

AUSTRALIAN INSTITUTE  
*of* COMPANY DIRECTORS

Your  
professional  
development  
pathway

2018-19

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PROFESSIONAL  
DEVELOPMENT  
HANDBOOK

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**About us**

The Australian Institute of Company Directors (AICD) is committed to excellence in governance. We make a positive impact on society and the economy through governance education, director development and advocacy. Our membership of more than 42,000 includes directors and senior leaders from business, government and the not-for-profit (NFP) sectors.

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WE'RE FEELING SOCIAL, CARE TO JOIN US?

# Welcome to the next step in your director career

The Australian Institute of Company Directors has a diverse membership of more than 42,000 governance leaders. We count among our members small and medium business owners, not-for-profit directors and members of listed boards and government bodies. Some of our members are the most experienced directors in the country leading complex organisations, others are starting out on their journey, looking for their first directorship or keen to understand more about their duties and responsibilities. Our members are based in capital cities, in regional areas and around the world.

Our membership is united by a commitment to lifelong learning. The increasing pace of technological change, cybersecurity and digital disruption, complex regulation and growing community expectations, are examples of just some challenges we have seen emerge in the past 12 months which have required renewed focus from directors.

The role of a director, no matter whether a director of an ASX 200 company, a local sporting club or a family business, comes with serious and exacting duties and responsibilities.


This 2018 – 19 Professional Development Handbook outlines how we can help you meet the challenges of being a director. Our courses and educational programs assist directors and organisational leaders in achieving a full understanding of their duties and responsibilities, while also equipping them with skills and knowledge appropriate to the specific context of their role.

With your input, we have developed learning pathways to assist members at every stage of their careers. We have expanded our short course offering to ensure you stay up-to-date on contemporary governance issues.

We have developed a cybersecurity course in partnership with CSIRO's Data61, a course for directors of organisations that care for vulnerable people and a program on how boards approach innovation. Our flagship course, the *Company Directors Course™* continues to be the gold standard in comprehensive director education.

We are not only working with our individual members but also helping leading organisations to develop the capabilities of their governing teams. We have built extensive expertise and data over decades on governance and performance that we are using to help organisations benchmark and strengthen their board and executive team. You can find out more information in the Handbook on our in-house programs and our bespoke advisory services.

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



**Angus Armour FAICD**  
CEO and Managing Director,  
Australian Institute  
of Company Directors





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# Creating better boards and stronger organisations

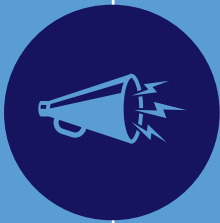


## MEMBERSHIP

With more than 42,000 members, we are the largest director institute in the world. We enable our members to access, adopt and benefit from leading insights and advice. Membership with us represents a commitment to excellence in governance, and is a powerful investment in your professional development.

## EDUCATION

As a world-leading governance education provider, we are committed to enriching the practice of directorship and building the capability and performance of organisations, directors and executives. Our programs are delivered by experienced directors and facilitators to engage with you on contemporary issues in governance and directorship.

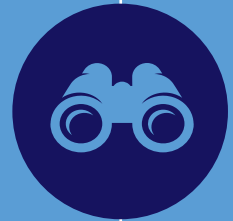


## ADVOCACY

We advocate on behalf of our members to governments, regulators and the media. We aim to positively impact society and the economy through improving governance standards, practices and regulations to maximise the benefits of good governance for organisations and their stakeholders.

## ADVISORY

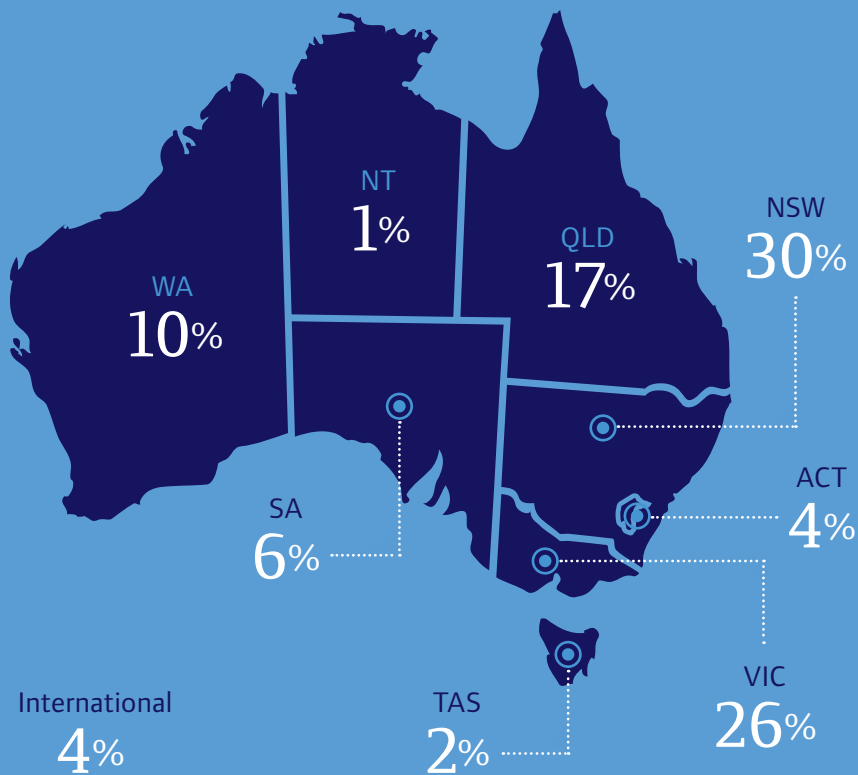
We provide high-quality Board Advisory Services and in-house bespoke governance education and development solutions. We are committed to assisting the Governing Team to improve performance through the adoption of world-class governing practices tailored to your organisation.



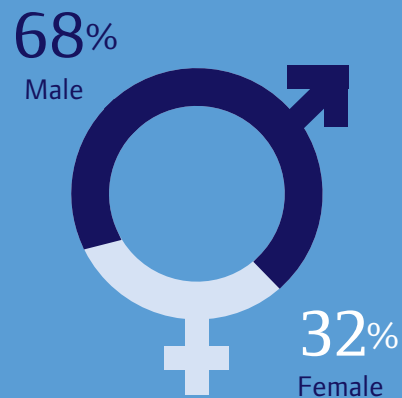
## INTERNATIONAL

We are internationally recognised as a trusted provider of governance education with a focus on raising global governance standards. We help deliver an international education curriculum that delivers practical and relevant solutions for those governing internationally and across jurisdictions.

### Where are our members located?



### Gender split



Total followers  
10,000+

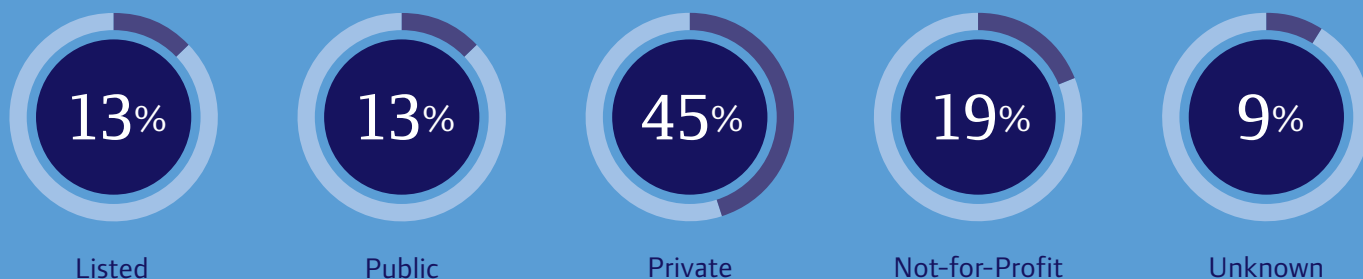


Total followers  
43,700+

### How many members do we have?



### Membership sectors



# 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 42,000 directors and senior leaders from business, government and the not-for-profit 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

Understand directors' duties and responsibilities and the needs of your board or business. Take part in one of our events, courses or e-learning modules at member-only rates. All our programs are developed and run by directors, for directors.

## GROW YOUR KNOWLEDGE

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

## Exclusive member benefits



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



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



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

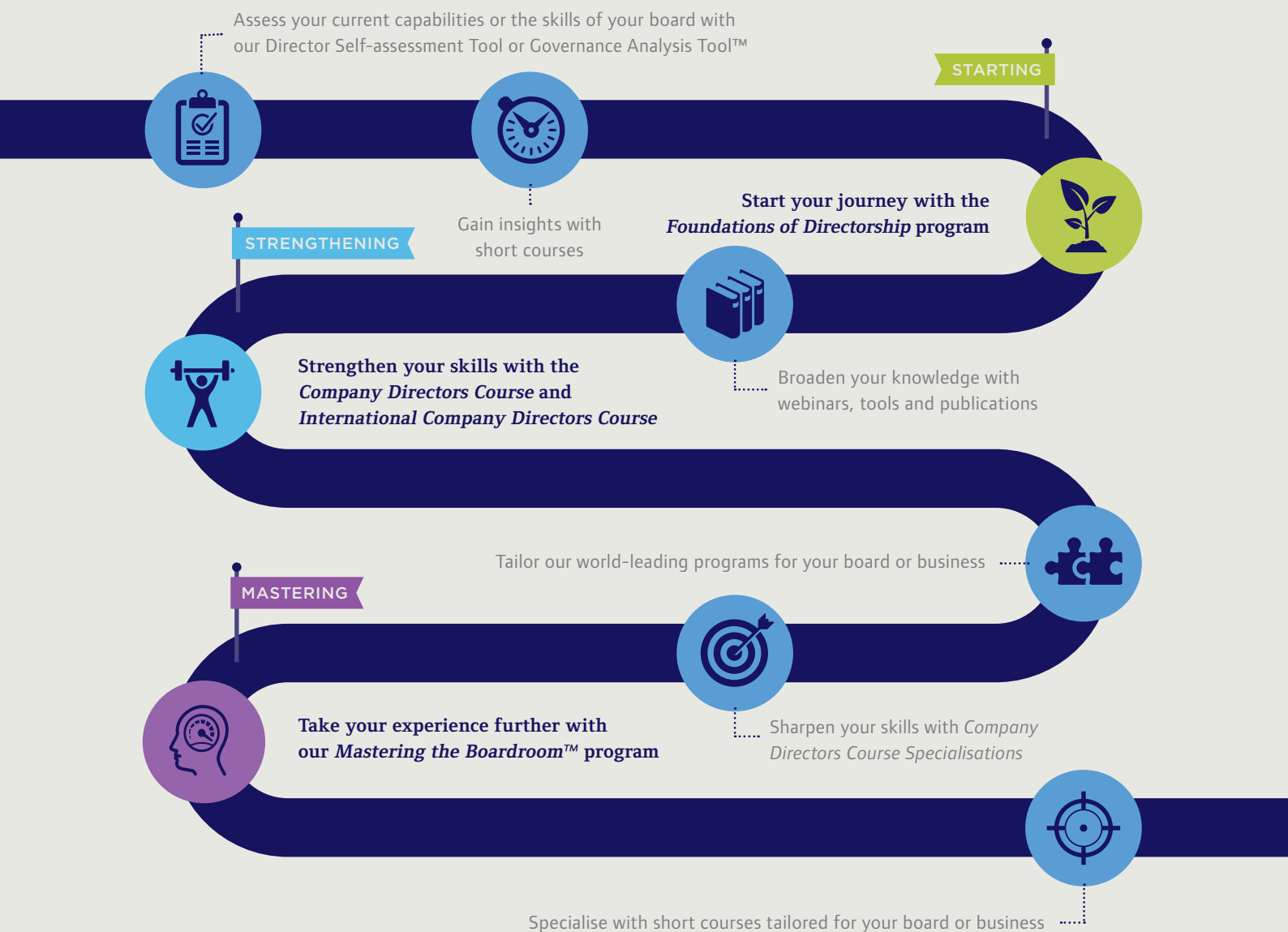


Representation through our national advocacy and policy agenda



# The member journey

Take the next step in your professional governance development



## Our flagship events

Along with a suite of lunches, briefings and roundtable events, each year we hold two key events designed to keep our members informed and connected.

### **AICD Australian Governance Summit®**

The largest annual gathering of governance professionals in the southern hemisphere.

### **Essential Director Update**

A critical yearly review of the governance landscape, complimentary and exclusive to members.

# Stay ahead of the curve

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



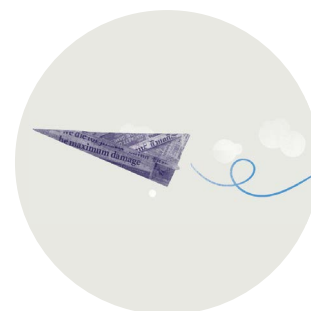
## COMPANY DIRECTOR MAGAZINE

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



## THE BOARDROOM REPORT

*The Boardroom Report* provides updates on the latest news and views on the critical issues 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, Stephen Walters, provides updates on economic events, such as Reserve Bank of Australia interest rate decisions, employment data and more.



