Your professional development pathway
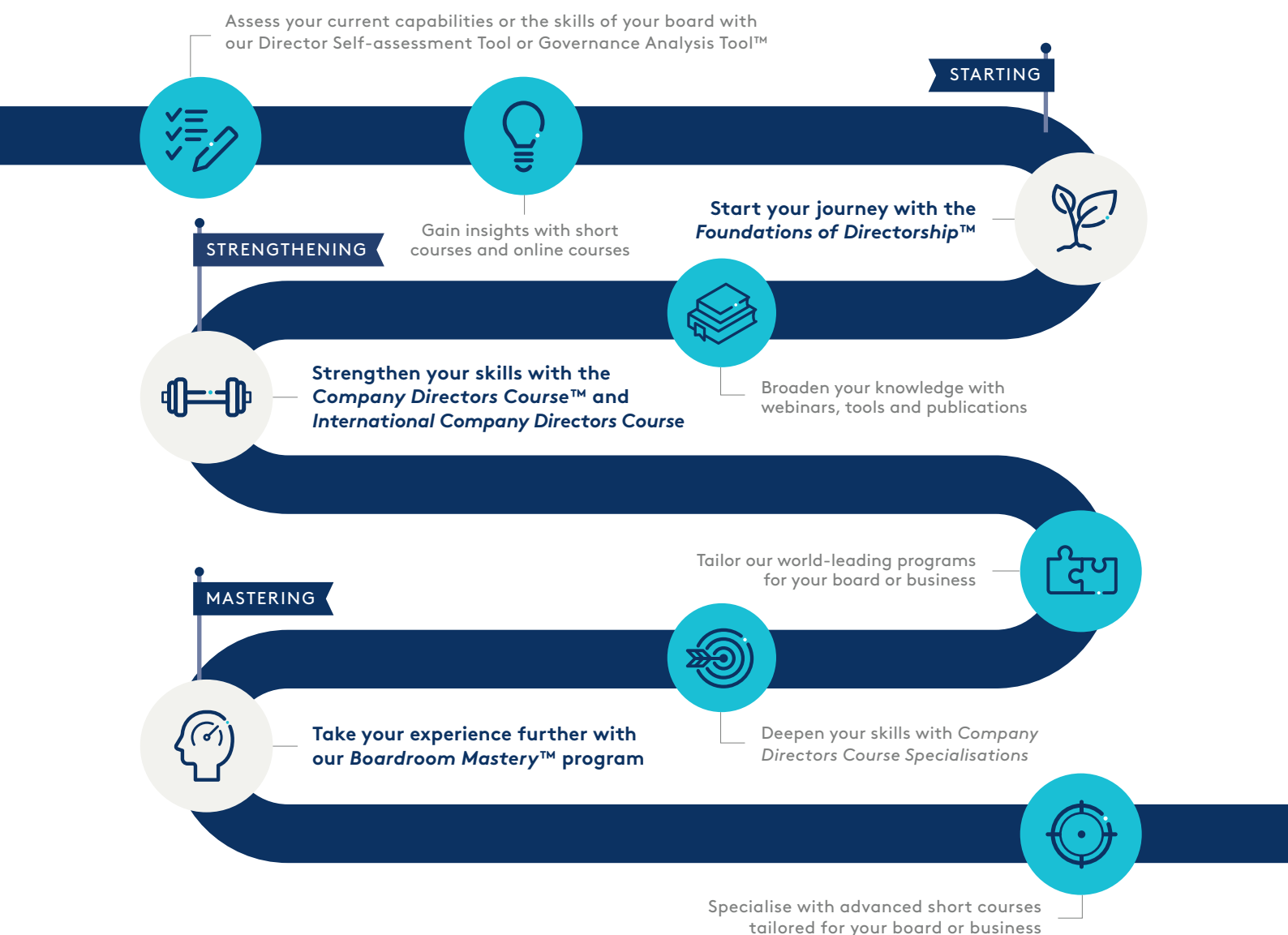
2019-20 Course Guide

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Tailor our world-leading programs for your board or business

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Specialise with advanced short courses tailored for your board or business

Our professional development pathway at a glance

At the AICD, our membership base of 43,000 people is united by a commitment to lifelong learning. The increasing pace of technological change, cybersecurity, digital disruption, complex regulations and growing community expectations are examples of just some of the many challenges that face the modern director.

