

Board Leadership: the chair's and chief executive's role in building high-performance boards

Stage 2 Programme

Dealing with practical issues of board leadership and with people problems.

9.30am	Registration and coffee
10.00am	<p>Introductions</p> <p>Brief reminder of the fundamentals of governance.</p> <p>Board behaviours and dealing with people problems</p> <ul style="list-style-type: none"> • Trustees behaving badly • Board manners <p>Board committees</p> <ul style="list-style-type: none"> • Making sure all committees add value to governance: <ul style="list-style-type: none"> ▪ Governance structures, terms of reference ▪ Reporting back and reviewing committee effectiveness <p>Each committee's role in risk identification and risk management.</p>
11.30am	Tea and Coffee
11.45am	<p>CEO remuneration</p> <ul style="list-style-type: none"> • Getting it right • Being able to defend the board's remuneration policy <p>Succession planning</p> <ul style="list-style-type: none"> • Planning for predicted as well as unexpected departures of key people including the CEO and chair. <p>Dealing professionally with CEO problems</p> <ul style="list-style-type: none"> • Spotting the signs of, and helping your CEO manage stress • Dealing professionally with CEO under-performance • Spotting the signs of a deteriorating relationship between the CEO and the board • Closed/private meetings/sessions of the board
1.15 pm	Lunch
2.00pm	<p>Case study of where things went wrong – tackling difficult/sensitive situations and learning from others' mistakes.</p> <ul style="list-style-type: none"> • Delegates split into groups to decide how best to lead the charity in the case study out of its difficulties.
3.00pm	Tea/Coffee
3.15pm	<p>Strategic risk management</p> <ul style="list-style-type: none"> • Much of governance is about identifying and managing strategic risk without getting risk averse • The chair and CEO's role in ensuring that boards deal strategically with risk and that risk is dealt systematically throughout the charity <p>Open session - a chance to raise any other governance issues</p>
4.15pm	End