

Thursday, 29 August 2019

ICDM Training Room, Level 9, Mercu 2, KL Eco City
9.00am - 1.00pm



Masterclass: Board Evaluation - If Not, Why Not?

4
CPD
POINTS

ABOUT INSTITUTE OF CORPORATE DIRECTORS MALAYSIA (ICDM)

ICDM is a professional institution dedicated to enhancing the professionalism and effectiveness of corporate directors in Malaysia. As the one-stop centre that caters for all board and director needs, ICDM's goal is to promote good governance amongst boards of companies by:

- Developing professional competence of directors
- Building a pipeline of capable directors
- Promoting research and development on the law and practice of corporate governance
- Representing directors' interests by lobbying and advocating on issues affecting directors
- Providing a platform for networking and directorship opportunities through membership

ABOUT THE PROGRAMME

Board Reviews are mandatory in some jurisdictions or at least highly recommended. A Board Review, when strategically designed and skillfully delivered, can assist boards in proactively maximising the organisation's capacity in building alignment and realising its vision, mission, and outputs. An impactful and meaningful board review engagement best practice advocates that the engagement should move away from a 'box-ticking' exercise to a forensic self and situational reflection.

This fast-paced, interactive, half-day Masterclass will explore and articulate the attributes of an effective Board Review engagement through a TED style presentation, enhanced with questionnaires and group reflection, bringing directors up to speed with the trends across the Asia Pacific Region and global best practices models. It will reference evidence-based governance research data supported by case studies and war stories across five jurisdictions over the last decade. By the end of the Masterclass, the participants will be able to:

- Familiarise themselves with a Metamodel - the Integral Board - a practical framework of boardroom architecture that will enable participants to comprehensively and systemically grasp any aspect of their own Board's Eco System.
- Learn to appreciate a more nuanced understanding of the systemic interactions within the board that impact performance and outcomes - people, psychology, behaviours, culture and processes, procedures and protocols.
- Identify the characteristics of a good Board Review as well as useful templates and tools available for decision making, planning and action plans.

LEARNING OUTCOMES



Identify the evolution of the Board Evaluation process over the last two decades



Explain why evaluation for board and key executives should be reviewed regularly against both quantitative and qualitative outcomes



List the pros and cons of a board review engagement



Explore the various models currently employed and what an optimal Malaysian protocol might look like



Reflect on how organisations might benefit from the best practices model



Explore and outline how a Board Review can be an excellent return on investment (ROI)

PROGRAMME

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8.30am - 9.00am	Registration
9.00am - 9.50am	Module 1 The Emergence and Evolution of the Board Review
9.50am - 10.40am	Module 2 The Objectives of an Effective Board Review
10.40am - 11.20am	Networking Break
11.20am - 12.10pm	Module 3 The Structure of a Board Review
12.10pm - 1.00pm	Module 4 The Challenges of Implementing a Board Review
1.00pm	End of Programme

The Organiser reserves the right to alter the content and timing of the programme as it deems fit and is not responsible for cancellations due to unforeseen circumstances.

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“While the review process may not necessarily be comfortable, I believe it should always leave the directors feeling reinvigorated, more purposeful, more committed and more capable.

A good review will be one that re-energises the people around the table. That’s why it’s crucial to get buy-in from all participants for the process itself and for following up on recommendations.”

Robert Gordon

PROGRAMME CONTENT

The half-day programme is divided into four modules as follows:

Module 1:

The Emergence and Evolution of the Board Review

- How Board Review has evolved from ‘box-ticking’ to forensic self and situational reflection.
- The impetus for the Board Review in delivering good governance regulation and oversight.
- The internal and external accountabilities for a Board Review engagement.

Module 2:

The Objectives of an Effective Board Review

- How Board Review engagement can potentially empower and align the chair, directors and management to successfully confront internal and external challenges in an increasingly VUCAD (volatile, uncertain, complex, ambiguous and disruptive) environment.
- How the Review can positively evaluate (coach-not-catch) directors, enabling them to ‘know what they don’t know’ and optimise the culture, processes, procedures, protocols for individual and organisational outcomes.
- How the Review might identify disruption that could negatively affect the organisation and how it might deliver value by sending a positive message to the various stakeholders.
- Why an effective Review is more about building capacity than enforcing compliance and is an indispensable contributor to good governance.
- How might a Review be embedded in the Professional Development culture of the organisation.