## RESOURCES AND REPORTS

Our online resource centres provide a curated library of practical tools and the latest articles and research on governance and director issues. Reports provide commentary and insights from leading directors.



## PODCASTS

Our podcast series – *The Dismal Science* – features Chief Economist, Stephen Walters and his commentary on economic matters. Available on iTunes and on the AICD website.

# Work, relax, connect across Australia

## Sydney, Brisbane, Melbourne, Adelaide, Perth, Hobart and Canberra

Exclusive and complimentary for members and their guests, our lounges are modern multifunctional spaces providing state-of-the-art facilities in centrally located areas, so that you can work, hold a meeting, or simply relax between appointments. Visit us when you are next in the CBD.

### Lounge locations

20 Bond Street, Sydney NSW

367 Collins Street, Melbourne VIC

91 King William Street, Adelaide SA

85 Macquarie Street, Hobart TAS

123 Eagle Street, Brisbane QLD

77 St Georges Terrace, Perth WA

15 National Circuit, Canberra ACT



Find out more [companydirectors.com.au/bcml](http://companydirectors.com.au/bcml)

- **Work** – Work in comfort and privacy at one of our many desk or lounge areas. Our complimentary WiFi, computer and printing services are available for all members.
- **Relax** – If you have time between meetings and need a place to relax why not make use of our concierge services and amenities. Settle in and enjoy complimentary refreshments while browsing our director and governance publications, newspapers and television news channels.
- **Connect** – Meet other members in the lounge or hold meetings with colleagues in private. Whether you are conducting a meeting, interview or training, we have rooms available for hire that can be configured to meet your needs.



# How can we help your board?

Our Board Advisory Services provide trusted board advice and benchmarking, focusing on best-practice governance, leadership and board effectiveness.



## ADVICE

We provide leading-edge advice on the key issues in governance and leadership that your board is facing.



## CONSULTATION

We partner with your organisation to implement best-practice governance.



## DIAGNOSIS

We use state of the art diagnostic tools to help evaluate your needs with a focus on enhancing board performance.



## BENCHMARKING

We benchmark your organisation against others in your market to help you enhance your performance.

## Advisory Diagnostic Tools

### Governance Analysis Tool™

The AICD Governance Analysis Tool™ is a systematic and in-depth review of an organisation's governance, providing granular analysis of individual and collective performance. By referring to the *Corporate Governance Framework™*, the tool provides a comprehensive assessment of your board's performance and practices, using a respected and validated schema.

### Board Review

A short, sharp review that focuses on the areas of most importance, the AICD Board Review tool efficiently identifies areas of governance strength and opportunities for improvement.

### Peer-to-Peer Review

The AICD Peer-to-Peer Review provides an opportunity for directors to reflect on their own and their peers' performance confidentially and in a consistent way. Individual results are collated, analysed and provided back to the board in report form.

### Skills and Capabilities

The AICD Skills and Capabilities tool supports boards in identifying the gaps they may have in their collective skill set. Boards receive a clear and concise report on where they sit in terms of the skills and capabilities they have identified as most vital for governance of their organisation.

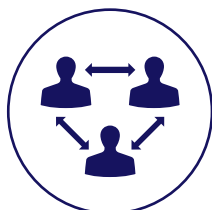
# Build your team governance capabilities

By working with the entire 'Governing Team' – the board, the CEO and senior management – we help you implement consistent governance practices, build capabilities and raise organisational performance.



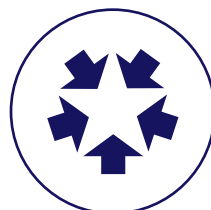
## EXTENSIVE EXPERIENCE

The depth of our education curriculum offers an unparalleled source of knowledge and content to support the development of your Governing Team.



## A WHOLE-OF-SYSTEM VIEW

Our *Corporate Governance Framework* provides a model for developing, evaluating, benchmarking and transforming performance.



## ENABLING PERFORMANCE

Research shows that better governance enables superior performance, including in innovation, engagement and risk management.

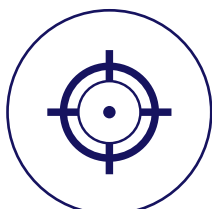


## A TRUSTED PARTNER

We partner with you to undertake bespoke development programs for your Governing Team over the long term.

# Tailored solutions for your team

We undertake a detailed diagnostic of your needs and design flexible programs for your long-term success.



## BESPOKE PROGRAMS

We offer bespoke education for your directors and senior management by developing programs specifically for your organisation's needs, delivered in a location of your choice.



## FLAGSHIP PRODUCTS

Our flagship program, the *Company Directors Course*, provides your leadership team the opportunity to push their abilities and build their skills.



## SHORT COURSES

Sharp and to the point, our short courses go deeper on specific issues that matter to you and your board in order to help further your development.



## E-LEARNING

AICD's convenient and flexible online learning units allow you to refresh and further your knowledge of key director issues at a time and pace that suits your needs.

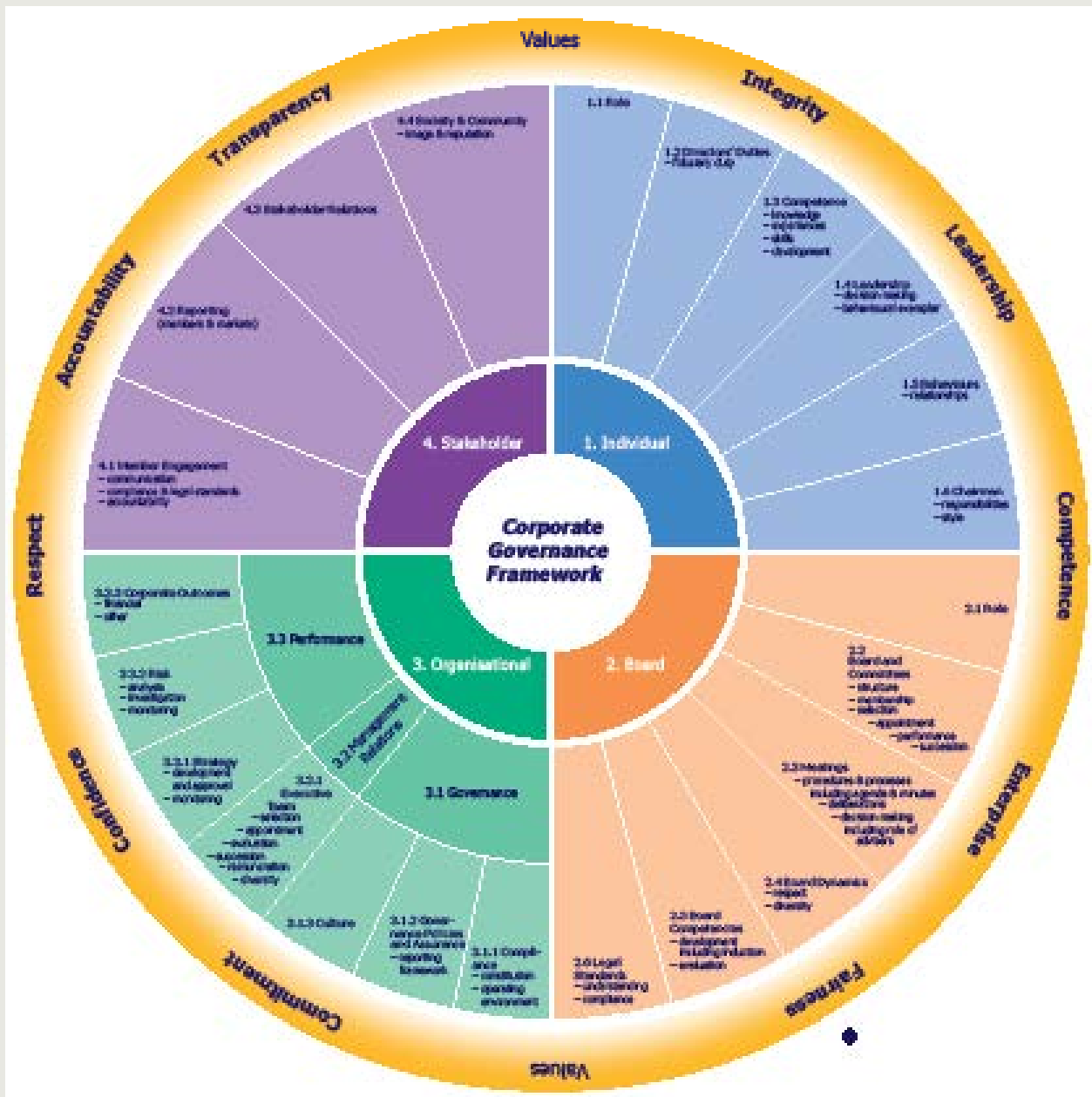
## The Corporate Governance Framework™

The *Corporate Governance Framework* sums up the practices that comprise effective directorship. The *Corporate Governance Framework* is critical to how we develop AICD educational content and to how you select the content most relevant to your personal journey or that of your organisation.

The *Corporate Governance Framework* has four key subject matter areas:

- Individual – Reflects the practices every director brings as an individual to his or her director role
- Board – Reflects the practices of individual directors in relation to the whole board
- Organisational – Focuses on the responsibilities of directors in relation to the performance of the organisation
- Stakeholder – Focuses on the essential relationship between directors and stakeholders

Each quadrant is divided into a number of slices representing practices essential to that key area. The values encircle the practices of directors, boards, leaders, their organisations, and interactions with stakeholders.



After completing the online Self-assessment Tool (SAT) or the all-of-board Governance Analysis Tool (GAT) assessment, you will see where the key areas of focus should be for your development individually or for your board as a collective.

# Identify a learning pathway

Learn where your strengths lie and find where you are in your governance journey.

## Step 1 - Apply a development lens



Individual – a development pathway created to support your board career.



Organisational – a plan tailored to the needs of your organisation.

## Step 2 - Assess development needs



The Self-assessment Tool (SAT) points you to which practice segments of the Governance Framework are your key areas of development, allowing you to map your own individual pathway.



The Governance Analysis Tool (GAT) uses the Governance Framework to deliver a robust diagnostic of whole of board strengths and weaknesses, providing a benchmark against which to map your board's development pathway.

## Step 3 - Determine your learning level

Tailor your learning across Starting, Strengthening or Mastering levels, depending on your current skill set.

### Starting



Our educational content and learning tools are designed with reference to the *Corporate Governance Framework* in order to improve the knowledge of new and aspiring directors.



### Strengthening

Our Strengthening content builds on directors' prior learning and experience.



### Mastering

Our educational content and learning tools at this level support the continued development of the most experienced directors, ensuring breadth and depth of relevant experience.

## Step 4 - Choose a preferred learning format

From face-to-face or self-paced learning to in-house courses for your board, to books, magazines, events, white papers, webinars and digital delivery – there is something to suit every learning preference.

# About the director Self-assessment Tool

Designed to guide your professional development, the Self-assessment Tool is based on the *Corporate Governance Framework* and focuses on the core knowledge, skills and capabilities that directors need to enhance their boardroom performance and decision making.

Taking 20-30 minutes to complete, the tool provides you with a brief report in the form of a heat map, identifying potential areas of development as you continue along your learning pathway.

Using the tool accrues five DPD units each time (with a maximum of 10 DPD units per year). The tool enables you to:

- Identify ways to strengthen your current skill set and maintain currency in an ever-evolving governance environment
- Compare your report with previous reports to track shifts in your skills and capabilities
- Share your report with an AICD Members and Directors Executive who can assist you in a personalised professional development conversation

**Access it online at [companydirectors.com.au/dsat](https://companydirectors.com.au/dsat)**

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## Director Professional Development (DPD)

Director Professional Development (DPD) recognises your commitment to lifelong learning and current understanding of the core knowledge, skills, and capabilities that make up the *Corporate Governance Framework*. The benefits of DPD flow beyond the individual director, to contribute to enhanced board performance and improved leadership.

DPD activity covers a wide range of learning, including:

















































































































































- Formal: such as courses, programs and webinars
- Informal: such as professional reading, briefings and sharing director and governance expertise

FAICD, GAICD, and MAICD members are required to undertake a minimum of 60 units of DPD over a three-year rolling cycle as part of their membership. A number of the professional learning products and services outlined in this handbook are free to members and qualify for DPD units.

The majority of AICD learning activities that accrue DPD units are recorded on your behalf. Please log onto MySite to record any eligible third party activities.