This course guide outlines how we can help you overcome the rigours of being an effective director in the 21st century.

Our courses and educational programs assist directors and leaders to achieve a full understanding of their duties and responsibilities, while also equipping them with the skills and knowledge appropriate to the specific context of their roles.

Whether you are starting, strengthening or mastering your governance practice, this guide will assist you in finding the right courses, tools and resources to help you take the next big step in your career.

STARTING LEVEL

These courses are designed for participants who have little to no professional experience as a director, or limited knowledge of a particular topic.

STRENGTHENING LEVEL

These courses provide the next step for participants who are currently sitting on a board and have two to three years' experience. Courses of this level expand existing knowledge on governance and directorship topics.

MASTERING LEVEL

These courses are for senior directors who have five or more years' experience on boards. They put advanced areas of governance and leadership under a microscope.

	Core Courses	Short Courses
	Foundations of Directorship™* International Foundations of Directorship Fiji Directors Course	Establishing Boards for Business Owners Reporting to the Board Governance Foundations for Not-for-Profit Directors
	Company Directors Course™ International Company Directors Course Company Directors Course: Preparing for Success Company Directors Course Update	Governing to Protect Vulnerable People The Board and the Company Secretary Advanced Not-for-Profit Governance Boardroom Financial Acumen Boardroom Effectiveness for Women The Board's Role in Mergers and Acquisitions in the Not-for-Profit Sector The Strategic Board Subsidiary Boards Cyber for Directors The Board and the CEO

	Company Directors Course Specialisations
	     Mergers and Acquisitions
	     Preparing for Sale
	     Crisis Management
	     Ensuring Solvency
	     Directing Innovation
	 Boardroom Mastery
		The Role of the Chair
		 Mastering Financial Governance
		 Applied Risk Governance

*The Foundations of Directorship program has also been adapted for specific sectors: Indigenous Governance, Sports Governance, Foundations of Directorship for the Public Sector, Governance Foundations for NFP Directors, Governance Essentials for Local Government.

Courses

These courses will provide you with overarching learning in the critical elements of directorship. They will extend and deepen your knowledge and skills across finance, governance and strategy.

STARTING LEVEL

Foundations of Directorship™

Level: Starting ● **DPD:** 30 units ● **Duration:** 3 days

Designed for aspiring directors, senior executives and managers, the *Foundations of Directorship* program provides a comprehensive introduction to governance, finance, strategy and risk.

Foundations of Directorship consists of three one-day courses: *Governance for Directors, Finance for Directors,* and *Strategy and Risk for Directors.* Participants can choose to undertake the courses individually or as a suite, delivering a flexible format for attaining essential governance knowledge.

Governance for Directors

Examine the key roles, functions, duties and responsibilities of boards and directors. Participants learn about the purposes and processes of effective board meetings, and about the various structures of boards.

Finance for Directors

Learn how to interpret the three core types of financial statements (balance sheets, income statements and cash flow statements) and how to assess an organisation's financial performance. Upon completion, participants have a strong understanding of directors' financial duties.

Strategy and Risk

This course explores the basics of strategic planning and provides participants with frameworks and tools for directors to use when implementing strategy. It is also an introduction to risk monitoring and management, and to the relationship between risk management, risk culture and effective leadership.

Each course requires approximately six to eight hours of pre-reading. This program is held in cities across Australia.

For more information on upcoming dates please check our website: aicd.com.au/FoD

Fiji Directors Course

Level: Starting ● **DPD:** 30 units ● **Duration:** 3 days

The *Fiji Directors Course,* offered only in Fiji, is designed for aspiring, new or established directors and senior executives looking to understand the duties and responsibilities of a director.

