



CGI CGQP Boardroom Dynamics

Session Plan

Neill McWilliams

THIS SESSION PLAN IS PROVIDED TO OUR REGISTERED STUDENTS. IF YOU ARE UNABLE TO REGISTER FOR TUITION YOU CAN USE THIS AS SELF-STUDY PLAN.

Week 1: Introduction and The emergence of board dynamics in governance

| | |
|---------------------|--|
| Introduction | |
| Our Approach | |
| The Examination | |

| | |
|---|-------------|
| Chapter 1: The emergence of board dynamics in governance | Page |
| The evolving focus of governance | 3 |
| Organisational failures | 4 |
| Interest in human factors | 6 |
| Shifts in approaches to leadership | 9 |
| Focus on ethics | 10 |
| How corporate governance is maturing | 11 |
| A broader model of corporate governance | 13 |
| Defining board dynamics | 16 |
| The evolving role of the company secretary | 17 |

Week 2: Governance structures and Board director demographics and attributes

| | |
|--|-------------|
| Chapter 2: Governance structures | Page |
| Governance theory related to board structure | 20 |
| Defining structural elements of boards | 21 |
| Impact of board structures on performance | 24 |

| | |
|--|-------------|
| Chapter 3: Board director demographics and attributes | Page |
| Board demographics | 34 |
| Board attributes | 42 |

Week 3: Psychology of the board and Board decision-making

| Chapter 4: Psychology of the board | Page |
|--|-------------|
| The importance of board dynamics | 53 |
| Defining board dynamics | 54 |
| Characteristics of boards and board meetings | 56 |
| Boards as high-performing teams | 57 |
| Board team outcomes | 61 |
| Board team processes | 65 |

| Chapter 5: Board decision-making | Page |
|---|-------------|
| Board decision-making: an overview | 71 |
| Evidence-based boards | 72 |
| Cognitive bias | 74 |
| Individual differences in relation to decision-making | 77 |
| Decision-making tools | 79 |
| Board team decision-making: key factors and tools to contribute to a better process | 82 |

Week 4: Stakeholder conversations and Culture in the boardroom

| Chapter 6: Stakeholder conversations | Page |
|---|-------------|
| Introduction to stakeholder systems | 86 |
| The systems inside the board | 89 |
| The systems outside the board | 101 |

| Chapter 7: Culture in the boardroom | Page |
|--|-------------|
| Governance and culture | 107 |
| Defining board culture | 108 |
| Board cultural markers | 110 |
| Board cultural dynamics | 114 |
| How to influence board culture | 119 |

Week 5: Diversity in the boardroom and The effect of meeting design on boardroom dynamics

| Chapter 8: Diversity in the boardroom | Page |
|---|-------------|
| Diversity in governance | 123 |
| Types of diversity | 125 |
| The impact of diversity on dynamics and performance | 126 |
| Diversity mindset | 132 |
| How to promote a diversity mindset | 134 |

| Chapter 9: The effect of meeting design on boardroom dynamics | Page |
|--|-------------|
| Introduction to meeting design | 138 |
| Temporal characteristics | 142 |
| Physical characteristics | 143 |
| Procedural characteristics | 148 |
| Attendee characteristics | 151 |
| The board design checklist | 152 |

Week 6: The role of the governance professional in influencing the board and Effective talent management

| Chapter 10: The role of the governance professional in influencing the board | Page |
|---|-------------|
| The twenty-first-century governance professional | 156 |
| The company secretary as strategic leader | 158 |
| Leadership influence | 162 |
| Ethical dilemmas | 170 |

| Chapter 11: Effective talent management | Page |
|--|-------------|
| Board talent management overview | 171 |
| Board competencies | 174 |
| Board recruitment | 179 |
| Board induction | 181 |
| Board learning and development | 182 |
| Board performance management | 183 |
| Board succession | 186 |

Week 7: Board evaluation and Cultural differences in boardroom dynamics

| Chapter 12: Board evaluation | Page |
|---|-------------|
| The company secretary as board consultant | 188 |
| The current landscape of board evaluation | 189 |
| How to conduct board evaluations | 193 |
| Board evaluation – moving towards best practice | 201 |

| Chapter 13: Cultural differences in boardroom dynamics | Page |
|---|-------------|
| The company secretary as cultural diplomat | 204 |
| Cultural development | 205 |
| Company culture | 209 |
| Sector culture | 212 |
| Country culture | 215 |

Week 8: Maintaining personal resilience and Developing behavioural agility

| Chapter 15: Maintaining personal resilience | Page |
|--|-------------|
| The requirement for resilience | 238 |
| The stress response | 240 |
| Defining resilience | 242 |
| Building resilience | 243 |
| A resilient board dynamic | 250 |

| | |
|---|-------------|
| Chapter 14: Developing behavioural agility | Page |
| The company secretary as team coach | 219 |
| One-to-one coach | 220 |
| Mentor | 226 |
| Systemic team coach | 227 |
| Facilitator | 231 |
| Other supporting roles | 235 |
| Concluding thoughts | 237 |

Week 9: Case study

| | |
|--|--|
| Case Study | |
| Review of the case study | |
| Discussion of potential question areas | |

Week 10: Case study

| | |
|---------------------------------------|--|
| Case Study | |
| Identification of potential questions | |