

BOARD LEADERSHIP DEVELOPMENT

BUSINESS STRATEGY AND CORPORATE GOVERNANCE IN EMERGING MARKETS

OVERVIEW

Strategy and governance are the most important and debated issues in many organisations after the financial crisis. "Strategy" can be a vague and academic concept that needs to be translated into everyday language to be of practical use in business. "Governance" can be equally vague and needs to be presented as tangible steps that can be taken as part of board life to allocate and direct resources so that sustained return on capital can be delivered.

This course explores practical approaches to developing strategic thinking skills and implementing a strategic management process. It enhances a deeper understanding of corporate governance in emerging

markets, covering the strategic role of the board, the rights of institutional shareholders and the approach of the company towards risk in a globalised world. We combine these two aspects of management and leadership and offer a systemic view.

Our evidence-based and highly practical training approach helps executives and professionals improve their strategic thinking ability. Confidence in fulfilling their governance responsibilities in the context of their specific organisation and the industry it operates in will be increased. We take on current relevant dilemmas and provide robust tools to support your continuous learning.

Good governance is good for the wallet
Financial Times

Six banks fined £2.6bn by regulators over forex failings
BBC Business News

Can we blame boards for bad performance?
The Guardian

WHO SHOULD ATTEND ?

Board directors in an executive or non-executive role, senior managers, active investors, portfolio managers and analysts, regulators, financial journalists, and lawyers who

- Have, or will have, the responsibility to translate organisational strategy into effective performance to deliver results.
- Desire to better understand the differences between operational management roles and strategic management roles in areas such as thinking skills, planning approaches, and priorities.
- Need to develop a deep understanding of international corporate governance best practice, the situation in selected emerging markets and introduce that into international companies or banks.
- Assess companies for their long-term success and potential to increase value for stakeholders.

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RESULTS

Some key outcomes reported by delegates who have attended this course include:

- Clarity about the elements of direction and strategy such as: Purpose, mission, strategy, goals, key result indicators, vision and values
- Clarity about the elements of direction and governance, such as: Accountability and stakeholder management, transparency, leadership, risk management
- Understanding of universal principles to steer companies on behalf of the owners and principles that are formed by cultural difference, improved capacity to work in global contexts
- Insights into the reasons why conflicts between strategic leaders and operational managers are inevitable and how to resolve them so the conflict is healthy
- Understanding of the difference between corporate and business strategy, appreciation of the importance of the idea "competitive strategy" and where newer ideas such as the resource-based view and Blue Ocean® strategy fit
- Better understanding of personal strengths as a strategic thinker, leader and manager and areas for further development

METHOD

The course provides an opportunity to build on your existing managerial skills, knowledge and experience. The course uses a mixture of short theory explanations, group discussions, individual work, exercises, presentations, video clips, case studies, problem-solving and feedback sessions to provide an interesting, varied and stimulating learning experience that suits a range of learning styles.

Participants learn in an interactive workshop environment how to handle their director roles and responsibilities and achieve greater impact in their board work.

The opportunity is given to address specific client situations in the form of individual yet anonymised case studies.

The course leaders have extensive qualifications and experience working with clients in many industries on strategic management and corporate governance in emerging markets. During preparatory steps an understanding of current corporate issues and individual concerns is captured and used to focus the workshop content. A comprehensive handbook, emerging markets guide, and a toolkit for follow-on work ensure the learning success for all delegates.

TUTOR PROFILES



Gudrun Timm

Member of the Institute of Directors, UK, and the Financial Experts Association, Germany. Diplom-Volkswirtin (MA in Economics, Friedrich-Wilhelms-Universität, Bonn), trained banker and sustainable finance professional. 20 years operational and board level experience in emerging markets with profound knowledge of Chinese culture and ethics. Successful investment professional and strategy adviser to multinational companies and bodies in Asia, Central Europe and Africa, focusing on banks and Private Equity. Practitioner of international Corporate Governance standards in banks and not-for-profit organisations, moderator and speaker on sustainability topics.



Stephen McGrady

Fellow of the Chartered Management Institute (UK), Institute of Leadership and Management (UK), and the Institute of Consulting (UK). Member of the Harvard Business Review Advisory Council. MBA at the Ashcroft International Business School, Cambridge (UK). 30 years experience in Europe, the Americas, Middle East and Africa. Successful Director and strategy adviser to multinational companies, governments and not-for-profit organisations. Consultant focusing on management sciences specializing in business strategy, organisation development, leadership and management across many industries including energy, logistics and consumer goods in addition to financial services.

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AGENDA

5 -Days Workshop	
Day 1 & 2	Strategy formulation, implementation and management <ul style="list-style-type: none">• Strategy definition and concepts• A Strategic Management System• Strategic analysis• Strategic planning and strategic thinking• Strategy evaluation and choice• Strategy communication and implementation• Organisational change and business transformation
Day 3 & 4	Corporate Governance and Board Leadership <ul style="list-style-type: none">• Corporate governance concepts and developments• The Emerging Markets universe – selected jurisdictions• The board’s strategic role• Director’s roles and responsibilities• Frequent dilemmas for board directors – real-life cases from emerging markets• Review of toolkit and handbooks
Day 5	Synthesis <p>Exercise: Simulation of a board period</p> <ul style="list-style-type: none">• Assess the risk appetite of the company• Develop and approve a business strategy• Stakeholder exercise• Follow-up key results indicators throughout the year• Challenge management on delivery• Present period-end results for approval

NOTE: Upon request the course can be held industry- specific for **bank boards**

CLIENT FEEDBACK

Since its initiation in 2008, nearly 350 delegates have completed the directorship training:

“Very good course, very relevant and practical –useful and a real eye-opener.”

“I will certainly be happy to come a second time in the coming years.”

“Hands-on information from experienced professional –encouraged to think.”

“After 3 years of being a director, this training was extremely welcome. It should be a requirement for all new directors.”