

Map your Professional Development Pathway

Course Guide January-June 2018



Professional development pathway at a glance

As part of your membership with us, you have a dedicated Members and Directors Executive in your local division to support you in your director development and to help you get the most out of your membership. You can contact them by phone or email to discuss your development needs for this year.

Our courses are offered publicly, or can be delivered in-house by our Advisory team. For more information on our in-house offerings, visit companydirectors.com.au/advisory

- Starting level:** These courses are designed for participants who have little to no professional experience as a director, or limited knowledge of a particular topic.
- Strengthening level:** These courses provide the next step for participants who are currently sitting on a board and have two to three years' experience. Courses of this level expand existing knowledge on governance and directorship topics.
- Mastering level:** These courses are for senior directors who have five or more years' experience on boards. They put advanced areas of governance and leadership under a microscope.

Core courses

Short courses

Starting level

- Foundations of Directorship
- Fiji Directors Course

- Establishing Boards for Business Owners
- Governance Foundations for Not-for-Profit Directors
- Reporting to the Board
- Sports Governance

Strengthening level

- Company Directors Course
- Company Directors Course Update
- International Company Directors Course

- Advanced Not-for-Profit Governance
- Boardroom Financial Acumen
- Subsidiary Boards
- The Board and the CEO
- The Board and the Company Secretary
- The Board's Role in M&A in the Not-for-Profit Sector
- The Strategic Board
- Cyber for Directors
- Ways Women Lead

Mastering level

- Mastering the Boardroom
- Company Directors Course Specialisation – Mergers and Acquisitions
- Company Directors Course Specialisation – Preparing for Sale
- Company Directors Course Specialisation – Crisis Management
- Company Directors Course Specialisation – Ensuring Solvency

- Applied Risk Governance
- Mastering Financial Governance
- The Role of the Chair
- The Role of the Not-for-Profit Chair

Core courses

Overview

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

LEVEL ▶ Starting

Foundations of Directorship™

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

The Foundations of Directorship program consists of three one-day courses: *Governance for Directors*, *Finance for Directors*, and *Strategy and Risk for Directors*. Participants can choose to undertake the courses individually or as a suite, meaning the program is a flexible way to attain essential governance knowledge.

Governance for Directors

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

Finance for Directors

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

Strategy and Risk

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

Each course requires approximately six to eight hours of pre-reading.

The *Foundations of Directorship* program is held in cities across Australia. For more information on upcoming dates please check our website.



companydirectors.com.au/FoD

Fiji Directors Course

The *Fiji Directors Course*, offered only in Fiji, is designed for aspiring directors and senior executives seeking to understand the duties and responsibilities of a director. It also examines the *Fiji Companies Act 2015* and the compliance obligations it places on directors.

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

Fiji Thursday 15 to Saturday 17 February 2018 and Monday 16 to Wednesday 18 July 2018



companydirectors.com.au/fiji

LEVEL Strengthening

Company Directors Course™

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

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

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

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

- Five days, consecutively or over several weeks
- One day per week over five weeks
- Ten half-day sessions, held over ten weeks
- Correspondence sessions, for those unable to attend in person
- In-house, delivered directly to your board or governing team
- Residential, held in resorts and retreat-style locations around Australia (see Residential below)

Courses are held in every state of Australia, in regional and metropolitan areas. This course requires approximately 40 to 60 hours of reading. For more information on upcoming courses, please check our website.

DPD



DURATION

5
DAYS

companydirectors.com.au/cdc

Company Directors Course - Residential

The residential format of our flagship *Company Directors Course* is an opportunity for directors to fully immerse themselves in the course. Held in resorts in beautiful locations around Australia, participants can focus on their professional development away from the distractions and demands of the everyday.

These five days are an intense and unique learning experience, where the content of the *Company Directors Course* is enhanced by ongoing discussions with fellow participants.

The course also offers special networking opportunities with professionals of diverse backgrounds and specialisations.