It also examines the *Fiji Companies Act 2015* and the compliance obligations it places on directors.

Over three days, participants will complete the core courses: *Governance for Directors, Finance for Directors and Strategy and Risk for Directors,* giving them the foundational knowledge required to develop their professional skills.

For more information on upcoming dates please check our website: aicd.com.au/Fiji

Sports Governance

Level: Starting ● **DPD:** 20 units ● **Duration:** 3 days

Understanding the rules is critical to the good governance and success of any sporting organisation. The *Sports Governance* two day course provides participants with the knowledge they need to navigate the unique governance challenges directors face in the sporting sector.

This course is recommended for directors or aspiring directors and executives of sporting clubs, large or small, who want to gain a deeper understanding of good governance practices relevant to their role.

For more information on upcoming dates please check our website: aicd.com.au/Sports

Courses

Company Directors Course™

Level: Strengthening ● **DPD:** 50 units ● **Duration:** 5 days

A globally recognised director education program, the *Company Directors Course* provides directors with a thorough understanding of compliance, risk, strategy, finance and the role of the board. Over five days, participants gain the knowledge they need to navigate complex governance challenges and improve their performance as a director.

Strengthen your understanding of boardroom processes and refine your decision-making skills through examination of recent and relevant case studies. The course is an opportunity to challenge yourself in an engaging learning environment, facilitated by experienced directors. The course covers ten modules which delve into essential governance issues, including compliance, financial literacy and performance, director responsibilities and strategy.

Participants have the opportunity to sit the *Company Directors Course* assessment. Those who successfully complete the assessment are awarded the well-recognised *Graduate of Australian Institute of Company Directors* post-nominals (GAICD) and an additional 10 DPD units.

Courses are held in every state of Australia, in regional and metropolitan areas. This course requires approximately 60 to 80 hours of pre-reading.

Company Directors Course Specialisation

Level: Strengthening ● **DPD:** 30 units ● **Duration:** 3 days

The *Company Directors Course* delivers a professional development pathway with the following mastering-level specialisations:

· Mergers and Acquisitions

· Preparing for Sale

· The Board's Role in Crisis Management

· Ensuring Solvency

· Directing Innovation

For more information see page 8 or please check our website: aicd.com.au/specialisation

The *Company Directors Course* is offered in multiple formats:

1. Five-day course

Delivery: Five days held over one week or multiple weeks

Benefit: Condense your learning time commitment

2. Residential – aicd.com.au/residential

Delivery: A five-day residential program with accommodation included

Benefit: Immerse yourself in learning and networking away from daily distractions

3. Self-paced

Delivery: Designed for those not available to attend face-to-face sessions, to be completed within a six-month period

Benefit: Study at your own pace, when it suits you

4. In-house

Delivery: Delivered to your board or organisation

Benefit: Improve the performance of your whole board or executive group

For more information on upcoming dates please check our website: aicd.com.au/CDC

Company Directors Course Sector-Specific

Level: Strengthening ● **DPD:** 30 units ● **Duration:** 3 days

The *Company Directors Course* has been tailored for delivery to a range of sectors. These include:

· Indigenous business leaders

· University sector

· Victorian public sector

Courses

International Company Directors Course™

Level: Strengthening ● **DPD:** 50 units ● **Duration:** 5 days

The *International Company Directors Course* gives participants the knowledge and skills required to successfully perform when operating in an international context. Over five days, participants develop a thorough understanding of the challenges, responsibilities and opportunities of an international directorship.

It covers director duties, the international legal environment, risk and strategy, financial literacy and board effectiveness. The course is facilitated by international directors who have realworld director experience and features global case studies and real-life examples. It is suitable for directors, aspiring directors and senior executives reporting to boards.

Participants also have the opportunity to sit the *International Company Directors Course* assessment. Those who successfully complete the assessment are awarded the industry-recognised *Graduate of Australian Institute of Company Directors* postnominals (GAICD) and an additional 10 DPD units.

This course requires approximately 60 to 80 hours of pre-reading.

