 04 Board–Management Relationship

- ◇ Understanding the needs of boards and supporting effective board decision making
- ◇ The importance of board information packs

## 05 Governance of Strategy

- ◇ Board–management ownership of strategy
- ◇ The importance of the strategy process

## 06 Stakeholder Management & Sustainability

- ◇ Stakeholder mapping
- ◇ Sustainability trends and their implications

### LEARNING OUTCOMES

By the end of the workshop, participants will be able to:

- ◇ Distinguish the roles of board and management with clarity
- ◇ Present to the board with authority and credibility
- ◇ Escalate risks and issues early and appropriately
- ◇ Prepare clear, decision-ready board papers and information packs
- ◇ Report on strategy and performance so the board can steer
- ◇ Foster a stronger governance culture across the executive team

### TAILORED TO YOU

<p><b>TOPICS</b></p> <p>We discuss your priorities and agree the modules most relevant to your team.</p>	<p><b>DATES</b></p> <p>Mutually agreed around your calendar and business commitments.</p>	<p><b>VENUE</b></p> <p>Delivered at your premises or a venue of your choosing.</p>
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Contact us now to discuss further

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