



**CEO CLUBS**  
International



# **BOARD PRACTICE AND DIRECTORSHIP DEVELOPMENT PROGRAM**

**Board Contribution and Impact**

*with Prof Nada Kakabadse & Dr Nadeem Khan*





This two-day program will explore the key issues facing Boards and Directors. The program is intended for board directors, C-suite executives, and senior general managers (GMs) who wish to attain board positions. Attention will focus on the board's role in developing, delivering, and overseeing strategy and ensuring the sound governance of the company.

The dynamics of directing mid-size corporates and family businesses, and the pivotal roles of CEOs, MDs, and subsidiary GMs, are emphasised. Of particular concern will be the Chair's critical contribution. The capability to perform to a world-class standard in these primary roles will be central to the two-day Director Development Program.

The program is based on extensive global research covering 12,500 organisations and 5,000 boards across 43 countries. The focus will be on Board contribution and handling sensitive top director and executive relationships. Tensions, misalignments of vision and internal politics predominate in Board and top team circles.

How to attend to demanding executive and director inter-relationships whilst being responsive to external strategic challenges will be extensively analysed. Further, each program participant will receive feedback on their ability to perform as a top director and on their resilience to work through challenges and pressures.

BOARD PRACTICE & DIRECTORSHIP DEVELOPMENT PROGRAM



## Objectives

- To better understand
  - the boards' value, contribution, nature and dynamics.
  - how to add value as Chair of the Board.
  - how to add value in the role of CEO of a family/mid-size business.
  - how to add value as a Board Director.
  - the chemistry between the Chair-CEO relationship and how to deal with the damaging effects should the relationship deteriorate.
- To become conversant with the principles and techniques of organisation design.
- To recognise the qualities and skills necessary for a high-performing board director.
- To appreciate the importance of sensitively handling board and top executive relations to realise alignment at senior executive levels.
- To better understand how to effectively engage across misalignments on the board in the C-suite and management structure.
- To become conversant with the reality of governance application.





## Learning Approach

This two-day board program will draw on real-life experiences in strategic leadership, managing top management relationships, and working towards a cohesive vision for the future. Group work, as well as individual and team feedback, will support the case study analysis. Each participant's leadership skills and capacity will be explored and will serve as a distinct feature of the program. Case study discussion, working in learning teams, and experiential learning will be the teaching methods adopted.

## Key Learning Outcomes

Each program participant should be able to:

- Understand how to add value and determine competitive advantage in their organisation.
- Gain the self-confidence to enhance their role and contribution to the Board.
- Learn how to balance compliance requirements against stewardship demands as part of the oversight responsibilities of a Board Director.
- Understand how to drive through change and be familiar with organisational restructuring/ design principles.
- Appreciate the impact each makes on others, particularly on the Board and the C-suite.
- More effectively communicate key messages, particularly when under pressure.
- More effectively nurture critical internal and external relationships, especially under tension and ambiguity.
- Appreciate developing a mindset of independence whilst effectively engaging across misalignments.





## Program Timetable

### Day One – Restructuring

09:00 - 09:30 **Introduction** to the program

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9:30 - 10:30 Case:

**“It's restructuring: You are in, or you leave”.**

Understanding the dynamics and pitfalls of transition in driving through change.

Small group discussion of a real-life case study, heavily disguised - presentation and plenary.

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10:30 - 10:45 Tea/Coffee break

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10:45 - 14:00 Case: **“Highland Plc.”**

A real-life case is heavily disguised. Fully interactive discussion in small groups. Plenary presentation.

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14:00 - 15:00 Lunch

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15:00 - 15:45 Case: **“K1LLER”.**

This is a heavily disguised real-life case. Highly interactive discussion in small groups, followed by a plenary presentation.

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15:45 - 16:45 **Complete the TKI.**

Team and individual feedback

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16:45 - 17:00 Tea/Coffee break

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17:00 - 17:30

Case: **“What do the Chair and CEO really do?”**

Aligning the role and contribution of the Chair and CEO. Small group discussion of a real-life case study, heavily disguised. Presentation and plenary followed by discussion and feedback.

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## Program Timetable

### Day Two – Developing Strategic Leaders and Their Roles

**09:00 - 09:30 Review Day One:** What were the key learnings and their significance for you?

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**09:30 - 10:15 Case: “Ears to the Ground”**  
Stewardship is critical in ensuring the Board adds value. A small-group discussion of a real-life case study, heavily disguised, followed the presentation and plenary, with discussion and feedback.

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**10:15 - 11:00 Case: “He is not in a good mood”**  
Small group discussion of a real-life case study, heavily disguised. Presentation and plenary were followed by discussion and feedback.

