Board Practice and Directorship Development Program

Course 1 | Board Effectiveness

DAY 1 – Thursday, February 6th

Leading Strategic Change & Visioning the Future
with Andrew Kakabadse

Leading Change: The program participants will be divided into teams and asked to address the issues captured in a real-live leading through strategic change case. The participants will be placed in a subsidiary board situation having to balance the demands of the corporate center against the reality of doing business within a country setting. The outcome of each team's deliberations will be presented at the plenary. Each team will be given feedback on the quality of their presentation as well as the sharpness of thinking concerning the directorship skills necessary for driving through change as well as their capacity to restructure and redesign organizations. The case should bring to the surface the learnt strategic instincts each individual has developed concerning the board's role in leading through change, strategic thinking, change management, risk and vulnerability considerations, winning hearts and minds, capacity to reflect, handling stress and each person's view of what adds value in their role as Chair, CEO, C-suite member, subsidiary CEO/MD/GM. The case will help each participant reflect on their ability to perform under pressure and how effectively they communicate when facing considerable challenges.

Visioning the Future. Research has highlighted how envisioning the future can be broken down into discernible steps for the purposes of enhancing the visioning skills of senior directors/executives. Utilizing the Kakabadse Executive Profiling approach, a visioning map is generated highlighting the visioning capabilities of each program participant and their likely actions/reactions within given circumstances. Feedback will be given to both teams and individuals on their abilities to realistically integrate operational challenges with leadership demands. This unique process has been found,

through custom and practice, to be sufficiently accurately predictive of a person and team's behavioral pattern for a possible sixty-five months ahead of time.

Time: 09.30am – 18.00 hrs

- Introduction to Board Practice and Directorship with particular reference to enhancing performance as a Board Director and in the C-suite.
- Case 1 – Ziton Case. Real-live case heavily disguised. Fully interactive discussion in small groups. Plenary presentation.
- Kakabadse Executive Profiling. Individual and team feedback. Comparison of findings with key themes emerging from the Ziton case.

DAY 2 – Friday, February 7th

Executing Strategy by Building Board Functioning Mastery
with Andrew Kakabadse

Working with the Board. The program participants will be divided into their teams and asked to address the issues facing a real live organization in terms of board role, board functioning, board dynamics and board interaction with the C-suite. The participants will be placed in the context of a main-board pursuing a challenging acquisition strategy and needing to integrate the new businesses with the core business of the enterprise. The program participants will be asked to present findings on how critical governance issues need to be addressed and integrated with the strategic priorities being pursued by the C-suite. The purpose of this particular session will be to assist each participant to understand how to better work with boards and how to utilize boards for the enhancement of the organization. Exploration will focus on how to add value as Chair of the Board and how the CEO and subsidiary senior executives need to better relate with the Board.

Nurturing Key Sensitive But Critical Relationships. The Thomas Kilmann (TKI) questionnaire is used as the vehicle to examine each program participant's learnt ability to both manage and nurture critical but sensitive relationships where, for a number of reasons, tensions and disagreements have arisen. Feedback is offered on both an individual and team basis. The team feedback combines the Kakabadse Executive Profiling results with each team's TKI profile, thus providing some indication concerning whether the team in question is able to effectively realize their vision or would face challenges and tensions in attempting to do so. Equally, the TKI questionnaire identifies each person's learnt capability to interact with key stakeholders, internally or externally, such as the press/media.

Handling Burnout. Research has shown that one of the greatest challenges individual top executives face is how to address and cope with stress, fatigue and burn out. The program participants will be divided into their leadership teams and asked to work through a real live case of burn out at senior management level. Each leadership team will be asked to present their findings. Feedback will be given to each team on their capacity to handle burn out issues at the level of the individual and the team against best practice burn out management to have emerged from research. The findings from these discussions will be compared with the findings from the Kakabadse Executive Profiling and TKI results. The reason for doing so is to enable each participant to build their resilience to effectively handle pressure and stress.

Time: 09.30am - 18.00 hrs

- Review of learning from Day 1.
- Case 2 – Highland Plc. A real-live case heavily disguised. Fully interactive discussion in small groups. Plenary presentation.
- Visiting Chair of a Board shares personal experience on challenges in the Greek market.
- Complete the TKI. Team and individual feedback. Comparison between Executive Profiling findings and TKI outcomes.
- Case 3 – Kerry Schwartz. A real-live case heavily disguised. Fully interactive discussion in small groups. Plenary presentation.

Learning Approach

This leadership two ana a half day program will draw on real-life experiences concerning strategic leadership, the handling of top management relationships and the challenge of working towards a cohesive vision for the future. Case study analysis will be supported by group work and individual and team feedback. The level of leadership skill and capacity for each of the participants will be explored and act as a distinct feature of the program. Case study discussion, working in learning teams, and experiential learning will be the teaching methods adopted.

Research

As highlighted, this program is based on the results of extensive global research examining the nature and value of the Chair of the Board, CEO, MD and GM, which have led to numerous publications.

Key references are provided below.

- Kakabadse, A., & Kakabadse, N. (2007). The return of the chairman. Business Strategy Review, 18(4), 62-65.
- Kakabadse, A., & Kakabadse, N. (2007). Leading the Board: The Six Disciplines of World Class, Palgrave Macmillan.
- Kakabadse, A. P., Kakabadse, N. K., & Knyght, R. (2010). The chemistry factor in the Chairman/CEO relationship. European Management Journal, 28(4), 285-296.
- Kakabadse, A. (2015). The success formula: How smart leaders deliver outstanding value. London: Bloomsbury Publishing. ISBN: 978-1472916846.
- Kakabadse, A. & Jawad, A.Q. (2019). Leadership Intelligence: The 5Qs for Thriving as a Leader. London: Bloomsbury. ISBN: 978-1472963925