**For more information visit [companydirectors.com.au/dpd](https://companydirectors.com.au/dpd)**



		STARTING		STRENGTHENING		MASTERING	
CORE		<p><i>Foundations of Directorship</i> p24  </p> <p><i>International Foundations of Directorship</i> p25 </p> <p><i>AICD Australian Governance Summit</i> </p> <p>Essential Director Update </p> <p><i>Company Director</i> magazine </p> <p>The Boardroom Report </p>		<p><i>Company Directors Course</i> p26   </p> <p>Company Directors Course Update p27  </p> <p><i>International Company Directors Course</i> p28  </p> <p>Company Directors Course: Preparing for Success p29  </p> <p><i>AICD Australian Governance Summit</i> </p> <p>Essential Director Update </p> <p><i>Company Director</i> magazine </p> <p>The Boardroom Report </p>		<p><i>Mastering the Boardroom</i> p30  </p> <p><i>AICD Australian Governance Summit</i> </p> <p>Essential Director Update </p> <p><i>Company Director</i> magazine </p> <p>The Boardroom Report </p>	
INDIVIDUAL	Director Roles and Responsibilities	<p>The Director Mindset p34 </p> <p>Developing Your Director Career Series p34 </p> <p>The Role of the Director p34 </p> <p>The Role of the NFP Director p34 </p> <p>Duties and Responsibilities of the NFP Director p35  </p>	<p>Eyes Wide Open </p> <p>Director's Signpost </p> <p>Mind the Expectation Gap </p> <p>The Language of Directorship </p> <p>Director's Signpost: Your guide to directorship </p>	<p>Boardroom Financial Acumen p35  </p> <p>Duties and Responsibilities of Directors and Officers 21st Edition </p> <p>Not-for-Profit Board Dilemmas </p> <p>Not-for-Profit Insights </p>			
	Leadership	<p>A Director's Guide to Governing Information Technology and Cybersecurity </p> <p>Developing Your Director Career </p>		<p>Developing Your Director Career p34 </p> <p>Boardroom Effectiveness for Women p37  </p> <p>Cyber for Directors p37  </p>		<p>The Role of the Chair p37  </p> <p>Difference Makers </p> <p>A Word of Difference </p> <p>Which Two Heads Are Better Than One? </p>	
BOARD	Board Roles and Responsibilities	<p>The Role of the Board p40 </p> <p>Establishing Boards for Business Owners p40  </p> <p>In the Boardroom: Responsibilities and Practice p40 </p>		<p>The Board and the Company Secretary p40  </p> <p>Subsidiary Boards p41  </p> <p>Conflicts of Interest p41 </p>	<p>The Book of the Board 3rd Edition </p> <p>Chairman of the Board 2nd Edition </p> <p>All Above Board 2nd Edition </p>	<p>Board Advisory and Customised Education p41 </p>	
	Board Operations	<p>Board Committees Series – Part 1 p42 </p> <p>Corporate Governance 3rd Edition </p> <p>Directors at Work </p>		<p>Board Committees Series – Part 2 p42 </p> <p>Effective Board Meetings p42 </p> <p>Asset Management for Directors </p>		<p>Audit Committees: A guide to good practice, 3rd Edition </p> <p>Setting the Tone from the Top (forthcoming) </p>	
	Board Performance	<p>Creating Value: A practical guide for boards and directors </p>		<p>Board Committees Series – Part 3 p43 </p> <p>Advanced Not-for-Profit Governance p43  </p> <p>Not-for-Profit Board Dynamics and Governance Culture p44  </p>	<p>Advanced Not-for-Profit Governance for Indigenous Boards p44 </p> <p>Board and Director Evaluation </p>	<p>Tomorrow's Boards: Creating balanced and effective boards </p>	
ORGANISATIONAL	Governance	<p>Governance for Directors p48  </p> <p>Governance for International Directors p48 </p>	<p>Governance Foundations for Not-for-Profit Directors p49  </p> <p>Duties and Responsibilities of the Not-for-Profit Director p49  </p>	<p>Governance in Action p50 </p>	<p>Reviewing Your Board </p>		
	Risk and Strategy	<p>Strategy and Risk for Directors p50  </p> <p>Strategy and Risk for Directors for International Directors p51 </p> <p>Strategy and Risk for the Not-for-Profit Director p51  </p>	<p>Privacy Governance </p>	<p>The Strategic Board p51  </p> <p>Driving and Monitoring Not-for-Profit Performance p52  </p>	<p>The Board's Role in Mergers and Acquisitions in the Not-for-Profit Sector p52 </p> <p>Driven By Purpose </p>	<p>Applied Risk Governance p53  </p> <p>Company Directors Course Specialisation: Mergers and Acquisitions p53  </p> <p>Company Directors Course Specialisation: Preparing for Sale p54  </p> <p>Company Directors Course Specialisation: The Board's Role in Crisis Management p54  </p>	<p>Company Directors Course Specialisation: Ensuring Solvency p55 </p> <p>Company Directors Course Specialisation: Directing Innovation p55 </p> <p>How To Thrive Under The NDIS </p>
	Finance	<p>Finance for Directors p56  </p> <p>Finance for International Directors p56 </p> <p>Finance for the Not-for-Profit Director p57  </p>	<p>Interpreting Financial Statements p57 </p> <p>50 Matters to be Considered Before Signing a Company's Financial Statements </p> <p>Financial Fundamentals for Directors </p>	<p>Directors' Duties: Annual Financial Reporting Considerations for Directors p58 </p>		<p>Mastering Financial Governance p58  </p>	
	Management Relations	<p>Reporting to the Board p59   </p> <p>Working with the Board p59 </p>	<p>Informing the Board: The Power of Effective Board Reports p60 </p>	<p>The Board and the CEO p60  </p> <p>Governing to Protect Vulnerable People p60  </p>	<p>Executive Appointments and Disappointments </p>	<p>The Role of the Company Secretary </p> <p>Strictly Mining Boardroom </p>	<p>The Role of the Company Secretary: Influence, impact and integrity (forthcoming) </p>
STAKEHOLDER	<p>Stakeholder Relations and Engagement</p> <p>Annual General Meetings 2nd Edition </p>		<p>Privacy Governance, 2nd Edition (forthcoming) </p>		<p>Curbing Excessive Short-Termism </p> <p>Engaging with Shareholders </p>		



# Learning formats that suit you

Our programs are delivered in a range of formats so that members can choose their optimum learning style.



**Face-to-Face** – A learning program led by an accredited facilitator with related director experience; peer experiences shared; comprehensive reference materials included.

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**In-House** – Private delivery in your own boardroom of topics selected by you; led by accredited facilitators with relevant director expertise and tailored to your board and your business.

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**eLearning** – Self-paced electronic learning; access when and where it suits you.

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**Webinars** – 30 to 90 minutes live online; led by an accredited facilitator with related director experience; notes included. All webinars are recorded, allowing access in your own time.

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**Publications** – A collection of publications covering a range of topics and research to help you in your role as a director; often available in both hard and soft copy formats.

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**Tools and Resources** – A selection of practical templates, checklists, Q&As and FAQs prepared by experienced directors and subject matter experts.

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**Events** – From a briefing to a conference, events provide information updates, stimulus for reflection on director and board practice, and networking opportunities with peers.

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**Self-paced** – Course notes and supporting materials provided with some telephone or email support.

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For a full list of the range and timing, visit [companydirectors.com.au](http://companydirectors.com.au)

# Core

These learning opportunities provide you with the critical elements of directorship. They extend and deepen your knowledge and skills in a number of practices across the four quadrants detailed in the *Corporate Governance Framework*.





#### STARTING

- *Foundations of Directorship*
- *International Foundations of Directorship*



#### STRENGTHENING

- *Company Directors Course*
- *International Company Directors Course*
- *Company Directors Course Update*
- *Company Directors Course: Preparing for Success*



#### MASTERING

- *Mastering the Boardroom*

## CORE

## Foundations of Directorship



FACE-TO-FACE



IN-HOUSE

LEVEL: STARTING • DPD: 30 UNITS • DURATION: 3 DAYS

### Benefits

- Understand the duties and responsibilities of a director and board meeting processes.
- Get a director-oriented view of governance, finance, strategy and risk in varying organisational structures.
- Learn from case studies.
- Take away course materials and tools you can use immediately.
- Build up your knowledge over time to achieve the *Foundations of Directorship* certificate.

*The program consists of three one-day courses, which can be undertaken individually or as a suite for a packaged rate.*

### Day 1 – Governance for Directors

#### The Role of the Director and the Board

- Explains the role of the director and the board in establishing the governance of the organisation.
- Outlines the duties, responsibilities and rights of directors of private, public and not-for-profit organisations.
- Discusses the roles of the various regulatory bodies.

#### Introduction to Board Meetings and Governance

- An overview of how boards and directors undertake their roles.
- Explores good governance processes and practices.
- Discusses board composition.
- Outlines processes and practices for effective board meetings.

### Day 2 – Finance for Directors

#### Introduction to Financial Statements for Directors

- A straightforward introduction to financial statements from the director's perspective.
- Reviews the three key financial statements.
- Outlines directors' duties with regard to financial statements and systems.

### Assessing Financial Performance for Directors

- Explores how directors use financial statements to monitor performance.
- Introduces key financial ratios and how directors can use them.
- Discusses the financial and non-financial indicators of company performance.

### Day 3 – Strategy and Risk for Directors

#### Introduction to the Strategic Role of the Director

- An overview of basic strategic planning frameworks and the director's role in formulating and overseeing strategy.
- Provides a broad understanding of the link between strategy, financial health and value creation.
- Introduces a set of practical tools to monitor the implementation of strategies to ensure their success.

#### Risk: Issues for Directors

- An introduction to the director's role and the board's responsibility in risk oversight and monitoring.
- Develops your knowledge of the language of risk.
- Demonstrates the link between risk management, risk culture and effective leadership.
- Creates awareness of the importance of an organisation developing and implementing robust risk management processes.

### Suitable for

Executives, new and aspiring directors, and sole directors who require an introduction to their duties.

### Assessment

Participants seeking recognition of the successful completion of the *Foundations of Directorship* program must complete all three courses within twelve months and online assessment within three months to gain the *Foundations of Directorship* certificate and an additional five DPD units.

**Enrol now [companydirectors.com.au/fod](https://companydirectors.com.au/fod)**

### Sector-specific Foundations of Directorship

The *Foundations of Directorship* program is available in versions tailored to a range of specific sectors. These include: Indigenous Governance; Sports Governance; and Public Sector Foundations of Directorship.

**Find out more [companydirectors.com.au/fod](https://companydirectors.com.au/fod)**

## CORE

## International Foundations of Directorship



LEVEL: STARTING • DPD: 30 UNITS • DURATION: 3 DAYS

### Benefits

- Understand the role and responsibilities of a director in an international context.
- Work more effectively with your board to drive positive performance outcomes.
- Identify and mitigate the risks faced by international directors and multinational companies.
- Enrich the contribution you make to your board and organisation.
- Demonstrate currency on contemporary international corporate governance practice.
- Immediately apply your learnings to real-world situations.

### Day 1 – Governance for International Directors

#### The Role of the International Director and the International Board

- An exploration of the role of the board, directors, chairs and management in organisations operating across international borders.

#### Introduction to Board Meetings and Governance

- Discover the composition and structure of effective boards and meeting procedures, taking account of cultural influences that impact board dynamics and how a board exercises its governance responsibilities.

### Day 2 – Finance for International Directors

#### Introduction to Financial Information for International Directors

- A straightforward introduction to financial statements from the director's perspective, including the three key financial statements: balance sheet, income (profit and loss) and cash flow.

#### Assessing Financial Performance for International Directors

- How to apply key financial ratios to measure current performance and decide on future action

### Day 3 – Strategy and Risk for International Directors

#### Introduction to the Strategic Role of the International Director

- An overview of basic strategic planning frameworks and the director's role in formulating and overseeing strategy.

#### Risk: Issues for International Directors

- An introduction to the director's role and the board's responsibility in risk oversight and monitoring.

### Suitable for

Executives, new and aspiring directors, and sole directors, including those who operate in an international context.

### Assessment

Participants seeking recognition of the successful completion of the *International Foundations of Directorship* program must complete all three courses within twelve months and online assessment within three months to gain the *International Foundations of Directorship* certificate and an additional five DPD units. See our website for more details.

**Enrol now [companydirectors.com.au/ifod](https://companydirectors.com.au/ifod)**

### Fiji Directors Course

Based on the three-day *International Foundations of Directorship* program, the Fiji Directors Course is designed especially for executives and aspiring directors looking for a comprehensive introduction to the key areas of directorship in Fiji.

**Find out more [companydirectors.com.au/fiji](https://companydirectors.com.au/fiji)**

## CORE

# Company Directors Course



FACE-TO-FACE



IN-HOUSE



SELF-PACED

**LEVEL:** STRENGTHENING • **DPD:** 50 UNITS • **DURATION:** 5 DAYS

### Benefits

- Comprehensive coverage of the major issues associated with the role of a director.
- Increase your skills and knowledge to take the practice of directorship to new heights.
- Recognise your individual role and the role of your board in relation to compliance and performance.
- Apply improved processes for your board leading to greater productivity.
- Focus strategic discussions and elevate risk oversight and the financial performance of your board.
- Take away comprehensive course notes as ongoing reference materials.
- Network with peers from across a range of industries.
- Gain credit towards an MBA from 18 Australian universities.
- Gain the *Company Directors Course* award on successful completion of course assessment.

