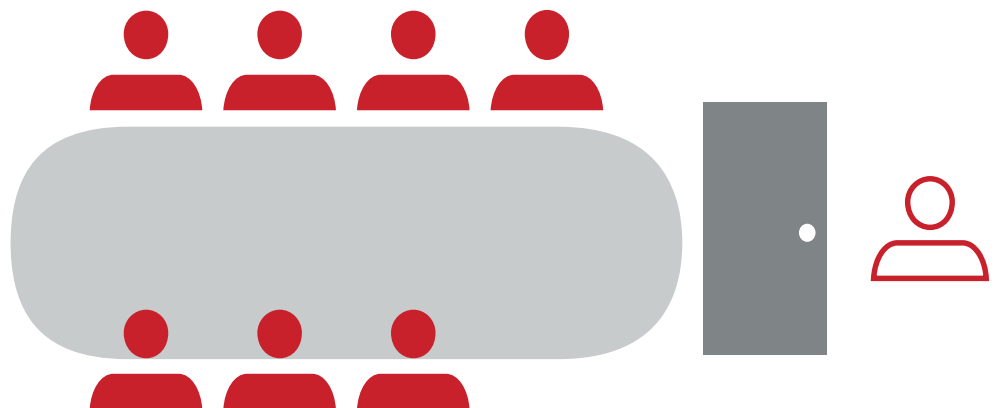

Your key to success in the boardroom

Professional Development
Programme for Non-Executive
Directors

A one-day master class for aspiring
Non-Executive Directors



Becoming an effective Non-Executive Director

Aspiring NEDs

“ The issue for incoming non-executives is often not what they bring but what is expected. It's a matching of the expectation and the skills. ”

FTSE 100 NED

The role of a non-executive director (NED) is prestigious and wide-ranging, from the membership and chairing of committees to the overall chairmanship of a company, charged with steering company strategy.

It comes with serious responsibilities and accountabilities within a complex and uncertain business environment that carries significant reputational risk.

Despite this, company induction programmes for NEDs tend to be organisation-specific and may not cover the wider issues of board life. Cass Business School and PwC have teamed up to fill these gaps with a unique master class for aspiring NEDs.

Boards play an important role in corporate life. Two of the main functions of boards are to determine the strategic direction of the company and take a lead in its governance.

The contribution expected from NEDs as independent and external to the management of companies brings its own pressures. The individuals have to deliver in an environment growing in complexity, accountability and uncertainty.

Effective board members also need to appreciate how group dynamics can influence decision-making. This professional development programme will help to unravel many of these complexities so that participants fully understand their roles and responsibilities as an NED.

Objectives of the programme

This master class for aspiring NEDs covers essential knowledge about roles, responsibilities, strategy and corporate governance that are key foundations for a board role. It also considers the wider board ecosystem, its structures and key players.

In addition, the master class includes practical sessions about identifying NED opportunities, the process of obtaining a first appointment and performing due diligence before accepting a new position. There is emphasis on the importance of presenting your experiences with clarity and relevance.

Subjects covered include:

- Key responsibilities for NEDs
- An overview of the board ecosystem
- Strategy and the board
- Corporate governance and managing risk.

You will also cover the practicalities of entering the NED world, including:

- The roles that are available and what you bring to a board
- The appointment process
- What headhunters and boards are looking for
- How best to present yourself.

Helps you to plan and prepare for your first move into the board arena. Instils a real sense of what is expected of NEDs and how to deliver.

Who should attend?

1

Individuals who are aspiring to become NEDs on FTSE 350 (or equivalent) company boards, e.g. those who currently have an executive role at a FTSE 350 company or equivalent experience.

2

Individuals in the broader talent development pool who would benefit from having a 'window on the board'.

Programme schedule

1	Registration	8	Lunch with guest speaker (Plural NED)
2	Welcome and introduction	9	NED roles - what is available?
3	Role of the director – key responsibilities	10	Appointment process and what boards want
4	The board ecosystem – committees/board structures/time commitment/agenda/advisors/regulators and key events	11	Tea/coffee break
5	Tea/coffee break	12	How best to present yourself and your experience
6	Strategy and the board	13	Due diligence prior to accepting an appointment
7	Corporate governance and managing risk	14	Feedback and close, followed by drinks and canapés

Expert delivery

The programme is delivered by a combination of:

- Academic experts in business and strategy from Cass Business School
- Senior partners specialising in governance and risk management from PwC
- Guest speakers including FTSE 350 non-executive directors and board advisors with practical and current experience of the boardroom.

Duration of the programme Date of the programme

One day

Refer to enclosed registration form or visit www.cass.city.ac.uk/cassexec

Venue of the programme Cost of the programme

Cass Business School
Executive Education
200 Aldersgate Street
London
EC1A 4HD
020 7040 8710

- £975 for full day, including materials and catering.

Post programme support

- CassExec alumni programme
- PwC FTSE 350 Non-Executive Director Programme.

The programme aims to demystify many of the responsibilities and complexities faced by Non-Executive Directors and advises on how to obtain a first board position.

"Before I came today, I thought I was about 90% ready to be an NED. I now realise that I'm only around 70% prepared but I came away knowing what it is that I need to do."

Previous master class participant

