

# Behaviours and Influence Around the Boardroom Table

London, 4 November 2015

Knowledge and skills for growth



**London**  
Stock Exchange Group





# Academy

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## Who we are

The educational model of the Academy is that of a "Corporate University" where the traditional classroom is replaced by an interactive approach to all open enrolment programmes so as to:

- Facilitate the exchange of experiences and expertise among the professionals attending.
- Actively encourage the transfer of knowledge and skills gained back into the workplace.

All our open enrolment courses are designed to analyse and explore developments in the international financial markets in order to improve delegates' technical and operational skills.

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## Our Strengths

Academy clients are able to benefit from two particular advantages when working with the Academy:

- Our faculty, encompassing experts from across London Stock Exchange Group and experienced UK, Italian and international financial market practitioners. On occasion, where appropriate we are also able to draw on the insights of leading academics from the most respected universities.
- Our innovative methodology, centred on the value of group learning, a collaborative approach and creating an active learning environment.

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# The Course

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## Overview

A recurring question of recent corporate scandals and failures, asked by investors and media commentators alike, is "Where was the Board?". The Financial Reporting Council concluded in its 2009 review of the UK Corporate Governance Code that the quality of corporate governance is influenced by a process, but that it ultimately depends on the behaviour of directors and others.

This unique, interactive course looks at both Board process and at behaviours around the boardroom table. The decision-making responsibilities of the Board members mean that they have a strong impact on the economic performance and the strategy of a company.

Understanding a Board's behavioural and organisational model will help to ensure better decision-making right at the top of the organisation.

A key feature of the programme is a detailed, fully integrated case study, encompassing role-play sessions. This will involve complex and diverse case analysis, including strategic decision-making, risk analysis and crisis management. During the role playing sessions all delegates will experience an active and influencing role, covering all the different aspects of a Board meeting. Delegates will receive the material required for the case study one week before the course.

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## Why attend?

This multi-disciplinary programme, linking directors' duties and responsibilities with managerial and leadership insights, will help delegates to:

- develop their personal leadership and strategy-making capabilities
- empower their influence at senior level
- make better decisions in the future.

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## Location

The course will be held at London Stock Exchange's headquarters located next to St. Paul's Cathedral at 10 Paternoster Square, London EC4M 7LS.

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## Who should attend

- Chairmen
- Executive and Non-Executive Directors from all business sectors
- Company Secretaries and Administrators
- Investor Relations Managers

- Senior Executives
- Professional Advisers
- Fund Managers

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## Trainer: Stephen Giles

Stephen Giles has 15 years of experience in managing corporate governance, risk management and fraud assignments.

He qualified as a chartered accountant with Deloitte & Touche in 1983 and transferred to Forensic Services in the early 1990s. Whilst there, he specialised in a variety of high profile and sensitive risk management and corporate fraud cases, including investigating the circumstances surrounding the collapse of Polly Peck International plc.

Stephen left Deloitte in 1997 to establish a consultancy which provides specialist services in risk management, corporate governance and best business practice. He holds an MA from Christ Church, Oxford and is a member of the Institute of Chartered Accountants in England and Wales.

## Trainer: Mike Meldrum MBA, BSc (Hons), Cert. Ed, Dip M, Int Dip Exec Coaching.

Mike is an independent management and leadership development consultant, a role he has performed since 2003. Prior to this, he was a Senior Lecturer in Management Development at Cranfield School of Management, where he worked continuously for 18 years. His initial discipline was Marketing but he later worked as Programme Director for some of the School's most senior programmes. Although now an independent, he continues to return as a contributor to a range of the School's activities.

Mike's current focus is senior managers and their teams where the objective is always performance improvement. With individuals it is normally the enhancement of personal contribution and influence; with executive teams it can be more effective teamwork or the creation of business strategy, and with larger groups it may be an entire management or leadership development programme.

Clients have ranged from large international corporations to not-for-profit enterprises and smaller family businesses. Recent assignments have varied from one-to-one leadership coaching to strategy facilitation and the provision of executive development programmes.