### Modules

1. The Role of the Board and the Practice of Directorship
2. Decision Making
3. Directors' Duties and Responsibilities
4. The Board's Legal Environment
5. Risk: Issues for Boards
6. Strategy: The Board's Role
7. Financial Literacy for Directors
8. Driving Financial Performance
9. Achieving Board Effectiveness
10. Learning into Practice

### Formats

- Residential
- Five consecutive days
- One day a week for five weeks
- In-House
- Self-Paced

### Facilitated sessions include

- Comprehensive course materials in hardcopy and e-notes.
- Interpreting Financial Statements (eLearning) as pre-work.
- The Director Mindset (eLearning) as pre-work.
- Facilitation and assessment.

### Self-Paced includes

- Comprehensive course materials in hardcopy and e-notes.
- Study skills booklet.
- Interpreting Financial Statements (eLearning) as pre-work.
- The Director Mindset (eLearning) as pre-work.
- Email support.
- Assessment.

### Suitable for

Directors seeking knowledge of both performance and compliance issues, and those who want to develop or grow their directorships.

### Recommended preparation

*Foundations of Directorship* Page 24

### Assessment

Attendance at a minimum 8 of 10 modules plus the successful completion of the assessment tasks will enable you to graduate to receive the *Company Directors Course* award and an additional 10 DPD units. See our website for additional eligibility criteria to upgrade your membership to GAICD.

**Enrol now [companydirectors.com.au/cdc](http://companydirectors.com.au/cdc)**

## CORE

# Company Directors Course Update



FACE-TO-FACE



IN-HOUSE

**LEVEL:** STRENGTHENING • **DPD:** 20 UNITS • **DURATION:** 2 DAYS

### Overview

Receive an update on directors' duties and responsibilities, as well as the risk, strategy, decision making and board effectiveness modules covered in the current *Company Directors Course*.

The finance modules are not covered in the Company Directors Course Update.

### Benefits

- Keep your skills and knowledge current.
- Offers those who have attended the *Company Directors Course*, but have not yet completed the assessment, the opportunity to do so.

### Course includes

- Comprehensive course materials in hardcopy and e-notes.
- Interpreting Financial Statements (eLearning) as pre-work.
- The Director Mindset (eLearning) as pre-work.
- Facilitation and assessment.

### Suitable for

Those who attended the *Company Directors Course* more than two years ago.

### Prerequisite preparation

*Company Directors Course* Page 26

### Assessment

Attendance plus the successful completion of the assessment tasks will qualify you for the *Company Directors Course* award and an additional 10 DPD units. See our website for additional eligibility criteria to upgrade your membership to GAICD.

**Enrol now [companydirectors.com.au/cdcupdate](https://companydirectors.com.au/cdcupdate)**

### Company Directors Course Specialisations

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

**Find out more [companydirectors.com.au/specialisation](https://companydirectors.com.au/specialisation)**

### Sector-specific Company Directors Course

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

- Indigenous business leaders
- University sector
- Victorian public sector

**Find out more [companydirectors.com.au/cdc](https://companydirectors.com.au/cdc)**



## CORE

# International Company Directors Course



FACE-TO-FACE



IN-HOUSE

LEVEL: STRENGTHENING • DPD: 50 UNITS • DURATION: 5 DAYS

### Benefits

- Equip yourself with the director knowledge and skills you need to perform in your role, no matter where you operate.
- Learn to better understand the governance expectations and ethical considerations businesses that aim for international success.
- Help build a better board and improve and streamline board processes.
- Focus your future strategic discussions and gain the knowledge and tools you need to monitor your organisation's financial performance and risk management.
- Broaden your view of directorship, improve your personal performance and, consequently, the performance of your organisation.
- Gain insight into the legal and risk issues for directors who work in a global context.
- Hear from directors with international experience and special interest guest speakers.
- Network with international peers.
- Gain the *International Company Directors Course* award on successful completion of the course assessment.

### Modules

1. The Role of the Board and the Practice of Directorship in an International Context
2. The Cultural Environment and its Impact on Decision Making
3. The International Legal Environment
4. Director's Duties and Responsibilities in an International Context
5. Risk: The Board's Role
6. Strategy: The Board's Role
7. Financial Literacy for Directors
8. Driving Financial Performance
9. The Effective International Board
10. The Board Meeting

### Course includes

- Comprehensive course and reference materials.
- Interpreting Financial Statements (eLearning) as pre-work.
- The Director Mindset (eLearning) as pre-work.
- Facilitation and assessment.
- Orientation and assessment preparation video.
- All meals and beverages taken with the group.
- Internationally experienced directors (facilitators and guests).

### Suitable for

Practising directors and experienced senior executives who work across regulatory frameworks.

### Assessment

Attendance at a minimum 8 of 10 modules plus the successful completion of the assessment tasks will qualify you for the *International Company Directors Course* award and an additional 10 DPD units. See our website for more details.

**Enrol now [companydirectors.com.au/icdc](https://companydirectors.com.au/icdc)**

## CORE

### Company Directors Course: Preparing for Success

LEVEL: STRENGTHENING • DURATION: 2 DAYS



FACE-TO-FACE



IN-HOUSE

#### Overview

Receive expert support throughout the two-day workshop guiding your completion of the *Company Directors Course* assessment. Via facilitated practice questions, you will work through a step-by-step methodology to approach all elements of the assessment.

#### Benefits

- Receive the confidence and appropriate tools to undertake the *Company Directors Course* assessment.

#### Course includes

- Comprehensive course materials in hardcopy and e-notes.
- A series of facilitated assessment practice questions.
- Preparing for Success Handbook.
- Interpreting Financial Statements (eLearning) as pre-work.
- The Director Mindset (eLearning) as pre-work.
- Facilitation and assessment.

#### Suitable for

Those who attended the *Company Directors Course* less than two years ago and have not yet successfully completed their assessment. For those participants who have not attempted the *Company Directors Course* assessment, it is mandatory that the first three month assessment period has expired.

#### Prerequisite preparation

*Company Directors Course* (mandatory) Page 26

#### Assessment

Attendance plus the successful completion of the assessment tasks will qualify you for the *Company Directors Course* award and an additional 10 DPD units. See our website for additional eligibility criteria to upgrade your membership to GAICD.

**Enrol now [companydirectors.com.au/success](https://companydirectors.com.au/success)**

### Director Tools

CONTRIBUTES TO DPD



TOOLS AND RESOURCES

Director Tools is a suite of practical guides specially designed to assist with implementing sound governance practices. They are applicable to boards and directors across all sectors. In addition to the general portfolio of director tools, there is an additional portfolio of NFP sector director tools aimed specifically at the challenges and opportunities relating to this sector.

#### Benefits

- Each tool is written and reviewed by subject matter experts and represents the best of our 'for directors by directors' approach.
- Quickly access checklists, templates and pro forma documents.
- Understand core issues across an extensive range of topics, including:
  - Duties of directors
  - Role of the board
  - Board composition
  - Governance relations
  - Meeting effectiveness
  - Board performance

#### Suitable for

All members. These tools can be utilised by both individuals and organisations.

**View the full suite of director tools:**  
**[companydirectors.com.au/directortools](https://companydirectors.com.au/directortools)**

## CORE

### Mastering the Boardroom

LEVEL: MASTERING • DPD: 30 UNITS • DURATION: 4 DAYS



FACE-TO-FACE

#### Benefits

- Improve your strategic and lateral thinking.
- Learn to enhance boardroom processes and arrive at better decisions.
- Learn to work more effectively with a diverse range of personalities.
- Discover techniques for improving board and company performance.
- An immersive, hands-on residential program for experienced directors.
- Make the most of your own unique strengths as a leader.
- Reflect on personal dynamics and their impact on your role.
- Apply your existing knowledge and stretch your skills.

#### Program includes

- Materials.
- High-calibre guest directors and panel discussion.
- Strategy presentation and workshop.
- Three nights' accommodation.
- Breakfast, lunch and formal program dinners.

#### Suitable for

Experienced directors who have completed the *Company Directors Course* or *International Company Directors Course* at least 18 months prior and have a minimum five years' broad director experience across a number of industries/sectors. Experienced directors without the *Company Directors Course* or *International Company Directors Course*, but with at least five years' broad director experience across a number of industries/sectors.

#### Recommended preparation

*Company Directors Course* Page 26

*International Company Directors Course* Page 28

#### Assessment

Participants who complete the assessments are eligible for the *Mastering the Boardroom* award and an additional 10 DPD units. See our website for more details.

**Please note: This course is currently being updated and will be available from 2019.**

### Webinars

DPD: 5 UNITS • DURATION: 30 TO 90 MINUTES



WEBINAR

Keep up to date on key director issues. Our webinars offer you a time-efficient and cost-effective way to refine your knowledge, with the convenience of being accessible from anywhere.

#### Benefits

- Convenient – access our webinars anywhere in the world.
- Practical – walk away with new applicable skills and practical learning.
- Interactive – live sessions give you the opportunity to interact with the facilitator and ask questions.
- Current – hear from subject matter experts on updates on topical governance issues.
- Flexible – live and recorded sessions available.
- Extensive – a wide range of topic areas, including: aspiring director skills, cyber governance, annual budget breakdown, digital disruption and board finances.

#### Frequently asked questions:

##### *What can I expect?*

Our webinars are live online presentations facilitated by practising directors with specific expertise on the topic. Questions and comments are addressed live through an interactive 'chat' function.

##### *What do I need to participate?*

You will need a computer or laptop with an internet connection and headphones or speakers. High speed internet is required as audio is broadcast over the internet.

##### *If I can't attend live is there another option?*

If you missed out on the live webinar, recordings are also available. Recordings are valid for a limited period of time and must be viewed before the expiry date.

#### Suitable for

Directors and business leaders committed to excellence in governance and leadership.

**For the full list of topics and more information visit [companydirectors.com.au/webinar](http://companydirectors.com.au/webinar)**

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## eLearning

DPD: 5 UNITS • DURATION: 2 TO 3 HOURS

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Our suite of eLearning courses offers you the flexibility to choose from a range of governance related learning that best meets your needs to help you to establish and further your director knowledge.

Offering ultimate flexibility, our eLearning courses provide a way for you to facilitate your own learning on a wide range of key directorship issues at a pace and place that suits you.

The eLearning offer is for directors, board members, CEOs and senior executives from publicly listed, private, government and not-for-profit organisations who are seeking a flexible and convenient way to further their knowledge of specific directorship topics.

### Benefits

- Convenient – access eLearning anywhere in the world via an internet connection.
- Practical – walk away with new applicable skills.
- Flexible – access to timely information.
- Cost effective – preferential member pricing.

### Current eLearning courses:

- Conflicts of Interest
- Effective Board Meetings
- Governance in Action
- Interpreting Financial Statements
- Reporting to the Board
- The Director Mindset
- The Role of the Board
- The Role of the Director

**For more information [companydirectors.com.au/elearning](http://companydirectors.com.au/elearning)**

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## Books

CONTRIBUTES TO DPD

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Keeping up to date with professional reading that contributes to your director knowledge is recognised as part of your Director Professional Development (DPD).

### Benefits

- Preferential member pricing.
- Dedicated online bookstore allowing 24/7 access.
- Written for the time-poor practitioner market, with strong use of features such as chapter summaries, checklists, question and answers, case studies and war stories.
- Program learnings are supported through recommended reading.
- Extensive range, from best-selling classics to topical examinations.

### Latest titles include:

- Board and Director Evaluation
- Developing Your Director Career
- Audit Committees: A guide to good practice, 3rd Edition
- Asset Management for Directors
- 50 Matters to be Considered Before Signing a Company's Financial Statements 3rd Edition
- A Director's Guide to Governing Information Technology and Cybersecurity
- Creating Value: A practical guide for boards and directors
- Which Two Heads Are Better Than One? How diverse teams create breakthrough ideas and make smarter decisions
- Duties and Responsibilities of Directors and Officers, 21st Edition

### Forthcoming titles include:

- The Role of the Company Secretary: Influence, impact and integrity
- Setting the Tone from the Top
- Privacy Governance, 2nd Edition

**For more information, visit [companydirectors.com.au/bookstore](http://companydirectors.com.au/bookstore)**

# Individual

This quadrant offers you specific professional development options in:

- Director Roles and Responsibilities
- Leadership





### STARTING

- The Director Mindset
- Developing Your Director Career series
- The Role of the Director
- The Role of the NFP Director



### STRENGTHENING

- Boardroom Effectiveness for Women
- Boardroom Financial Acumen
- Cyber for Directors



### MASTERING

- The Role of the Chair

## INDIVIDUAL

### DIRECTOR ROLES AND RESPONSIBILITIES

#### The Director Mindset

LEVEL: STARTING • DPD: 5 UNITS • DURATION: 2 HOURS



##### Benefits

- Consider the differences in thinking like an executive to thinking like a director.
- Consider the transition needed for collective/consensus decision making in a board environment.
- Develop skills in applying collective decision making.
- Examine the issues that may give rise to conflicts of interest for directors and the ways they may be handled.

##### Suitable for

Senior executives considering a directorship, or newly appointed directors.

