



INSEAD



WOB WOMEN ON BOARDS<sup>®</sup>  
next generation directors

CORPORATE GOVERNANCE

# International Directors Programme



INSEAD

INSEAD is one of the world's leading and largest graduate business schools with campuses in France, Singapore and Abu Dhabi. With 154 renowned faculty members from 40 countries, INSEAD brings a global perspective and cultural diversity in all aspects of its research and teaching and to become "The Business School for the World." Every year, more than 11,000 corporate leaders and executives participate in INSEAD's various educational offerings. The INSEAD Corporate Governance Centre harnesses INSEAD's expertise in multiple disciplines for a comprehensive and sustainable response to the challenges facing directors today.



WOB WOMEN ON BOARDS<sup>®</sup>  
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Women on Boards (WOB) is a recognised leader in a growing ecosystem of organisations and networks promoting and supporting women; dedicated to breaking down barriers to entry into leadership and onto boards. We have a track-record of success and are known for our strategic and practical events and programs. Our aim is to have 40 percent of these roles occupied by women by 2025. Targets are essential and quotas will sometimes be necessary to achieve our goal. As strong advocates for women, WOB works across organisations and sectors and with Government on a meaningful and strategic policy and cultural change agenda for gender equity.

## EXCELLENCE IN BOARD PRACTICES

Women on Boards has partnered with leading business school INSEAD and the INSEAD Corporate Governance Centre (ICGC) to support women as they translate their professional skills and experience into non-executive director and other board-level roles.

The International Directors Programme seeks to develop more effective directors for the increasingly-complex governance challenges presented by dynamic global markets.

The programme consists of three modules of three days each. The International Directors Programme is designed to take directors to the next level by going beyond compliance and focusing on excellence in board practice. Upon completion of the programme, participants may apply for the INSEAD Certificate in Corporate Governance, the first truly international qualification for board members from an academic institution.

## PARTICIPANT PROFILE

This programme is designed for participants who are:

- Chairs and directors (executive and non-executive) of listed and private corporations
- Family members and controlling shareholders of large family companies
- Directors of government and non-profit organisations
- Senior professionals from institutional investors
- Senior partners of professional firms who serve boards

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 must also demonstrate that they possess the credibility and competence required to assume board-level responsibilities.

## IN ASSOCIATION WITH:



SID  
SINGAPORE  
INSTITUTE OF  
DIRECTORS



ILA  
Institut Luxembourgeois  
des Administrateurs

Founding partners: PWC, Institut Luxembourgeois des Administrateurs, Russell Reynolds, Singapore Institute of Directors

## PROGRAMME CONTENT

### BOARD FUNDAMENTALS: RESPONSIBILITY, EFFECTIVENESS, DECISION MAKING, AND STRATEGY

- Fundamentals of director and board effectiveness
- Fiduciary duty and shareholder supremacy
- The main governance challenges
- Effective decision making in the board room
- The Strategy imperative
- Value Creation at board level

### BOARD DYNAMICS, EFFICIENCY AND THE ROLE OF COMMITTEES

- CEO-Board dynamics and conflicts
- The Director as political actor & the question of power
- Fair Process Leadership – a model for the board
- CEO selection, oversight, evaluation, and succession
- CEO Remuneration
- Financial statements and red flags in reporting

### DEVELOPING DIRECTORS AND THEIR BOARDS

- Boards and Organisations in Crisis
- Fraud as a consequence of poor governance
- The challenge and opportunity of board diversity
- Putting it all together through a board simulation
- 360 evaluation of director strengths and development opportunities
- Group coaching techniques for director improvement
- Reflecting on roles and commitments

## JOIN OUR NETWORK OF INTERNATIONAL DIRECTORS

Each cohort comprises participants from a mix of countries across the world, representing the settings of today's global boards. Since its launch in 2011, some 800 directors from more than 67 countries have completed this world-class programme from INSEAD.

## DATES & FEES

**Singapore / Fontainebleau / Singapore**

**S\$28,900 (excl.GST)\*\***

Module 1<sup>(1)</sup>: 14–17 June 2020

Module 2: 22–24 September 2020

Module 3: 14–16 December 2020

**Singapore / Singapore / Singapore**

**S\$28,900 (excl.GST)\*\***

Module 1<sup>(1)</sup>: 17–20 June 2020

Module 2: 30 September–2 October 2020

Module 3: 15–17 December 2020



"First, there's the learning. The programme gave me access to some core tools and frameworks to sharpen my critical thinking on corporate governance issues and hone my judgement skills. Second, I gained a lot from the sheer diversity of the group. My cohort of 30 participants came from more than 20 countries. We were a very broad mix, which led to a lot of sharing of knowledge and invaluable country-specific insights."

### Mary Sue Rogers (IDP-C)\*

Board member, Women on Boards (WOB), Australia  
Past participant, International Directors Programme



"Common to both programmes is the fact that they provide you with insights into best practice. They help you see what you are doing right but also what you need to do better. You get to see this surrounded by an international group of peers. You realise that ultimately we are all confronted with similar issues, and you learn to tackle them effectively."

### Doris Albisser (IDP-C)\*

Owner and Chairman of Evaluglobe AG; Co-Founder of CLS Communication AG; Member of the Board of Directors of Switzerland Global Enterprise  
Past participant, International Directors Programme and Leading from the Chair



"I had many take-aways from the programme, but perhaps the most important was leaving with a different perspective. It was a bit like changing a lens on a camera! I gained much broader and deeper knowledge. It was unexpected... The programme helps you find the best fair process for your company and identify your key strengths as a board member to optimise your contribution. It enables you to see how you can best support the board with challenging perspectives and, in my case, advise in areas I am familiar with."

### Mary Francia (IDP-C)\*

Founder and Managing Director, Serowires Strategy Consulting  
Past participant, International Directors Programme

## CONTACT US

For further information and to apply to the **International Directors Programme**, please contact:

### INSEAD

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### WOMEN ON BOARDS

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Website: [www.womenonboards.net](http://www.womenonboards.net)

\*(IDP-C) Certified from the International Directors Programme.

\*\*Fee subject to change. VAT/GST shall apply at prevailing rates according to prevailing laws and regulations.

(1)Participants are required to attend a programme introduction and opening dinner the evening before the formal instruction begins.