Please note: This international course is held in Singapore, Hong Kong, Dubai and Fiji.

For more information on upcoming dates please check our website: aicd.com.au/ICDC

Company Directors Course: Preparing for Success

Level: Strengthening ● **DPD:** 0 units ● **Duration:** 2 days

The *Company Directors Course: Preparing for Success* is a two day workshop developed to support those who have attended the *Company Directors Course* but have not attempted or successfully completed the assessment. The course is highly practical and targeted, guiding you step by step through what you need to do to complete the assessment. The workshops focus on providing an optimum learning environment through the experience of an in-depth assessment breakdown. Prepare for success in the *Company Directors Course* assessment and give yourself the best chance of attaining your GAICD post-nominals.

Company Directors Course Update

Level: Strengthening ● **DPD:** 20 units ● **Duration:** 2 days

The *Company Directors Course Update* is a two-day course designed for participants who completed the *Company Directors Course* more than two years ago. It engages participants in recent case studies and in-depth discussion of current governance issues, and provides information on cutting-edge best governance practice. It also provides participants the opportunity to complete the Company Directors Course assessment.

Courses

Company Directors Course Specialisation: Mergers and Acquisitions

Level: Mastering ● **DPD:** 10 units ● **Duration:** 1 day

The *Mergers and Acquisitions* course builds on the knowledge attained in the *Company Directors Course*. Participants learn how to assess the commercial, legal and strategic factors of a potential merger or acquisition of publicly unlisted organisations. Led by an experienced facilitator, participants will receive useful frameworks, plans and tools to use when considering an acquisition, and invaluable tips on how to execute a successful merger after acquisition with confidence.

Company Directors Course Specialisation: Crisis Management

Level: Mastering ● **DPD:** 10 units ● **Duration:** 1 day

This one-day course develops participants' management skills and their ability to make considered decisions while under stress. By leading participants through an engaging case study, this course will clarify the board's role in crisis management, teach participants how to determine objectives in crisis communications and help them to identify any ethical dilemmas that may arise.

Please note: Only available in NSW.

Company Directors Course Specialisation: Preparing for Sale

Level: Mastering ● **DPD:** 10 units ● **Duration:** 1 day

Developed for directors and aspiring directors, this specialisation course examines the strategic and governance tools necessary for preparing a small-to-medium-sized company for sale.

Participants will learn to recognise the opportunity for the sale of a business and how to develop realistic, structured timelines and guidelines for the sale process. The course enables owners and directors to have confidence in planning, preparing for and executing the sale of a business.

Company Directors Course Specialisation: Directing Innovation

Level: Mastering ● **DPD:** 10 units ● **Duration:** 1 day

This one-day course has been developed to assist directors in building resilience and capability to govern organisations through business model disruption. Participants will learn directly from industry experts to develop a more agile perspective on how to oversee strategy in a Volatile, Uncertain, Complex and Ambiguous (VUCA) world. This course is suitable for directors looking for the confidence and tools to govern their organisation through uncertain times.

Boardroom Mastery™

Level: Mastering ● **DPD:** 40 units ● **Duration:** 3 days

Boardroom Mastery is a unique course designed to explore, develop and help you shape the interpersonal dynamics of the boardroom. It is a challenging and transformative course for experienced directors who are ready to take their personal performance to the next level.

Participants join a hypothetical board, analysing information, sharing views and jointly deciding upon courses of action to address a realistic governance crisis. Facilitated by experienced governance experts and organisational psychologists, the course focuses on self-mastery, emotional intelligence, and personal and group effectiveness.

Prior to commencement of the course, participants have the opportunity to understand personal and professional strengths, and areas for improvement, through a confidential coaching session with an independent organisational psychologist. Following course completion, this psychologist provides an individual coaching session on how to embed new skills and enhance participants' performance on a board.

We recommended that participants have completed the *Company Directors Course* and have a minimum of three years' director experience, or, alternatively, have equivalent director experience of at least five years.