**Enrol now [companydirectors.com.au/elearning](https://companydirectors.com.au/elearning)**

#### The Role of the Director

LEVEL: STARTING • DPD: 5 UNITS • DURATION: 2 HOURS



##### Benefits

- Recognise the duties and responsibilities of directors.
- Learn about rights and protection for directors.
- Identify liabilities and consequences for breaching the duties imposed on directors.

##### Suitable for

Senior executives and newly appointed directors.

**Enrol now [companydirectors.com.au/elearning](https://companydirectors.com.au/elearning)**

#### Developing Your Director Career Series

LEVEL: STARTING • DPD: 5 UNITS EACH • DURATION: 1 HOUR EACH



##### Benefits

- Part 1 - The art and science of board recruitment.
- Part 2 - Matching your value proposition to boards.
- Part 3 - Crafting your board-ready brand.
- Part 4 - Boardroom opportunity quantitative due diligence.
- Part 5 - Boardroom opportunity and ongoing qualitative due diligence.

##### Suitable for

Those looking for their first board appointment or assessing their current board position.

**Register now [companydirectors.com.au/webinar](https://companydirectors.com.au/webinar)**

#### The Role of the Not-for-Profit Director

LEVEL: STARTING • DPD: 5 UNITS • DURATION: 1 HOUR



##### Benefits

- What is corporate governance and why we need boards.
- The role of the not-for-profit board.
- How to appreciate the duties and responsibilities of a not-for-profit director, as well as the rights and protections available.
- How to determine if the board is governing in the best interests of the organisation.

##### Suitable for

Current and aspiring not-for-profit directors.

**Enrol now [companydirectors.com.au/webinar](https://companydirectors.com.au/webinar)**

## INDIVIDUAL DIRECTOR ROLES AND RESPONSIBILITIES

### Duties and Responsibilities of the Not-for-Profit Director

LEVEL: STARTING • DPD: 5 UNITS • DURATION: 3.5 HOURS



#### Benefits

- Examine the duties and responsibilities of directors or council members in not-for-profit organisations.
- Understand the role of the regulatory authorities in the not-for-profit sector.
- Appreciate the potential personal liability of directors and council members.
- Identify criteria for measuring achievements in not-for-profit organisations.

#### Suitable for

Newly appointed not-for-profit directors or those seeking not-for-profit directorships.

Enrol now [companydirectors.com.au/shortcourses](http://companydirectors.com.au/shortcourses)

### Boardroom Financial Acumen

LEVEL: STRENGTHENING • DPD: 10 UNITS • DURATION: 1 DAY



#### Benefits

- Comprehend the importance of financial literacy and directors' financial reporting responsibilities.
- Understand key accounting concepts.
- Powerful peer learning and sharing of experiences.

#### Suitable for

Directors from all sectors, and for all levels of financial experience, though it is particularly helpful for those without a finance background. It is recommended but not essential for participants to have completed the *Company Directors Course*.

#### Recommended preparation

*Company Directors Course* [Page 26](#)

*International Company Directors Course* [Page 28](#)

Enrol now [companydirectors.com.au/shortcourses](http://companydirectors.com.au/shortcourses)

## NFP Governance and Performance Study

Our must-read *NFP Governance and Performance Study* highlights the key themes, challenges and opportunities the sector is currently facing. Compiled from focus groups, one-on-one interviews and a survey of more than 2,000 NFP directors and executives, this study is the most up-to-date snapshot of governance across the sector.

In 2017, the study again found that the sector is well-governed and achieves outstanding results. However, it has also shone a spotlight on some areas where boards could have greater impact. In particular, the role of the board in leading, managing and measuring culture in organisations was seen as being highly variable. Similarly, while NFPs valued their reputation extremely highly, many organisations did not have the appropriate plans in place to deal with a reputation being tarnished.

In 2018, the NFP study will again explore a range of themes including innovation, culture, cybersecurity and financial challenges. The results of the study will be published in July 2018 and a range of events will be held following the launch.

Find out more [companydirectors.com.au/nfpstudy](http://companydirectors.com.au/nfpstudy)



## Dr Simon Skalicky MAICD

Consultant Ophthalmologist  
and Ophthalmic Surgeon,  
Eye Surgery Associates

### STARTING

Dr Simon Skalicky is an ophthalmologist working as a consultant at the Royal Victorian Eye and Ear Hospital and Royal Melbourne Hospital and in private practice at Eye Surgery Associates. In 2017, some vacant positions came up on the board of Skalicky's private practice. Before nominating, Skalicky decided to prepare by enrolling in the *Foundations of Directorship* course. Simon was already on the council of not-for-profit Glaucoma Australia and the chair of its Ophthalmology committee.

"I thought, look, I'll do it and I'll go for the board and even if I don't get on the board, it's still good learning and it'll help me with my Glaucoma Australia role," says Skalicky of his decision to do the course.

The finance module was particularly helpful for Skalicky. "My basic education is medicine, so I didn't know the financial aspects of being a director well."

The general lessons of the course have also been useful in encouraging the inquisitiveness required of directors. "I realised it's a very common barrier to think, 'I don't want to ask a question because I might look silly.' Not only should you have the courage to ask these questions, but you're silly not to. Your responsibility is that." After completing the *Foundations of Directorship*, Skalicky is now on the board of his private practice.

## Leonie Valentine GAICD

Managing Director,  
Sales and Operations,  
Google Hong Kong

### STRENGTHENING

When Leonie Valentine moved to Hong Kong in 2011 as a senior executive with Telstra International Group, she realised she lacked contacts in the country and would need to build a new network.

Valentine, now managing director of sales and operations at Google Hong Kong, started methodically with a long-term vision of where she wanted her career to go, which included being on listed-company boards. Then she looked for relevant networking groups. "I actually Googled 'women on boards'," she recalls. "The Women's Foundation came up, so I started going to their events."

Valentine, who completed AICD's *International Company Directors Course* in September 2017, says it was a great, interactive way to learn. "The way the content was broken down over the five days — with different people teaching, each with a depth of experience, and being able to talk to somebody in an open, small-group format — you also learn from your cohorts in the room."

Another benefit of the course was exposure to an international cohort. Valentine met someone, for example, "who appeared to be running a startup" but turned out to be part of a Taiwanese conglomerate with 50,000 employees.

## Raelene Webb QC GAICD

Barrister,  
Murray Chambers

### MASTERING

Raelene Webb QC has had a brilliant career at the bar. In 2004, only 12 years after her admission, Webb was made a silk, and regularly appeared before the High Court, particularly in landmark native title cases. In 2013, Webb became President of the National Native Title Tribunal (NNTT), a role she held until March 2018. She also chaired the NNTT Board of Management. Webb recently completed *Mastering the Boardroom*, which prepares experienced directors for the difficult and complex challenges that modern boards face.

The course involves total immersion over four days, simulating a year in the life of a company. The experience, even for someone who has been grilled by the finely honed minds of the High Court bench, is a challenging and stimulating one, according to Webb. "There was a sense of being 'pressure cooked'," Webb says.

Webb brought back from the program many practical changes that she implemented in her roles at the NNTT. "One simple change was to revamp the agendas for our board meetings to prioritise open-ended strategy discussion, followed by discussion on strategy issues requiring decision, with options presented — rather than recommendations to actively encourage different views. I more actively challenged 'group-think' through dialogue, questioning and sometimes direct challenge."

## INDIVIDUAL LEADERSHIP

### Boardroom Effectiveness for Women

LEVEL: STRENGTHENING • DPD: 10 UNITS • DURATION: 1 DAY



FACE-TO-FACE



IN-HOUSE

#### Benefits

- Explore cultural biases, the differences in how women think versus how men think and how to address these issues.
- Understand how business models and analysis of behavioural types can be used to hone leadership skills most relevant to board functionality and conduct.

The publication *Which Two Heads Are Better Than One?* and the webinar 'Innovation and Diversity: Creating breakthrough ideas and smarter decisions' are complimentary with this course.

#### Suitable for

Senior executives who aspire to directorship, owner directors and non-executive directors

**Enrol now [companydirectors.com.au/shortcourses](https://companydirectors.com.au/shortcourses)**

### Cyber for Directors

LEVEL: STRENGTHENING • DPD: 10 UNITS • DURATION: 1 DAY



FACE-TO-FACE



IN-HOUSE

#### Benefits

- Understand key cyber terms and concepts.
- Ensure you are confident in your oversight of the systems and processes in place for the organisation to meet mandatory data breach notification laws.
- Examine the robustness of your organisation's cyber risk management and governance structures.
- Discharge your duties through effective governance methods.
- Identify cyber risks, threats and opportunities, ensuring your organisation is prepared.
- Direct your organisation's cyber strategy, balancing cyber threats with innovation.

#### Suitable for

New and existing directors planning to protect and strategically use their company data and information, CEO/managing directors/chief information officers/IT managers/chief information security officers reporting to their board on cyber.

**Enrol now [companydirectors.com.au/shortcourses](https://companydirectors.com.au/shortcourses)**

### The Role of the Chair

LEVEL: MASTERING • DPD: 10 UNITS • DURATION: 1 DAY



FACE-TO-FACE



IN-HOUSE

#### Benefits

- Recognise the various roles of the chair both inside and outside the boardroom.
- Learn about the leadership role of the chair.
- Identify how best to deal with particular situations.

#### Suitable for

Chairs, deputy chairs and those preparing themselves for this role.

#### Recommended preparation

*Company Directors Course* [Page 26](#)

**Enrol now [companydirectors.com.au/shortcourses](https://companydirectors.com.au/shortcourses)**

# Board

This quadrant offers you specific professional development options in:

- Board Roles and Responsibilities
- Board Operations
- Board Performance





### STARTING

- The Role of the Board
- Establishing Boards for Business Owners
- In the Boardroom: Responsibilities and Practice
- Board Committee Series – Part 1



### STRENGTHENING

- The Board and the Company Secretary
- Subsidiary Boards
- Conflicts of Interest
- Board Committee Series – Parts 2 and 3
- Effective Board Meetings
- Advanced NFP Governance
- NFP Board Dynamics
- Advanced NFP Governance for Indigenous Boards



### MASTERING

- Board Advisory

## BOARD

### BOARD ROLES AND RESPONSIBILITIES

#### The Role of the Board

LEVEL: STARTING • DPD: 5 UNITS • DURATION: 2 HOURS



ELEARNING

##### Benefits

- Outline the functions of the board.
- Investigate the relationship between board and management.
- Learn how to evaluate and improve board performance.

##### Suitable for

Managing directors, CEOs, directors, consultants and senior managers who seek a greater appreciation of the role of the board.

**Enrol now [companydirectors.com.au/elearning](https://companydirectors.com.au/elearning)**

#### Establishing Boards for Business Owners

LEVEL: STARTING • DPD: 5 UNITS • DURATION: 3.5 HOURS



FACE-TO-FACE

IN-HOUSE

##### Benefits

- Explore the unique role and responsibilities of business owners in establishing appropriate governance structures for their business to enhance its long-term sustainability, profitability and shareholder value.
- Examine the governance arrangements, processes and policies that are important for successful business growth and possible future exit.

##### Suitable for

Business owners and/or managing directors of small and medium sized businesses looking to implement appropriate governance practices.

**Enrol now [companydirectors.com.au/shortcourses](https://companydirectors.com.au/shortcourses)**

#### In the Boardroom: Responsibilities and Practice

LEVEL: STARTING • DPD: 5 UNITS • DURATION: 3.5 HOURS



IN-HOUSE

##### Benefits

- Recognise the duties and responsibilities of directors.
- Learn about key functions of boards.
- Gain insight into internal and external relationships of the board.
- Explore good governance processes and practices, and the regulatory framework in which boards operate.

##### Suitable for

Established boards with recently appointed directors, or established boards who have not previously undertaken professional development as a whole board. Directors and executives that wish to refresh or improve their knowledge of directors' responsibilities and sound board practices.

**Find out more [companydirectors.com.au](https://companydirectors.com.au)**

#### The Board and the Company Secretary

LEVEL: STRENGTHENING • DPD: 5 UNITS • DURATION: 3.5 HOURS



FACE-TO-FACE

IN-HOUSE

##### Benefits

- Enhance the performance of your board through a practical understanding of how to get the most from your company secretary.
- Gain insight into the collaborative relationships (board, management, regulators) that assist the company secretary in meeting the organisation's corporate governance obligations.
- Identify the core legal responsibilities of the company secretary to support directors, the board and the organisation.

##### Suitable for

Directors and those seeking insight into the role of the company secretary in supporting the board and corporate governance of the organisation.

**Enrol now [companydirectors.com.au/shortcourses](https://companydirectors.com.au/shortcourses)**

## BOARD

### BOARD ROLES AND RESPONSIBILITIES

#### Subsidiary Boards

LEVEL: STRENGTHENING • DPD: 10 UNITS • DURATION: 7 HOURS



FACE-TO-FACE



IN-HOUSE

- Understand the roles and responsibilities, as well as the risks, challenges and complexities faced by directors of corporate subsidiary boards.
- Gain insight into the governance framework that underpins corporate groups and the subsidiary governance models found in them.
- Explore the issues involved in working across international business contexts and legal frameworks.