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**11:00 - 11:15** Tea/Coffee break

**11:15 - 14:00 Feedback from Board Profiling Questionnaire.** Understanding complexity and Board Director contribution

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**14:00 - 15:00** Lunch

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**15:00 - 16:00** Integrating feedback from TKI and Board Profiling individually and on a team basis.

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**16:00 - 16:15** Tea/Coffee break

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**16:15 - 17:15 Question for Participants:**  
What are you learning concerning your contribution or understanding of your Board? Small group discussion. Plenary presentation.

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## Key references are provided below

- Kakabadse, A., & Kakabadse, N. (2007). *Leading the Board: The Six Disciplines of World Class*, Palgrave Macmillan.
- Kakabadse, A. & Jawad, A.Q. (2019). *Leadership Intelligence: The 5Qs for Thriving as a Leader*. London: Bloomsbury. ISBN: 978-1472963925
- Kakabadse, A. and Kakabadse, N. (2025), '5 essential tenets for coping with global disruption', *Board Agenda*, 10 June, <https://boardagenda.com/2025/06/10/5-essential-tenets-for-coping-with-global-disruption/>
- Kakabadse, A. and Kakabadse, N. (2024), *Board Effectiveness - It's All About the Chair*, Virtual Advisory Board, June.
- Kakabadse, A. and Kakabadse, N. (2024), *Structure – the power enabling organisations to deliver value*, *Financier World*, 19 February.
- Kakabadse, N., & Kakabadse, A. (2026, February 16). *Are you ready for a 'Black Swan' event? Board Agenda*. <https://boardagenda.com/2026/02/16/are-you-ready-for-a-black-swan-event/>

### THE DATES

June 4 & 5, 2026

Exclusive fee for CEO Clubs members only: €1,900 plus VAT

Fee for non-member CEOs: €2,300 plus VAT





## Facilitator | Nada Korac Kakabadse

Professor of Policy, Governance and Ethics

Professor Nada Kakabadse is a Professor of Policy, Governance and Ethics at Henley Business School.

She researches boardroom promotion of sustainability and corporate social responsibility and the chair's role in social and environmental issues, as well as governance, board performance, leadership, policy delivery and reputation across 41 countries and 20,000 organisations. Her 22 books and over 240 articles published have won many scholarly awards.



Nada has been a professor at three British universities, advised the British and Omani governments and held senior technology innovation and foreign affairs positions in the Australian and Canadian governments, plus a private sector international corporation in Sweden and the Middle East. She has consulted for Citi, Severstal, National Air Traffic Services (NATS), Alliance and Leicester, Motorola, Glaxo Wellcome and National Grid.

Nada completed her doctorate in Australia. She is a visiting lecturer with the Irish Management Institute (Republic of Ireland), Mannheim Business School (Germany), Ben Gurion (Israel), Macquarie University (Australia), the University of New South Wales (Australia), Université Paris II Pantheon-Assas (France), Copenhagen Business School (Denmark) and Capital University of Economics and Business (China).

Listed in Who's Who, Nada is a Fellow of the European Academy of Science and Arts (EASA), the World Certification Institute and the Institute of Chartered Secretaries and Administrators. She is an elected member of the EASA and a member of the Governing Council of the Empress Theophano Foundation.





## Facilitator | Dr Nadeem Khan

Lecturer in Governance Policy and Leadership



Dr Nadeem Khan is a Lecturer in Governance Policy and Leadership and is Programme Director of the MA in Board Practice and Directorship at Henley Business School.

His research focuses on boards, top team dynamics, strategic behaviour, governance innovation and resilience of organisations for sustainability across the private, public and third sectors.

His current research interests include the strategic behaviour of corporate firms, institutional, corporate and citizen stakeholder relations, governance effects on policy innovation, global governance agendas, public and private board leadership disciplines, board and top team dynamics, board digital engagement, ethics and corporate social responsibility, sustainability at times of crisis and in volatile environments and government-business-third sector responsibilities within society.

He completed his PhD research on the strategic behaviour of firms at Henley Business School. Prior to this, he gained more than 10 years' professional experience in the UK and internationally and was managing director of his own business.

Nadeem's practical consultancy joint research experiences include Building Trust through Governance - Institute of Chartered Secretaries (ICSA) UK, Discontinuous Board Leadership - Alvarez and Marsal; Executive Team Development - Tate and Lyle. His academic papers have been presented at conferences in the UK, Ireland, USA, Canada, Switzerland, Morocco, Japan, Sweden and Greece, along with co-authored papers published in journals and chapter contributions to books.