Locations and Dates



Mollymook (NSW)
12 to 16 March 2018

Rottne Island (WA)
18 to 22 March 2018

Gold Coast (QLD)
14 to 18 June 2018

DPD



DURATION

5
DAYS

companydirectors.com.au/cdc

Company Directors Course Update

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



companydirectors.com.au/cdc

International Company Directors Course™

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

The course caters to leaders working across regulatory frameworks or looking to engage in business with an Australian organisation. Held in specially-selected business hubs around the world, this five-day course is an opportunity for international participants to connect, network and focus on their professional development in a unique and immersive learning environment.

This course requires approximately 40 to 60 hours of pre-reading.

Locations and dates



Hong Kong
5 to 9 March 2018
11 to 15 June 2018

Dubai
15 to 19 April 2018

Singapore
14 to 18 May 2018
13 to 17 August 2018



companydirectors.com.au/icdc

LEVEL ▶  **Mastering**

Company Directors Course Specialisation *Mergers and Acquisitions*

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

DPD

DURATION
1
DAY

Company Directors Course Specialisation *Preparing for Sale*

Developed for directors and aspiring directors, this specialisation course examines the strategic and governance tools necessary for preparing a small-to-medium-sized company for sale. Participants will learn to recognise the opportunity for the sale of a business and how to develop realistic, structured timelines and guidelines for the sale process. The course enables owners and directors to have confidence in planning, preparing for and executing the sale of a business.

DPD

DURATION
1
DAY

Company Directors Course Specialisation *Crisis Management*

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

DPD

DURATION
1
DAY

Company Directors Course Specialisation *Ensuring Solvency*

Through participation in a case study and board simulation, participants of this one-day course learn to identify early warning signs of impending insolvency, and how to respond to a financial downturn whilst remaining compliant. This course would benefit any director who wants to be prepared and have the confidence and tools to govern a business in times of financial stress.

DPD

DURATION
1
DAY



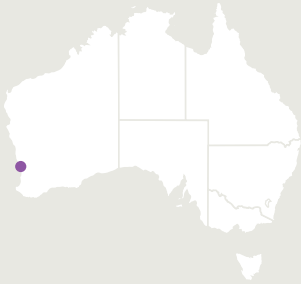
Mastering the Boardroom

Mastering the Boardroom, our capstone course, is offered exclusively to highly experienced directors. Designed to consolidate governance knowledge, examine best practice and challenge established behaviours, the four-day course puts participants in a simulation of a year in the life of a company in crisis.

Participants learn how to handle a wide range of challenges, identify personal directorship strengths and areas for development. Through workshops and simulated quarterly meetings, participants' governance knowledge and decision-making processes are stretched and improved, and their leadership skills are sharpened. Our expert facilitators and high-profile guest speakers share their insights on the nuances of directorship and crisis management, supporting participants' learning.

The course also offers unrivalled networking opportunities with senior directors. To apply, participants must be a Graduate of the *Company Directors Course*, with a minimum of three years' director experience, or have a minimum five years' of director experience.

Location and Dates



Perth (WA)
19 to 22 March 2018

DPD

 DURATION
 4
 DAYS

companydirectors.com.au/mtb

Other learning formats

Webinars

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

eLearning

For those unable to attend our courses in person, we offer a range of courses by correspondence. Participants are able to learn and submit coursework remotely, allowing for flexible access to knowledge and up-to-date information anywhere and anytime. To find out more visit our website companydirectors.com.au/elearning

Publications

A broad selection of governance publications are available for purchase and for download from our website. These publications include the latest in research, insights and thought leadership, and provide a simple and convenient means of keeping up with recent movements in governance best practice. Several e-books are also complimentary for members. To find out more visit our website companydirectors.com.au/publications

Short courses

Overview

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

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

LEVEL

Starting

Establishing Boards for Business Owners

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



Reporting to the Board

Designed for senior executives and managers, this short course provides guidance on the structure and characteristics of a good board report, and examines how these reports can be used outside the boardroom. The course is taught through practical examples so that your understanding will reach beyond theory.



Governance Foundations for Not-for-Profit Directors

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



Sports Governance

Understanding the rules is critical to the good governance and success of any sporting organisation. The *Sports Governance* two-day course provides participants with the knowledge they need to navigate the unique governance challenges directors face in the sporting sector. This course is recommended for directors or aspiring directors and executives of sporting clubs, large or small, who want to gain a deeper understanding of good governance practices relevant to their role.