#### Suitable for

Current and aspiring directors of subsidiary boards based either domestically or offshore, often working across multiple jurisdictions. Executives reporting to subsidiary boards of large organisations. Board members and executives of parent companies.

**Enrol now [companydirectors.com.au/shortcourses](https://companydirectors.com.au/shortcourses)**

#### Conflicts of Interest

LEVEL: STRENGTHENING • DPD: 5 UNITS • DURATION: 1.5 HOURS



ELEARNING

#### Benefits

- Recognise when you may have a conflict of interest.
- Discover frameworks for working through conflicts.
- Learn about mechanisms to highlight conflicts.

#### Suitable for

Experienced directors looking to strengthen their understanding of the factors that constitute a conflict of interest and how to manage and address the issue.

**Enrol now [companydirectors.com.au/shortcourses](https://companydirectors.com.au/shortcourses)**

#### Board Advisory and Customised Education

LEVEL: STARTING TO MASTERING



IN-HOUSE

#### Benefits

- Bespoke advice, benchmarking and professional development for your board and senior leadership group.
- We partner with you to develop a tailored solution through focused diagnostic tools to help evaluate your need.
- Our education programs can be contextualised to your industry.
- Leading-edge advice on the key issues facing your Governing Team including the board and senior management.
- Benchmark your organisation against others in your market to help enhance your performance.

#### Suitable for

Whole boards and organisations looking to implement best practice governance, build capabilities and raise performance. Organisations looking for advice, benchmarking and tangible improvements across board effectiveness.

**Enrol now [companydirectors.com.au/advisory](https://companydirectors.com.au/advisory)**

## BOARD

### BOARD OPERATIONS

#### Board Committee Series – Part 1

LEVEL: STARTING · DPD: 5 UNITS · DURATION: 1 HOUR



WEBINAR

##### Benefits

- Understand when and why you need to form a committee.
- Understand what is required by law.
- Gain clarity on committee authority, composition, purpose and charter.
- Understanding the relationship between committee, board and management.

##### Suitable for

Executives new to a committee or wanting to understand the processes involved in setting up a committee.

**Register now [companydirectors.com.au/webinar](https://companydirectors.com.au/webinar)**

#### Board Committee Series – Part 2

LEVEL: STRENGTHENING · DPD: 5 UNITS · DURATION: 1.5 HOURS



WEBINAR

##### Benefits

An in-depth look at board committees, exploring when and why to set one up, the essential requirements and how existing committees can add value to the board. It covers risk committees, nomination and remuneration committees, governance, fundraising and other committees.

##### Suitable for

Executives new to a committee or wanting to understand the processes involved in setting up a committee.

**Register now [companydirectors.com.au/webinar](https://companydirectors.com.au/webinar)**

#### Effective Board Meetings

LEVEL: STRENGTHENING · DPD: 5 UNITS · DURATION: 2 HOURS



ELEARNING

##### Benefits

- Recognise what makes an effective board meeting.
- Learn about planning, the structure and the processes before, during and after a meeting.
- Gain practical information about how to improve individual and whole board performance.
- Discover strategies for practising directors to both prepare for and participate in successful board meetings.
- Listen to interviews with leading directors.

##### Suitable for

Directors and chairs interested in improving the structure and processes of their board meetings and enhancing their contribution.

##### Recommended preparation

Requires knowledge of board meeting procedures.

**Enrol now [companydirectors.com.au/elearning](https://companydirectors.com.au/elearning)**

## BOARD

### BOARD PERFORMANCE

#### Board Committee Series – Part 3

LEVEL: STRENGTHENING · DPD: 5 UNITS · DURATION: 1 HOUR



WEBINAR

##### Benefits

- Learn how to evaluate board committees.
- Gain practical guidance on how to improve performance and how to deal with common challenges.
- Understand what to do when things go wrong.

##### Suitable for

Executives and directors on a committee or interested in improving logistics and challenges that can lead to an elevated committee performance.

Register now [companydirectors.com.au/webinar](https://companydirectors.com.au/webinar)

#### Governing for Performance

A new report, *From blind-spots to sweet spot* by Dr Robert Kay MAICD and Dr Chris Goldspink of Incept Labs, supported by the AICD, asked chairs to examine their beliefs around governance, performance and decision making.

It found that good governance is particularly important in managing biases inherent in the decision-making process.

In the view of the chairs, better decision making was exhibited when the organisation's governing team displayed:

- Diversity of experience
- Independence of mind
- Openness to alternatives

The chairs interviewed spoke of a 'sweet spot' where the social dynamic created by the combination of personalities, experience and circumstance resulted in the quality of decision making being superior. The whole was greater than the sum of the parts.

Find out more about governing for performance at [companydirectors.com.au/advisory](https://companydirectors.com.au/advisory)

#### Advanced Not-for-Profit Governance

LEVEL: STRENGTHENING · DPD: 20 UNITS · DURATION: 2 DAYS



FACE-TO-FACE



IN-HOUSE

##### Benefits

- Recognise the role of the board in leading the executive, organisation and stakeholders in the areas of strategy and risk.
- Gain clarity on the issues facing the board with respect to funding and sponsorship arrangements.
- Learn techniques for ongoing monitoring of the organisation's financial health and performance.
- Gain insight into board composition, board structure and internal board processes that add value to the organisation.
- Learn how to apply procedures and processes to enable effective board meetings.
- Take away practical steps and tools to assist with driving organisation and board performance.

*This program comprises two one-day courses, which can be undertaken individually or combined for a packaged rate.*

##### Day 1 – Driving and Monitoring Not-for-Profit Performance

Develop an understanding of the board's obligations in developing, executing and monitoring your organisation's strategic direction, risk management and financial health and performance.

##### Day 2 – Not-for-Profit Board Dynamics and Governance Culture

Identify and apply tools and frameworks for improving board dynamics and internal culture for better board decision making and enhanced board performance.

##### Suitable for

Directors and senior executives of not-for-profit organisations.

##### Recommended preparation

*Foundations of Directorship* Page 24

*Company Directors Course* Page 26

Governance Foundations for Not-for-Profit Directors Page 49

Enrol now [companydirectors.com.au/shortcourses](https://companydirectors.com.au/shortcourses)



## BOARD

### BOARD PERFORMANCE

#### Not-for-Profit Board Dynamics and Governance Culture

LEVEL: STRENGTHENING · DPD: 10 UNITS · DURATION: 1 DAY



FACE-TO-FACE



IN-HOUSE

##### Benefits

- Gain insight into board composition, board structure and internal board processes which add value to the organisation.
- Take away practical steps and tools to assist with driving organisation and board performance.
- Recognise the impact of ethics, behaviour and culture on board performance.

##### Suitable for

Directors and senior executives of not-for-profit organisations.

##### Recommended preparation

*Foundations of Directorship* Page 24

*Company Directors Course* Page 26

Governance Foundations for Not-for-Profit Directors Page 49

**Enrol now [companydirectors.com.au/shortcourses](https://companydirectors.com.au/shortcourses)**

#### Advanced Not-for-Profit Governance for Indigenous Boards

LEVEL: STRENGTHENING · DPD: 10 UNITS · DURATION: 1 DAY



IN-HOUSE

##### Benefits

- Outline the role of the board in leading the executive, organisation and stakeholder in areas of sustainability, strategy and risk.
- Identify techniques for ongoing monitoring of the organisation's strategic plan and its objectives.
- Discuss the impact of ethics, behaviour and culture on board performance.
- Identify criteria for measuring board performance.

##### Suitable for

Directors and senior executives of indigenous, not-for-profit organisations.

##### Recommended preparation

*Foundations of Directorship* Page 24

Indigenous Governance Program Page 25

*Company Directors Course* Page 26

Governance Foundations for Not-for-Profit Directors Page 49

**Enrol now [companydirectors.com.au/shortcourses](https://companydirectors.com.au/shortcourses)**

2018 Edition

## Governance of the Nation: A report card on progress

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Last year, the Australian Institute of Company Directors set out a plan to sustain and boost Australia's growth and prosperity with a clear case for national reform. One year on, the case for action is only stronger.

Australia has enjoyed 27 years without recession – a remarkable and unmatched achievement – but the drivers of our next phase of growth are not yet apparent. Australia is running out of booms, so we need to focus on the factors that will trigger the next phase of growth in our economy.

### **Bold action is needed to address Australia's poor productivity growth.**

The AICD believes the recommendations put forward in the *2017 Governance of the Nation: Blueprint for Growth*, while not exhaustive, can deliver the marked growth and dividends Australia needs.

This year, rather than revisit those recommendations, the AICD marked progress on these important initiatives with the '*Governance of the Nation 2018 – A report card on progress*'.

The recommendations covered a broad spectrum of policy objectives:

- **National governance:** modernise systems of government to support longer-term policy decisions.
  - **Fiscal sustainability:** address Australia's unsustainable financial position and return the Commonwealth Budget to surplus, with bold policy on both spending and tax reform.
  - **Innovation and entrepreneurialism:** foster innovation-led growth supported by regulatory reform to support appropriate corporate risk-taking is also needed.
  - **Human capital:** adapt workplace regulations, education and participation to new demands.
  - **Partnerships with the not-for-profit sector:** alleviate the challenges faced by an uncertain funding landscape.
  - **National infrastructure:** improve infrastructure as it is critical to lifting productivity and economic growth.
- 

**Download the full report at**  
[companydirectors.com.au/blueprint](http://companydirectors.com.au/blueprint)



# Organisational

This quadrant offers you specific professional development options in:

- Governance
- Risk and strategy
- Finance
- Management relations





## STARTING

- Governance for Directors
- Governance for International Directors
- Governance Foundations for NFP Directors
- Duties and Responsibilities of the Not-for-Profit Director
- Finance for Directors
- Finance for International Directors
- Finance for the Not-for-Profit Director
- Interpreting Financial Statements
- Reporting to the Board
- Working with the Board
- Informing the Board - The Power of Effective Board Reports
- Strategy and Risk for Directors
- Strategy and Risk for International Directors
- Strategy and Risk for the Not-for-Profit Director



## STRENGTHENING

- Governance in Action
- The Strategic Board
- Driving and Monitoring NFP Performance
- The Board's Role in Mergers and Acquisitions in the NFP Sector
- Directors' Duties: Annual Financial Reporting Considerations for Directors
- The Board and the CEO
- Governing to Protect Vulnerable People



## MASTERING

- Applied Risk Governance
- Company Directors Course Specialisation:
  - Mergers and Acquisitions
  - Preparing for Sale
  - The Board's Role in Crisis Management
  - Ensuring Solvency
  - Directing Innovation
- Mastering Financial Governance

## ORGANISATIONAL GOVERNANCE

### Governance for Directors

LEVEL: STARTING · DPD: 10 UNITS · DURATION: 1 DAY



FACE-TO-FACE



IN-HOUSE

#### Benefits

- Understand the duties and responsibilities of a director.
- Gain familiarity with governance and board meeting processes.
- Develop the ability to consider issues from a director's perspective, as they apply to various organisational structures.
- Become better informed about director and board compliance requirements.
- Receive guidance on how to consider the pros and cons of joining a board to ensure you are making an informed decision.
- Successfully complete all three *Foundations of Directorship* courses and the online assessment to gain the *Foundations of Directorship* certificate and an additional five DPD units.

#### Content

##### The Role of the Director and the Board

- Explains the role of the director and the board in establishing the governance of an organisation.
- Outlines the duties, responsibilities and the rights of directors of private, public and not-for-profit organisations.
- Discusses the roles of the various regulatory bodies.

##### Introduction to Board Meetings and Governance

- An overview of how boards and directors undertake their roles.
- Explores good governance processes and practices.
- Discusses board composition.
- Outlines processes and practices for effective board meetings.

#### Suitable for

Executives, new and aspiring directors, and sole directors who require an introduction to their duties.

**Enrol now [companydirectors.com.au/fod](https://companydirectors.com.au/fod)**

### Governance for International Directors

LEVEL: STARTING · DPD: 10 UNITS · DURATION: 1 DAY



IN-HOUSE

#### Benefits

- Understand the role and responsibilities of a director in an international context.
- Consider issues from a director's perspective, as they apply to various organisational structures across different countries and cultures.
- Identify and manage internal and external stakeholder interests when working across borders and how culture may impact on these relationships.
- Immediately apply your learnings to real-world situations.

#### Content

##### The Role of the International Director and the International Board

- Explore the role of the board, directors, chairs, and management in organisations operating across international borders.
- Investigate the role and key functions of the international board and its directors.
- Discuss the impact of different countries and cultures on effective governance.

##### Introduction to Board Meetings and International Governance

- Discover the composition and structure of effective boards and meeting procedures, taking account of cultural influences that impact board dynamics and how a board exercises its governance responsibilities.
- Outline practices and processes for effective board meetings.
- Discuss the impact of culture on board function and dynamics.

#### Suitable for

Senior executives of multinational organisations, who report to a board, executive and non-executive directors of multinational organisations, and international business owners of private or family companies.

