

Masterclass on Board Excellence & Effectiveness

5 DAYS MASTERCLASS



DUBAI
10 – 14 APRIL 2026



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INTRODUCTION

Across industries, organisations rarely fail due to strategy alone — they fail because governance fails quietly first.

Modern boards must move beyond ceremonial oversight toward measurable contribution: shaping decisions, strengthening management accountability, and safeguarding long-term institutional performance.

The Masterclass on Board Excellence & Effectiveness equips directors with practical frameworks to enhance board quality, decision discipline, and governance maturity. Through boardroom simulations, global governance models, and structured diagnostics, participants learn how high-performing boards operate differently — and why.

This programme focuses on turning boards into performance assets rather than compliance bodies.

COURSE OVERVIEW

The expectations placed on boards have evolved dramatically. Today's directors must ensure effective oversight while contributing to strategy, culture, and organisational resilience.

Participants will examine how boards create value through:

- Role clarity between board and management
- Decision architecture and committee design
- Board composition and competence alignment
- Performance measurement frameworks
- Constructive challenge and accountability discipline

The programme bridges governance theory with real boardroom behaviour.



THREE LEARNING LENSES

Governance Structure Lens

Designing boards that function efficiently and responsibly

Decision Quality Lens

Improving judgement, debate, and oversight processes

Performance Impact Lens

Ensuring board activity translates into organisational outcomes

BY THE END OF THE COURSE, PARTICIPANTS WILL BE ABLE TO

- Distinguish governance from management involvement
- Evaluate board effectiveness using global frameworks
- Improve board meeting productivity
- Establish meaningful oversight processes
- Strengthen accountability without micromanagement
- Design high-impact board committees
- Implement board performance evaluations

BENEFITS OF ATTENDING

- Gain clarity on what makes boards effective in practice
- Improve confidence in contributing at board level
- Learn diagnostic tools used by global governance experts
- Enhance boardroom influence and credibility
- Build a personal board effectiveness improvement plan
- Network with fellow directors and senior executives



WHO SHOULD ATTEND?

- Board Chairs & Vice Chairs
- Non-Executive Directors
- Executive Directors
- Committee Chairs
- Company Secretaries
- CEOs working with boards
- Family Business Owners
- Senior Executives preparing for board roles

COURSE OUTLINE

Day 1 — The Purpose of the Board

Evolution of governance expectations

Oversight vs strategy contribution

Board accountability in modern organisations

Board-management boundaries

Workshop: Diagnosing ineffective boards

Day 2 — Board Structure & Composition

Skills matrices and competency gaps

Committee architecture design

Director independence and objectivity

Succession planning principles

Case Study: When board composition causes failure



Day 4 — Board Culture & Behaviour

Constructive challenge vs conflict
Groupthink prevention
Managing dominant personalities
Psychological safety in governance
Exercise: Difficult conversation practice

Day 5 — Measuring Board Performance

Board evaluation frameworks
Chair leadership impact
Continuous governance improvement
Creating a 12-month board improvement roadmap
Capstone Simulation: Board performance review session

CERTIFICATION

Participants receive the
Certificate in Board Excellence & Effectiveness – 2026

PROGRAMME FEE

USD 4,500 per participant
Includes:
5-day executive programme
Certification
Digital badge (LinkedIn compatible)
CPD hours (24 CPD hours)
Executive materials
Refreshments during programme hours



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WHY IMPACT INSTITUTE FOR DIRECTORS & GOVERNANCE STUDIES?

- Practitioner-led, not academic theory
- Real-world board simulation model
- Global governance framework integration
- Limited cohort (max 20 directors)

REGISTRATION & ENQUIRIES

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Limited seats to ensure executive-level interaction.