Stay ahead of the curve

Enhance your professional development, accrue DPD units and stay up to date with the latest news, insights and trends with our range of resources and publications.

Company Director® Magazine

Australia's leading publication for directors, with news and features on the legal, economic and strategic issues affecting your organisation.

The Boardroom Report

The Boardroom Report provides updates on the latest news and views that matter to directors.

Membership Update

An insight into the activities, events and research undertaken in our community of members across the country and around the world.

Economic Updates

Our Chief Economist, Mark Thirlwell, provides insights on economic events and concerns via weekly emails and our podcasts.

Podcast

In *The Dismal Science* podcast, AICD's Chief Economist discusses recent economic events and the potential impacts for organisations. *DirectorCast* is a podcast series aimed at keeping members informed on contemporary governance issues. It features AICD faculty members and guest speakers from international business schools.

Resources

Our online resources provide a curated library of practical tools and articles on governance and director issues. Our reports provide insights and commentary from leading directors.

Short courses

Sharp and to the point, our short courses are designed to provide you with a deeper understanding of specific and topical issues through a variety of half-day, one-day and two-day sessions.

These courses update and improve participants' knowledge on key governance issues, board best practice and the roles and responsibilities of directors. They are also an opportunity to network and learn from other participants from a wide range of industries and sectors, and to hear from our facilitators, who are all highly experienced practising directors.

STARTING LEVEL

Establishing boards for Business Owners

Level: Starting ● **DPD:** 5 units ● **Duration:** 0.5 day

Determining whether to establish a board for a business is an important consideration. This course assists participants in assessing the right time to implement a governance structure to help support and maintain an organisation's success, and what board structure might be suitable. It also covers the principles of establishing a robust succession plan for a board.

Governance Foundations for Not-for-Profit Directors

Level: Starting ● **DPD:** 20 units ● **Duration:** 1.5 days

Designed specifically for first-time directors or aspiring directors considering taking on a not-for-profit (NFP) directorship, this course provides an overview of the key roles and responsibilities of a NFP director in relation to governance, risk, financial performance and strategy. Participants also develop an understanding of the differences between for-profit and NFP contexts.

Reporting to the Board

Level: Starting ● **DPD:** 5 units ● **Duration:** 0.5 day

This course examines contemporary board reporting practices. Gain the tools and techniques you need to write a thorough, informative and concise report that provides meaningful and timely information to the board. This course is designed for senior executives and managers.

SME Governance Program

Level: Starting ● **DPD:** 20 units ● **Duration:** 4 half days

Delivered as a series of short workshops, this program provides guidance on the relevant governance practices required to drive long-term growth in a small-to-medium enterprise (SME). This course is best suited to owners and leaders of SMEs, and it is recommended that multiple leaders from the same business attend together.

Short courses

Governing to protect Vulnerable people

Level: Strengthening ● **DPD:** 10 units ● **Duration:** 1 day

Examine the director's role and responsibilities in fulfilling a duty of care to vulnerable people. Learn to identify the scope of your organisation's risk in relation to vulnerable people, the nature of your organisation's culture and how to evaluate the efficacy of policies and procedures. This course is suitable for both new and existing directors.

Advanced Not-for-Profit Governance

Level: Strengthening ● **DPD:** 20 units ● **Duration:** 2 days

Exclusively designed for experienced not-for-profit directors, *Advanced Not-for-Profit Governance* offers the opportunity to explore in detail the complex strategic and cultural issues facing the sector. Participants learn to appropriately evaluate and influence board structure and processes, to support the CEO in achieving their goals, and to improve the decision-making skills of a board.

Boardroom Effectiveness for Women

Level: Strengthening ● **DPD:** 10 units ● **Duration:** 1 day

Making the move from executive to director often requires a shift in thinking and decision making. This short course aids participants in enhancing their leadership skills, explores the nature of team dynamics and diversity in the boardroom, and provides strategies to help participants identify and manage conscious and unconscious biases in the workplace. This course is suitable for directors and senior executives.