**Enrol now [companydirectors.com.au/international](https://companydirectors.com.au/international)**

## ORGANISATIONAL GOVERNANCE

### Governance Foundations for Not-for-Profit Directors

LEVEL: STARTING · DPD: 20 UNITS · DURATION: 1.5 DAYS



FACE-TO-FACE



IN-HOUSE

#### Benefits

- Recognise the duties and responsibilities of directors in the not-for-profit environment.
- Gain an appreciation of the potential personal liability of directors and council members.
- Gain an understanding of the governance structures that apply in the not-for-profit context.
- Appreciate the role of directors in overseeing the strategy formulation and risk management approach of the organisation.
- Recognise how directors in the not-for-profit sector can link the financial statements to understand the financial 'story' and health of an organisation.

*This program comprises three half-day courses, which can be undertaken individually or as a suite for a packaged rate.*

#### Duties and Responsibilities of the Not-for-Profit Director

- Explains the role of the not-for-profit director in establishing the governance of the organisation and how this differs to the commercial sector.

#### Strategy and Risk for the Not-for-Profit Director

- An overview of the director's role in formulating and overseeing strategy while monitoring and managing risk.

#### Finance for the Not-for-Profit Director

- An introduction to evaluating financial performance through an understanding of the major elements of financial statements and the linkages between them.

#### Suitable for

Newly appointed not-for-profit directors or those seeking their first not-for-profit directorship.

Participants also receive the eLearning course 'Interpreting Financial Statements' and the webinar recording of 'The Role of the Not-for-Profit Director' as preparation for the face-to-face courses.

**Enrol now [companydirectors.com.au/shortcourses](http://companydirectors.com.au/shortcourses)**

### Duties and Responsibilities of the Not-for-Profit Director

LEVEL: STARTING · DPD: 5 UNITS · DURATION: 3.5 HOURS



FACE-TO-FACE



IN-HOUSE

#### Benefits

- Recognise the duties and responsibilities of directors in the not-for-profit environment.
- Gain an appreciation of the potential personal liability of directors and council members.
- Gain an understanding of the governance structures that apply in the not-for-profit context.

#### Suitable for

Newly appointed directors or those seeking directorships in the not-for-profit sector.

**Enrol now [companydirectors.com.au/shortcourses](http://companydirectors.com.au/shortcourses)**

## ORGANISATIONAL GOVERNANCE

### Governance in Action

LEVEL: STRENGTHENING · DPD: 5 UNITS · DURATION: 2 HOURS



#### Benefits

- Recognise how the board fulfils its functions.
- Learn about appropriate structures for an effective board meeting.
- Discover frameworks for developing a board meeting agenda.
- Recognise appropriate board composition.

#### Suitable for

Experienced directors looking to strengthen their understanding of effective governance practices.

**Enrol now [companydirectors.com.au/elearning](https://companydirectors.com.au/elearning)**

### Maintaining the social licence to operate

A 2018 survey by KPMG and the Australian Institute of Company Directors of 600 AICD members found that directors overwhelmingly believe trust is important for their organisation's sustainability, and over 62 per cent believe their board can adequately challenge management on how to respond to issues that could undermine trust in their organisation.

However, less than half (48.4 per cent) feel their board has a proactive approach to building trust with the organisation's most important stakeholders and only 38.3 per cent believe they have a proactive approach to building trust with all stakeholders. Just 23 per cent believe they receive 'meaningful' metrics on trust in their organisations. Survey respondents represent organisations across all sectors, with 40.7 per cent coming from private business, 30.8 per cent NFPs, 14.0 per cent public sector and 11.2 per cent from listed companies.

The KPMG-AICD Trust Survey presents a valuable tool for directors to reflect on their own practices and ways to improve their approaches to rebuilding community trust.

### Strategy and Risk for Directors

LEVEL: STARTING · DPD: 10 UNITS · DURATION: 1 DAY



#### Benefits

- Develop a director-oriented view of strategy and risk.
- Create awareness of personal risk appetite in relation to board decisions.
- Examine the effectiveness of adopting a structured approach to formulating strategies.
- Successfully complete all three *Foundations of Directorship* courses and the online assessment to gain the *Foundations of Directorship* certificate and an additional five DPD units.

#### Content

##### Introduction to the Strategic Role of the Director

- An overview of basic strategic planning frameworks and the director's role in formulating and overseeing strategy.
- Introduces a set of practical tools to monitor the implementation of strategies to ensure their success.
- Provides a broad understanding of the link between strategy and financial health or wealth creation.

##### Risk: Issues for Directors

- An introduction to the director's role and the board's responsibility in risk oversight and monitoring.
- Develops the language of risk.
- Creates awareness of personal risk appetite and how this affects board decisions.
- Provides a stepped approach to risk for directors.

#### Suitable for

Executives, new and aspiring directors, and sole directors who require an introduction to their duties.

**Enrol now [companydirectors.com.au/fod](https://companydirectors.com.au/fod)**

## ORGANISATIONAL STRATEGY AND RISK

### Strategy and Risk for International Directors

LEVEL: STARTING · DPD: 10 UNITS · DURATION: 1 DAY



IN-HOUSE

#### Benefits

- Work more effectively with your board to drive positive performance outcomes.
- Identify and mitigate the risks faced by directors and multinational companies.
- Enrich your contribution to your board and organisation.
- Examine the effectiveness of adopting a structured approach to formulating strategies.
- Develop a clearer perspective on your role in monitoring the implementation of strategic plans, and identify the influence of risk on your organisation and its opportunities.
- Immediately apply your learnings to real-world situations.

#### Content

##### Introduction to the Strategic Role of the International Director

- An overview of basic strategic planning frameworks and the director's role in formulating and overseeing strategy.
- Discuss strategic measures and clarifies the organisation's, board's and directors' roles in an international context.
- Outline a comprehensive process on how to formulate a strategic plan.

##### Risk: Issues for International Directors

- An introduction to the director's role and the board's responsibility in risk oversight and monitoring.
- Consider how to determine the acceptability of risk avoidance, reduction and transfer.
- Compare a director's risk appetite with those of the board and the organisation.

#### Suitable for

Executives accepting their first directorship of a multinational corporation, executives considering accepting a directorship at a multinational, and those who report directly to a multinational board.

**Enrol now [companydirectors.com.au/international](https://companydirectors.com.au/international)**

### Strategy and Risk for the Not-for-Profit Director

LEVEL: STARTING · DPD: 5 UNITS · DURATION: 3.5 HOURS



FACE-TO-FACE



IN-HOUSE

#### Benefits

- Appreciate the director's role in formulating and overseeing strategy, risk oversight, monitoring and management.
- Establish the link between strategy and risk management, risk culture and effective leadership.
- Identify stakeholders and stakeholder management strategies.
- Analyse board issues relating to fundraising and sponsorship.
- Create awareness of personal risk appetite and how this affects board decisions.

#### Suitable for

Newly appointed directors or those seeking directorships in the not-for-profit sector.

**Enrol now [companydirectors.com.au/shortcourses](https://companydirectors.com.au/shortcourses)**

### The Strategic Board

LEVEL: STRENGTHENING · DPD: 10 UNITS · DURATION: 1 DAY



FACE-TO-FACE



IN-HOUSE

#### Benefits

- Investigate the role of the board in developing, implementing and monitoring strategy.
- Discover practical frameworks for strategic thinking and apply learning through the use of case studies.
- Take away practical steps and tools to assist with strategy development and drive organisational performance.

#### Recommended preparation

*Company Directors Course* [Page 26](#)

#### Suitable for

Managing directors, CEOs, directors, consultants and senior managers who seek a greater appreciation of the strategic role of the board.

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## ORGANISATIONAL STRATEGY AND RISK

### Driving and Monitoring Not-for-Profit Performance

LEVEL: STRENGTHENING · DPD: 10 UNITS · DURATION: 1 DAY



FACE-TO-FACE



IN-HOUSE

#### Benefits

- Critically evaluate the role of directors of not-for-profit boards in driving performance, resilience and sustainability.
- Recognise the current challenges facing the board in driving the development of an enduring organisation able to effectively fulfil its purpose.
- Identify and analyse significant strategic issues facing the board that will impact the sustainability and success of the organisation.

#### Suitable for

Directors and senior executives of not-for-profit organisations.

#### Recommended preparation

<i>Foundations of Directorship</i>	Page 24
<i>Company Directors Course</i>	Page 26
Governance Foundations for Not-for-Profit Directors	Page 49

### The Board's Role in Mergers and Acquisitions in the Not-for-Profit Sector

LEVEL: STRENGTHENING · DPD: 5 UNITS · DURATION: 3.5 HOURS



FACE-TO-FACE

#### Benefits

- Assess your organisation's position to ensure any mergers and acquisitions are strategically sound.
- Evaluate the suitability of a proposed merger or acquisition transaction for your organisation, taking strategic and cultural fit into account.
- Help to increase capabilities in order to maximise the competitive advantage of your organisation.
- Identify the current and relevant trends, frameworks and regulatory requirements of merger and acquisition transactions.
- Work more effectively with management in implementing major organisational changes associated with a merger.

#### Suitable for

Directors contemplating or preparing for a merger or acquisition in a not-for-profit context, or directors seeking an overview of this specialised aspect of organisational strategy.

#### Recommended preparation

<i>Foundations of Directorship</i>	Page 24
<i>Company Directors Course</i>	Page 26
Governance Foundations for Not-for-Profit Directors	Page 49

**Enrol now** [companydirectors.com.au/shortcourses](https://companydirectors.com.au/shortcourses)

## ORGANISATIONAL STRATEGY AND RISK

### Applied Risk Governance

LEVEL: MASTERING · DPD: 5 UNITS · DURATION: 3.5 HOURS



FACE-TO-FACE



IN-HOUSE

#### Benefits

- Consider processes for setting and reviewing risk appetite/tolerance and the relationship between organisational culture and risk appetite/tolerance.
- Review the interrelationship between risk and strategy and between risks and organisational activity.
- Examine the function of the board's risk committee and board risk reporting systems.

#### Suitable for

Chairs, directors and executives involved in risk management.

#### Recommended preparation

*Company Directors Course* [Page 26](#)

**Enrol now [companydirectors.com.au/shortcourses](https://companydirectors.com.au/shortcourses)**

### Company Directors Course Specialisation: Mergers and Acquisitions

LEVEL: MASTERING · DPD: 10 UNITS · DURATION: 1 DAY



FACE-TO-FACE

#### Benefits

- Develop a strategic framework for how to approach your company's journey for growth through mergers and acquisitions.
- Clarify the director's role in strategy, risk and finance within the mergers and acquisitions context.
- Discuss the board's role in ensuring performance through the merger process.
- Make powerful networking and business connections with peers in a specific area of interest.

#### Suitable for

Past participants of the *Company Directors Course* wanting to launch an acquisition strategy.

#### Recommended preparation

*Company Directors Course* [Page 26](#)

**Enrol now [companydirectors.com.au/specialisations](https://companydirectors.com.au/specialisations)**

## Elevate your global performance

The AICD is internationally recognised as a trusted provider of governance education. We deliver director education in Hong Kong, Singapore, Dubai and Fiji, and in-house courses wherever they are needed around the world. Our flagship program is the *International Company Directors Course*, which is based on global governance principles. It covers directors duties, the international legal environment, risk and strategy, financial literacy and board effectiveness.

The course is facilitated by international directors who have real-world director experience and features global case studies and real-life examples. It is suitable for directors, aspiring directors and senior executives reporting to boards. With international members across more than 75 countries, we also provide a range of member benefits, including annual dinners, director briefings, regular newsletters and online resources.

**For further information: [companydirectors.com.au/international](https://companydirectors.com.au/international)**

## ORGANISATIONAL STRATEGY AND RISK

### Company Directors Course Specialisation: Preparing for Sale

LEVEL: MASTERING · DPD: 10 UNITS · DURATION: 1 DAY



FACE-TO-FACE

#### Benefits

- Develop a framework for how to approach your company's journey through preparing to sell your business.
- Apply the learnings from the *Company Directors Course* in the context of a small to medium-sized enterprise preparing for sale.
- Make powerful networking and business connections with peers in a specific area of interest.

#### Suitable for

Past participants of the *Company Directors Course* preparing their business for sale.

#### Recommended preparation

*Company Directors Course* [Page 26](#)

**Enrol now [companydirectors.com.au/specialisations](https://companydirectors.com.au/specialisations)**

### NSW ONLY Company Directors Course Specialisation: The Board's Role in Crisis Management

LEVEL: MASTERING · DPD: 10 UNITS · DURATION: 1 DAY



FACE-TO-FACE

#### Benefits

- Develop a framework for how to approach a crisis situation for your business
- Gain knowledge directly from industry experts who have managed a variety of crises for many businesses.
- Make powerful networking and business connections with peers in a specific area of interest.

#### Suitable for

Past participants of the *Company Directors Course* looking to gain confidence in their planning, approach and response to a crisis situation.

