

# **Non-Executive Directors' Development Programme**



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## Duration

Three teaching days

## Overview

The Non-Executive Directors Development Programme is an intensive three-day programme, which has been developed to support and provide leaders with the knowledge and skills to be a high performing Non-Executive Director, preparing them for the demands and challenges of the role.

This fast track, well-structured and intensive programme provides an outstanding personal development opportunity. The programme provides a detailed understanding and up-to-date knowledge of the role of the Non-Executive Director and the board, leadership, corporate strategy, finance and crucially, organisational governance. It offers the maximum personal and business benefit from a minimum investment.

## Who is this course for

Designed for those with a minimum three years' senior management experience, it provides the core elements for aspiring, newly-appointed and seasoned Non-Executive Directors looking to improve their effectiveness at board level.

### Benefits

This course is for you if you want to:

- Learn the responsibilities of a Non-Executive Director
- Learn how to contribute to the strategic direction of the company
- Build crucial commercial, strategic and leadership skills and knowledge
- Develop key skills to better influence the board and deliver more effective outcomes

## Learning Outcomes

On completion of this programme, participants will:

- Have gained detailed knowledge and an in-depth understanding of the role and responsibilities of a Non-Executive Director including legal obligations, personal liabilities and expected duties and how these relate to your role
- Be able to contribute to the strategic direction of the company
- Have built crucial commercial, strategic and leadership skills and knowledge
- Have improved confidence and effectiveness to operate at board level
- Gain knowledge of the latest boardroom best practice and principles
- Develop the personal key skills to better influence the board and deliver more effective outcomes
- Understand the importance of informed decision making, viewing challenges more objectively and delivering better results

## Agenda

### **Session One: The Role of the Non-Executive Director and the Board**

Key themes include:

- Director duties as defined in the Companies Act 2006
- Sector-specific regulation
- Corporate and ethical governance
- ESG Frameworks, Regulation, Measurement and Reporting
- Risk management in the current climate
- Challenge and support in the boardroom and managing wider stakeholders
- Identifying opportunities across all sectors to match skills and aspirations
- Ongoing legislative changes
- Recent corporate successes and failure

## Agenda

### **Session Two: Finance for Non-Executive Directors**

Key themes include:

- Key financial reports and metrics of a business – cash flow, balance sheet, and profit and loss/income statements
- Interpreting the financial information from a non-financial perspective
- Accounting principles and standards
- Understanding the annual accounts 'sign-off' process
- Financial KPIs
- Financial stakeholders
- Recognising the signs of a failing company

### **Session Three: The Non-Executives Director's Role in Leadership and Strategy**

Key themes include:

- Challenging and influencing the culture in the board
- 21st century leadership practices
- Diversity within the board and the organisation and avoiding bias
- Improving the effectiveness of stakeholders
- Key differences between strategic and operational thinking
- Strategic business planning concepts and theory
- Horizon scanning – staying ahead and avoiding failure
- Influencing, implementing and monitoring change
- Create a positive and pro-active agenda through effective, responsible, and sustainable strategy deployment

## Tutors

### **Stewart McCombe**

Stewart has a career background in corporate banking, and is a highly-experienced commercial individual, who transitioned into the not-for-profit sector at the end of 2009. He now has a portfolio of chair, board and consultancy roles across not-for-profit organisations and SMEs.

Throughout his career, Stewart has developed a proven track record in the North West corporate market. In roles covering both relationship management and business development, his key skills of brokering and relationship building ensured the management of multiple stakeholders, at all times undertaken with outstanding levels of integrity. Core to his roles at Bank of Scotland were the management of key entrepreneur relationships for the bank.

In recent years, he has rapidly developed a profile in the not-for-profit sector, maintaining key board roles across a range of areas, including leisure and social care. Stewart has a range of financial, operational and strategic experience in the private, public and not-for-profit sectors, including charities, local authorities, banking and venture capital. Stewart is at ease in any environment, from start-up to public limited company boardroom.

### **Mel Ross**

Mel is passionate about helping private, public and third sector organisations humanise transformation. Humanising transformation leads to accelerated success and a safer, happier, and evolving human systems and earth. Pioneering the concept of Humanising Transformation as a standard within all change and transformation

Mel believes that leaders hold to human centred transformation in the first instance and the mindset, behaviours and competencies required to humanise transformation are specific. This is where the centre of Mel's work and mission focus – on supporting leaders, practitioners at the centre of change and organisational systems adopt the mindset that supports humanity centred practices to foster healthy evolving systems.

The journey to this professional mission has been supported through Mel's own practice in the world of change and transformation, and Mel's role as an entrepreneur, executive leader, and mentor-coach. The theme running through Mel's experience of success is how people focus and prioritise our personal and professional development to better support others.