LEVEL ▶  **Strengthening**

The Board and the CEO

Suitable for non-executive and executive directors, chairs, CEOs and company secretaries the course is designed to cover the full spectrum of issues that affect the board and CEO dynamic. This course identifies good practices to enhance this relationship, and provides a framework for effective succession planning.

DPD



DURATION

0.5
DAY

The Board and the Company Secretary

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

DPD



DURATION

0.5
DAY

Advanced Not-for-Profit Governance

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

DPD



DURATION

2
DAYS

Boardroom Financial Acumen

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

DPD



DURATION

1
DAY

Subsidiary Boards – Director Roles and Responsibilities

Overseeing the operations of a subsidiary board whilst managing the expectations of a parent board can be complex and challenging. This short course dissects the responsibilities of a subsidiary board director and the risks that have the potential to impact upon personal reputation and professional liability. This short course is suitable for current or aspiring directors and senior executives of a subsidiary.

DPD



DURATION

0.5
DAY

LEVEL ▶



Strengthening

Ways Women Lead

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

DPD



DURATION

1
DAY

The Board's Role in M&A in the Not-for-Profit Sector

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

DPD



DURATION

0.5
DAY

The Strategic Board

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

DPD



DURATION

1
DAY

Cyber for Directors

This course is suitable for directors seeking a greater understanding of cyber, as well as CEOs, Chief Information Officers, Chief Information Security Officers and IT Managers reporting in to boards on cyber.

Participants will gain an understanding of the key terms and concepts of the cyber landscape, the fundamental roles and responsibilities of the board as they relate to cyber and learn tools for managing cyber risks and opportunities.

DPD



DURATION

1
DAY

companydirectors.com.au/shortcourses

LEVEL ▶



Mastering

The Role of the Not-for-Profit Chair

This course provides an overview of the role and responsibilities of chairs, with a focus on those in the NFP sector. Participants also take an in-depth look at the roles, accountabilities and relationships with other board members and is suitable for experienced or aspiring chairs in the NFP sector.

DPD



DURATION

5
HOURS

The Role of the Chair

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

DPD



DURATION

5
HOURS

Mastering Financial Governance

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

DPD



DURATION

1
DAY

Applied Risk Governance

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

DPD



DURATION

0.5
DAY

companydirectors.com.au/shortcourses

January-June 2018 short course calendar

		ACT	NSW	QLD	SA	NT	TAS	VIC	WA
Starting level	Reporting to the Board		6 Mar		22 May			15 Mar	28 Feb
	Governance Foundations for Not-for-Profit Directors	2-3 May	15-16 Feb 25-26 Jun	19 -20 Feb 19-20 Jun		21 & 22 Mar	10-11 Apr (Launceston)	15-16 Feb	9-10 Apr
	Sports Governance								1-2 Mar
Strengthening level	The Board and the CEO		19 Jan, 28 May (Sydney) 30 Apr (Newcastle)	26 Mar	15 Mar	20 Feb	28 Mar	20 Feb	15 Mar
	The Board and the Company Secretary		4 May	5 Mar		12 Mar		7 Jun	
	Advanced Not-for-Profit Governance		4-5 Jun					14-15 Jun	21-22 May
	Boardroom Financial Acumen		20 Feb (Wagga-Wagga) 7 Mar (Orange) 23 Mar (Parramatta) 5 June (Wollongong)	7 Mar	8 May			22 Mar	4 Apr
	Subsidiary Boards							21 Jun	
	Ways Women Lead		30 Jan 14 May	3 May				5 Feb	23 May
	The Board's Role in M&A in the Not-for-Profit Sector			26 Apr				16 Apr	
	The Strategic Board			9 May					
	Cyber for Directors		6 Mar						
Mastering level	The Role of the Not-for-Profit Chair							22 Feb	14 May
	The Role of the Chair		13 Feb 1 Jun	15 Mar	22 Jan		26 Mar	16 May	27 Mar
	Mastering Financial Governance		19 Apr				16 May		
	Applied Risk Governance		12 Mar	15 Feb 26 Apr				19 Apr	18 Jun

companydirectors.com.au/shortcourses

For more information please contact the Australian Institute of Company Directors
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