#### Recommended preparation

*Company Directors Course* [Page 26](#)

*Please note: This course is run in conjunction with the NSW Police and held at their Crisis Management Command Development Unit Parramatta, NSW.*

**Enrol now [companydirectors.com.au/specialisations](https://companydirectors.com.au/specialisations)**

## ORGANISATIONAL STRATEGY AND RISK

### Company Directors Course Specialisation: Ensuring Solvency

LEVEL: MASTERING · DPD: 10 UNITS · DURATION: 1 DAY



FACE-TO-FACE

#### Benefits

- Develop a framework for identifying and mitigating early warning signs of business downturn, ensuring director duties relating to insolvency and safe harbour provisions are upheld.
- Gain knowledge directly from industry experts who have advised boards in their planning and approach to organisational turnarounds.
- Make powerful networking and business connections with peers in a specific area of interest.

#### Suitable for

Past participants of the *Company Directors Course* looking for the confidence and tools to govern and turn around a business in times of financial distress.

#### Recommended preparation

*Company Directors Course* [Page 26](#)

**Enrol now [companydirectors.com.au/specialisations](https://companydirectors.com.au/specialisations)**

### Company Directors Course Specialisation: Directing Innovation

LEVEL: MASTERING · DPD: 10 UNITS · DURATION: 1 DAY



FACE-TO-FACE

#### Benefits

- Build resilience and capability to govern an organisation through business model disruption.
- Develop a more agile perspective on how your business could strategically operate in a Volatile, Uncertain, Complex and Ambiguous (VUCA) world.
- Gain knowledge directly from industry experts who have advised boards in their planning and approach to innovation and disruption.
- Make powerful networking and business connections with peers in a specific area of interest.

#### Suitable for

Past participants of the *Company Directors Course* looking for the confidence and tools to govern their organisation through uncertain times.

#### Recommended preparation

*Company Directors Course* [Page 26](#)

**Enrol now [companydirectors.com.au/specialisations](https://companydirectors.com.au/specialisations)**

### Governance Leadership Centre®

The AICD's *Governance Leadership Centre* (GLC) is a think-tank that provides new perspectives on governance and focuses on the link between governance and business performance.

We create and curate insightful content about governance issues in Australia, and draw on insights from around the world. Our content includes original research, interviews, opinions, thought leadership pieces and commentaries. We champion new thinking and approaches to governance innovation that:

- Drive organisational performance in a rapidly-changing environment; and
- Contribute to economic growth and social benefit.

The GLC is the go-to place for 'over-the-horizon' thinking on governance. It is the Australian resource centre for world class governance.

**Find out more [companydirectors.com.au/glc](https://companydirectors.com.au/glc)**

## ORGANISATIONAL FINANCE

### Finance for Directors

LEVEL: STARTING · DPD: 10 UNITS · DURATION: 1 DAY



FACE-TO-FACE



IN-HOUSE

#### Benefits

- Obtain a director-oriented view of finance.
- Recognise financial and non-financial indicators of company performance.
- Gain skills to assess the financial position of a company.
- Develop an understanding of legal and other obligations in relation to financial statements and reporting.
- Immediately apply your learning to a real-world situation.
- Successfully complete all three *Foundations of Directorship* courses and the online assessment to gain the *Foundations of Directorship* certificate and an additional five DPD units.

#### Content

##### Introduction to Financial Statements for Directors

- A straightforward introduction to financial statements from the director's perspective.
- Reviews the three key financial statements: balance sheet, income (profit and loss) and cash flow.
- Outlines directors' duties with regard to financial statements and systems.

##### Assessing Financial Performance for Directors

- A guide to the financial performance of a company from the director's perspective.
- Introduces key financial ratios and how directors can use them.
- Discusses the financial and non-financial indicators of company performance.

#### Suitable for

Executives, new and aspiring directors, and sole directors who require an introduction to their duties.

Enrol now [companydirectors.com.au/fod](https://companydirectors.com.au/fod)

### Finance for International Directors

LEVEL: STARTING · DPD: 10 UNITS · DURATION: 1 DAY



IN-HOUSE

#### Benefits

- Work more effectively with your board to drive positive performance outcomes.
- Learn a financial vocabulary that is in general use across most entity types, and gain skills to assess the financial position of your organisation.
- Discuss what financial aspects you should be reviewing to evaluate company performance and develop understanding of how to measure the productivity and efficiency of your organisation.

#### Content

##### Introduction to Financial Information for International Directors

- A straightforward introduction to financial statements from the director's perspective.
- Reviews the three key financial statements: balance sheet, income (profit and loss) and cash flow.
- Discusses how directors use these statements in monitoring financial performance.

##### Assessing Financial Performance for International Directors

- A guide to the financial performance of a company from the director's perspective.
- Introduces key financial ratios and how directors can use them.
- Discusses the financial and non-financial indicators of company performance.

#### Suitable for

Executives accepting their first directorship of a multinational organisation and those who are considering accepting a directorship at a multinational organisation.

Enrol now [companydirectors.com.au/international](https://companydirectors.com.au/international)

## ORGANISATIONAL FINANCE

### Finance for the Not-for-Profit Director

LEVEL: STARTING · DPD: 5 UNITS · DURATION: 3.5 HOURS



FACE-TO-FACE



IN-HOUSE

#### Benefits

- Identify the major elements of the financial statements and the linkages between them.
- Appreciate a director's duties with regard to a company's financial statements and financial reports.
- Evaluate financial performance by reviewing financial statements over time.
- Use financial data in analysing simple financial ratios.
- Apply and interpret financial ratios applicable to not-for-profit organisations.
- Appreciate how to evaluate solvency, what should be done and when.
- Discuss the board's role in improving financial performance.

#### Suitable for

Newly appointed not-for-profit directors or those seeking directorships in the not-for-profit sector.

**Enrol now [companydirectors.com.au/shortcourses](https://companydirectors.com.au/shortcourses)**

### Interpreting Financial Statements

LEVEL: STARTING · DPD: 5 UNITS · DURATION: 3 HOURS



ELEARNING

#### Benefits

- Identify the three main types of financial statements and their relationship to each other.
- Assess financial trends and ratios.
- Identify questions to ask when assessing the organisation's financial performance.
- Identify early warning signs of insolvency.
- Those with a basic through to a more comprehensive understanding of financial concepts.

#### Suitable for

The course allows learners to self-select the level of learning needed and is therefore suitable for those with a basic through to a more comprehensive understanding of financial concepts.

**Enrol now [companydirectors.com.au/elearning](https://companydirectors.com.au/elearning)**

## Director Sentiment Index (DSI)

Now in its eighth year, the Director Sentiment Index (DSI) is a key indicator of the issues that are important to our members and the wider director community. It is a driver for discussions on the economy, policy reform and corporate governance and is one way we consult and engage with members on advocacy issues.

Conducted bi-annually, the survey measures the opinions, current priorities, future intentions and expectations of Australia's directors and is the only index of its kind in Australia.

**To find out more visit [aicd.companydirectors.com.au/advocacy/research](https://aicd.companydirectors.com.au/advocacy/research)**

## ORGANISATIONAL FINANCE

### Directors' Duties: Annual Financial Reporting Considerations for Directors

LEVEL: STRENGTHENING · DPD: 5 UNITS · DURATION: 1 HOUR



WEBINAR

#### Benefits

- Understand directors' duties with regard to financial statements and financial reports.
- Learn the associated processes that should be implemented.
- Identify the potential legal ramifications of signing off the accounts.
- Develop strategies for effective financial governance.

#### Suitable for

Directors wanting to confirm their duties regarding signing off company financial accounts.

**Register now [companydirectors.com.au/webinar](https://companydirectors.com.au/webinar)**

### Mastering Financial Governance

LEVEL: MASTERING · DPD: 10 UNITS · DURATION: 1 DAY



FACE-TO-FACE



IN-HOUSE

#### Benefits

- Consider the key financial reporting obligations of the board.
- Gain an advanced understanding of how to identify financial risks and harness opportunities.
- Examine the contentious financial issues that boards commonly face and consider ways in which they may be handled.

#### Suitable for

Directors from either a financial or non-financial background.  
Directors of large private and small to medium organisations.

#### Recommended preparation

*Company Directors Course* Page 26

**Enrol now [companydirectors.com.au/shortcourses](https://companydirectors.com.au/shortcourses)**

## ORGANISATIONAL MANAGEMENT RELATIONS

### Reporting to the Board

LEVEL: STARTING · DPD: 5 UNITS · DURATION: 3.5 HOURS



FACE-TO-FACE



IN-HOUSE



ELEARNING

#### Benefits

- Define the needs of the board and the role of management in board reporting.
- Identify the objectives of board reporting and the structure and purpose of the various types of board reports.
- Outline what the board looks for in executive reports and learn effective methods to write papers for maximum impact.
- Develop effective board presentation skills.

#### Suitable for

Executives and directors or anyone who reports directly to a board.

#### Recommended preparation

An understanding of corporate governance.

**Enrol now [companydirectors.com.au/shortcourses](https://companydirectors.com.au/shortcourses)**

### Working with the Board

LEVEL: STARTING · DPD: 10 UNITS · DURATION: 1 DAY



IN-HOUSE

#### Benefits

- Experiential learning situation that simulates the critical interactions between executive managers and the board.
- Articulate the executive's role in governance processes to facilitate better decision making.
- Differentiate the roles of the board and executive in developing strategy and managing risk.
- Investigate links between risk management, risk appetite, and effective leadership.
- Create appropriate metrics to measure and report on strategy.

#### Suitable for

Executives working with the board to develop strategy and monitor risk.

New directors wishing to gain greater insight into the interaction between the executive and the board.

The two-day variation is suitable for those wishing to explore the underlying theory, and includes a deeper examination of director and executive roles through additional practical activities.

#### Recommended preparation

Existing knowledge of risk management concepts and effective board reporting is assumed.

**Find out more [companydirectors.com.au/inhouse](https://companydirectors.com.au/inhouse)**



## ORGANISATIONAL MANAGEMENT RELATIONS

### Informing the Board – The Power of Effective Board Reports

LEVEL: STARTING · DPD: 5 UNITS · DURATION: 1 HOUR



WEBINAR

#### Benefits

- Understand what board members look for in board papers.
- Learn about common mistakes in board paper construction and how to avoid them.
- Identify the characteristics of a good board paper.
- Take away tips for preparing informative, succinct papers.

#### Suitable for

Senior managers and aspiring or new directors who are seeking to enhance their understanding of good practice, preparation and presentation of reports to the board.

Register now [companydirectors.com.au/webinar](https://companydirectors.com.au/webinar)

### The Board and the CEO

LEVEL: STRENGTHENING · DPD: 5 UNITS · DURATION: 3.5 HOURS



FACE-TO-FACE



IN-HOUSE

#### Benefits

- Improve your knowledge of CEO selection and remuneration.
- Determine how to monitor the CEO's performance.
- Learn about the board's mentoring role.
- Gain insight into board-CEO dynamics and how to ensure good working relationships.
- Recognise the requirements of succession planning.

#### Suitable for

Chairs, non-executive directors, CEOs and whole boards.

#### Recommended preparation

*Company Directors Course* [Page 26](#)

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### Governing to Protect Vulnerable People



FACE-TO-FACE



IN-HOUSE

LEVEL: STRENGTHENING · DPD: 10 UNITS · DURATION: 1 DAY

#### Benefits

- Examine the director's role and responsibilities in protecting vulnerable people.
- Identify the scope of your organisation's risks in relation to vulnerable people.
- Understand the nature of organisational culture and how to implement and maintain a culture of safety.
- Evaluate the efficacy of policies and procedures and how to monitor compliance.

#### Suitable for

New and existing directors seeking a greater understanding of the governance requirements when working with vulnerable people.

Directors seeking to establish or improve the safety culture within their organisations.

CEOs and managing directors of organisations.

#### Recommended preparation

*Company Directors Course* [Page 26](#)

*Governance for Directors* [Page 48](#)

*Role of the Director and the Board* [Page 24](#)

*In the Boardroom: Responsibilities and Practice* [Page 40](#)

*Duties and Responsibilities of the Not-for-Profit Director* [Page 35](#)

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The Australian Institute of Company Directors acknowledges the Gadigal people of the Eora Nation as the Traditional Owners of the land on which the organisation's national office is located.

We respectfully recognise Elders past, present and future.

We acknowledge the Traditional Custodians of lands across Australia where division offices are located, in Adelaide, Brisbane, Canberra, Hobart, Melbourne and Perth and their Elders both past and present.

We would also like to recognise the individuals and organisations we have worked with during the development of our Reconciliation Action Plan (RAP) and those over many years that have provided input, advice and support for the development of our Indigenous governance programs. We recognise the importance of working together with Aboriginal and Torres Strait Islander peoples for the future sustainability and strength of our organisations and communities.

Read our whole reconciliation plan online at [companydirectors.com.au/about/reconciliation-action-plan](https://companydirectors.com.au/about/reconciliation-action-plan)

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To view a soft copy of the handbook, visit [companydirectors.com.au/pdhandbook](http://companydirectors.com.au/pdhandbook)