The Board and the Company Secretary

Level: Strengthening ● **DPD:** 5 units ● **Duration:** 0.5 day

Understanding the role of the company secretary is essential to facilitating good governance practices within an organisation. The course provides insights into the pivotal role of the company secretary and how the role can best support and guide the board. This course is recommended for all directors, board members and company secretaries looking to gain a greater understanding of the company secretary role in supporting the board and its organisation.

Boardroom Financial Acumen

Level: Strengthening ● **DPD:** 10 units ● **Duration:** 1 day

Through examination of two interactive case studies, participants of this course develop their understanding of financial assessment, strategy and risk management. This course provides the information current and aspiring directors need in order to develop their financial literacy and to prepare for future fiscal challenges. This course is suitable for all directors.

The Board's role in M&As in the Not-for-Profit Sector

Level: Strengthening ● **DPD:** 5 units ● **Duration:** 0.5 day

This course covers the commercial, legal and strategic issues to be considered when assessing a potential merger or acquisition. Participants also gain practical tools and frameworks to be used in preparing an NFP organisation for a merger or acquisition. Recommended for directors working in the NFP sector.

Short courses

The Strategic Board

Level: Strengthening ● **DPD:** 10 units ● **Duration:** 1 day

This course examines strategic thinking for boards and senior executives through case studies and an interactive group session. Participants learn methods to develop, implement and monitor forward-thinking strategy that balances short-term and long-term success. This course is suitable for directors, CEOs and senior executives from private, public and NFP organisations.

Cyber for Directors

Level: Strengthening ● **DPD:** 10 units ● **Duration:** 1 day

This course is suitable for directors seeking a greater understanding of cyber governance, plus CEOs, Chief Information Security Officers and IT Managers reporting in to boards on cyber. Participants will gain an understanding of the key terms and concepts of the cyber landscape, the relevant fundamental roles and responsibilities of the board, and learn tools for managing cyber risks and opportunities.

The Board and the CEO

Level: Strengthening ● **DPD:** 5 units ● **Duration:** 0.5 day

In today's environment, the relationships between your CEO, chair and board members are critical to the successful performance of your organisation. This course provides practical tools to help directors lead effectively and is designed to cover the full spectrum of issues that affect the board-CEO dynamics, including due diligence, remuneration, feedback, managing expectations and succession planning.

MASTERING LEVEL

The Role of the Chair

Level: Mastering ● **DPD:** 10 units ● **Duration:** 5 hours

This course is designed to fine-tune the leadership and governance skills of chairs. It also provides an in-depth analysis of the roles, relationships and accountabilities of other members of the boardroom. Current and aspiring chairs with previous boardroom experience, from the private, public and listed sectors, would benefit from this course.

Mastering Financial Governance

Level: Mastering ● **DPD:** 10 units ● **Duration:** 1 day

Financial literacy is a critical skill for all directors. This course helps participants take their knowledge of financial governance to the next level and thereby improve their overall performance in the boardroom. It examines how a strong understanding of an organisation's finances can inform strategy formation and the key financial obligations of the board. This course is suitable for experienced directors.

Applied Risk Governance

Level: Strengthening ● **DPD:** 5 units ● **Duration:** 0.5 day

Designed for experienced directors and executives involved in the management and oversight of risk, this course guides participants on how risk management can be leveraged to improve strategy development, organisational resilience and competitive advantage. The course also addresses risk appetite and its impact on board and organisational culture.

Online learning formats

Our online course format is designed for busy individuals or groups who need to balance competing priorities, or who are unable to attend an in-class program. Learn and discuss issues of corporate governance with a diverse cohort in our tutor-led, online courses.

Governance Essentials

Level: Starting ● **DPD:** 10 units ● **Duration: 6 weeks**

This introductory course explores the fundamentals of governance and directorship, focusing on the roles of the board, directors and management in a well-run organisation. *Governance Essentials* is designed for new and aspiring directors, and senior managers.