Module 3:

The Structure of a Board Review

- How does a Board Review differ from a Chair, CEO and Management Review?
- Who should participate in the Evaluation – Directors, Chair, Company Secretary, CEO, Management team, Committees, Stakeholders?
- What should it evaluate – Individual and/or group performance, culture, processes, protocols and procedures, strategy, outcomes/key performance indicators (KPIs), key behaviour indicators (KBIs)?
- How often should a board be reviewed – annually, bi- or tri-annually?
- How might it profile individual performance, interpersonal relations, strategy, decision-making and expose cognitive and emotional bias?
- What metrics should be employed – quantitative and qualitative, interviews, online surveys, research of board minutes/papers, observation sessions?
- Who should conduct the Review - internal vs externally facilitated reviews?
- How are the data inputs reported to the board – written report and/or debriefing session?
- How are the recommendations being followed-up and dealt with to justify the time, energy and resources invested?

Module 4:

The Challenges of Implementing a Board Review

- Case studies on Board, Chair and CEO Review - from the trenches, profiling methodology, difficulties encountered, outcomes achieved and lessons learned.
- Impartiality and the role of the facilitator - the challenges for the ‘facilitator-as-messenger’.
- What might be the most beneficial model for the Malaysian jurisdiction?

FACILITATOR



Robert Gordon
BEd M Coun GAICD CCG
(INSEAD) FSID

Robert Gordon is the CEO of Australian-based consultancy, Board Accord, with reach across Australia into NZ and Asia. He has two decades experience consulting, coaching and mentoring in the c-suites and the Boardroom. He was invited by IBM and JP Morgan to introduce the discourse on Workplace Stress and Resilience into the modern Chinese Corporate economy, in 2004, presenting to senior executives in China, HK and Taiwan.

Over the last six years he has facilitated numerous board, chair, CEO and management reviews. His clients include listed companies, not-for-profit organisations, ports, government instrumentalities, indigenous organisations and trusts, co-operatives and sporting organisations. He presents topics on Boardroom Performance and Dynamics at conferences and universities and is regularly referenced in journals. His master's dissertation researched Workplace Stress and Resilience and his clinical practice was in a maximum security prison, documenting Impulse Control.

A graduate of both the AICD's International Director Program (UAE) and INSEAD International Directors Program (Singapore, Paris), he is also certified in multiple behavioral and psychological assessments, Solution Focused Problem Solving and many others.

PARTICIPANT REGISTRATION FORM

ICDM | MASTERCLASS: BOARD EVALUATION - IF NOT, WHY NOT?

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REGISTRATION TERMS & CONDITIONS

REGISTRATION FEE

PRICE PER PAX (Please tick (✓) where applicable)

<input type="checkbox"/> ICDM Member	RM720 (This programme fee is exclusive of 6% SST)	REGISTER NOW
<input type="checkbox"/> Non-ICDM Member	RM800 (This programme fee is exclusive of 6% SST)	REGISTER NOW

TERMS & CONDITIONS

Attendance Fees

- Fees include programme materials and refreshments.

Payment

- Registration(s) is confirmed only upon receiving full payment.
- Full payment must be made no later than 10 days prior to the programme date to:

Account Name Institute of Corporate Directors Malaysia (ICDM)

Bank Name Maybank Islamic Berhad

Account Number 564324609320

Cancellation Policy

- Cancellation notice must be made in writing.
- The following cancellation charges apply:
 - Less than ten (10) working days before the event:
50% of the programme fee will be charged.
 - Less than five (5) working days before the event:
100% of the programme fee will be charged.
- Replacement of participant is acceptable to avoid incurring cancellation fees. Notification and details of the replacement of participant shall be given to the organiser no later than seven (7) days before the event.

Others

When providing ICDM with any personal data, you shall comply at all times with the Personal Data Protection Act 2010 (PDPA) and shall not in any way cause ICDM to breach any of its obligations under the PDPA Act.

Upon submitting the registration, the participant and the sponsored organisation are deemed to have read and accepted the terms and conditions.

For "Pay Later" option, please email the payment advice to development@icdm.com.my once you have made the payment. For further inquiries, kindly contact Jonathan or Zefry at +603 2202 2022 ext 123 or ext 122 respectively.