Reporting to the Board

Level: Starting ● **DPD:** 10 units ● **Duration: 4 weeks**

This course examines contemporary board reporting practices. Gain the tools and techniques you need to write a thorough, informative and concise report that provides meaningful and timely information to the board. This course is designed for senior executives and managers.

Online courses coming soon:

Establishing Boards for Business Owners | The Board and the Company Secretary
The Board's Role in Mergers and Acquisitions in the Not-for-Profit Sector | Subsidiary Boards

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KNOWLEDGE THAT CLICKS INTO PLACE

e-Learning

For those unable to attend our courses in person, our focused, content-only e-Learning courses provide a way for you to facilitate your own learning at a pace and place that suits you.

To find out more visit aicd.com.au/elearning

Publications

We regularly hold live interactive webinars on topical directorship and governance issues. These hour-long sessions, led by experts and seasonsed directors, offer an efficient and cost-effective way to update your knowledge. If you're not available to participate at the time, recordings of the live session are available afterwards.

To find out more visit aicd.com.au/bookstore

Self-Paced

For those not available to attend our face-to-face courses, our Self-Paced format allows you to study at your own pace, when it suits you. Complete the *Company Directors Course* in your own time within a six month period.

Webinars

We regularly hold live interactive webinars on topical directorship and governance issues. Our hour-long sessions, led by an experienced facilitator, offer an efficient and cost-effective way to update and refine your knowledge. If you're not available to participate at the time, recordings of the live session are available afterwards.

To find out more visit aicd.com.au/webinars

Online bookstore

Your one-stop shop for everything you need to know about being an effective director in today's boardroom landscape. Available in both print and digital publications.

To find out more visit aicd.com.au/bookstore

Membership is your opportunity for growth

Open doors

The AICD is the largest director institute in the world. As a member, you will join more than 44,000 directors and senior leaders from business, government and NFP sectors, stretching across Australia and around the world. Gain access to our network of directors and take the next step in your governance journey.

Be a governance leader

Be part of an organisation that sets the standard of governance and directorship in Australia and internationally. Whether you are a new, aspiring or experienced director, membership with the AICD recognises your commitment to good governance and connects you with thousands of like-minded leaders who are serious about achieving better outcomes.

Develop a director mindset

Increase your understanding of directors' duties and responsibilities, and the needs of your board or business, by attending events, courses and online learning courses at member-only rates.

Grow your knowledge

Membership gives you access to exclusive news and views from the boardroom. Receive a monthly subscription to our *Company Director®* magazine, e-newsletters, economic updates, videos, podcasts and research papers. Access the Director Tools library for practical tools and templates that can be used by you and your board.

Exclusive member benefits

Courses and events for you, your board and your business at member rates

Subscription to Australia's only publication for directors – *Company Director* magazine

Recognition of your governance expertise with AICD post-nominals

Practical tools and templates for you and your board

Representation through our national advocacy and policy agenda

Access to our Business Centre and Member Lounges in CBDs across Australia

Director Professional Development

Director Professional Development (DPD) helps to track your individual professional development throughout the year. Accrue DPD units by participating in an extensive range of professional development activities.

Getting the most out of your DPD

There are many things you can do to accrue DPD units, including:

1. **Attending courses**

2. **Participating in events**

3. **Professional reading**

4. **Webinars and recordings**

5. **Essential Director Update**

6. **Director Self-assessment Tool**

For a full list of our activities and their DPD units, refer to our DPD unit values table at aicd.com.au/DPD

What is DPD?

DPD requires members of the AICD to plan and track their professional development activities. It supports our members in developing and maintaining the director skills and capabilities identified in the Company Directors Corporate Governance Framework™. Members, Graduates and Fellows (both local and international) are required to accrue and maintain 60 DPD units over a rolling three-year cycle.

Be committed to lifelong learning

Enhance your individual performance and the performance of your organisation with a range of professional development activities.

Recording your DPD

Different activities have different DPD values, and whilst professional development may be challenging, recording your DPD units online is easy. Most activities automatically log your DPD units once you've completed them, those that aren't can just as easily be logged by using the "add activity" button on your dashboard.

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