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# The Course

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## Day 1

**08:45 – Registration and coffee**

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**09:15 – 10:00 Introductions, agenda and content description, overview of the case study and delegates’ initial presentations**

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**10:00 – 11:15 – Developing an Effective and Talented Board**

An overview of the UK Corporate Governance Code  
The key aspects that impact the Board’s effectiveness and style:

- the Chairman’s role & leadership;
  - the roles, duties and responsibilities of Executive and Non-Executive Directors;
  - Board evaluation process;
  - Board diversity
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**11:15 - 11:30 – Coffee**

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**11:30 – 13:00 Case Study: Module 1 – The Analysis**

- Presentation by CEO of strategic acquisition proposal
  - Presentation by Chairman of recommendation from Nominations Committee on a new director
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**13:00 - 14:00 – Lunch**

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**14:00 - 15:30 – Lateral Leadership Model and Influencing Mechanisms in Complex Situations**

- An introduction to the particular challenges and skills required to lead and work through peers at board level, to include high level influencing skills
- Managing conflict constructively
- Motives in the use of power
- Political capabilities

**Introduction to the “Stakeholder Analysis”**

A practice exercise on the Lateral Leadership Model

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**15:30 – 15:45 Coffee**

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**15:45 - 17:30 – Case Study: Module 2 – Boardroom Debate and Role-Play**

Delegates will simulate a Board meeting.

- Divide into groups and assign roles (e.g. Chairman, CEO, Non-Executives)
  - Make key decisions involving challenge and scrutiny
  - The creation of consensus and networking skills.
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**17:30 - Close**

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# The Course

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## Date of course

4 November 2015

Registration fee: £ 695 + VAT

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## Joining instructions

Joining instructions will be confirmed by email 7 days prior to the course date. Please contact us if you do not receive any written registration confirmation. This registration form must be received by London Stock Exchange no later than seven days in advance of the course start date and submitted to Academy UK mail to academy\_uk@lseg.com. All registrations are subject to the data protection policy and terms and conditions listed below.

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## Payment

The course fee includes all supporting documentation supplied by London Stock Exchange to the delegates in relation to the course. Delegates are responsible for their own travel and accommodation arrangement. Once your registration has been confirmed, London Stock Exchange shall issue you with an invoice. Full payment of the fees must be received by London Stock Exchange 28 days after receipt of such invoice.

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## Cancellation

Substitutions may be made, however you must notify London Stock Exchange of such changes at least 48 hours in advance of the course start date. If you are an organisation, you must provide London Stock Exchange with details of all delegates at least 48 hours in advance of the course start date. A full refund will be given for cancellation requests received at least 15 working days before the course. Cancellations must be made in writing (post, email or fax) and must be received by London Stock Exchange before the 15 working day deadline. Delegates who cancel 10-14 working days prior to the course will receive a refund equal to 50% of the fee. No refund will be given for cancellations received less than 10 working days before the course. London Stock Exchange reserves the right to change or cancel the course or any part of its published programme due to unforeseen circumstances; in such circumstances London Stock Exchange will use reasonable endeavours to contact the delegate or organisation.

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## Liability

Whilst every effort is made by London Stock Exchange to ensure that the contents of the course are accurate and up to date, London Stock Exchange shall not be liable whatsoever to the delegate or the organisation participating in the course for any inaccuracy or misleading information, nor for any consequential damage or expense or any loss of profit or any liability to third parties incurred as a result of reliance on such information which is provided for educational purpose only. London Stock Exchange's total liability under this agreement shall be limited to the total fees payable under this Agreement. Nothing in this Agreement shall limit the liability for death, fraud or personal injury caused by its negligence.

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## Intellectual property rights

The delegate agrees that all intellectual property rights held in all documentation supplied by London Stock Exchange to the delegate in relation to the course are and shall remain property of London Stock Exchange and therefore any exploitation, copying or distribution in any form of the same is strictly prohibited. The delegate or organisation (whichever is applicable) shall not at any time use the name, logo, or trademark of London Stock Exchange without the written consent of London Stock Exchange.

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## Organisations

This section shall only be applicable to organisations who have booked their delegates on the course detailed below. You shall at no time publicly refer to the training which London Stock Exchange shall provide to your delegates, without the written consent of London Stock Exchange. Our training is not and will not be an endorsement of your organisation and the services you offer. London Stock Exchange does not endorse any training provided by Academy, London Stock Exchange Group.

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## Data Protection

London Stock Exchange takes your privacy seriously. We collect and use personal information to provide services, conduct market research and inform you about relevant products and services.

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# The Course

Please confirm your preference below:

- I do NOT wish to receive information about products or services from the Academy of London Stock Exchange
- I do NOT wish to receive information about products and services from carefully selected third parties
- YES, I would like to receive information via electronic communication about future programmes from the Academy of London Stock Exchange

We will not disclose your data outside London Stock Exchange unless we have your permission except to business partners and to third party suppliers for processing purposes under normal business practice.

I have read and understand the booking terms and conditions.

SIGNATURE:

NAME:

DATE:

# The Course

Please complete the details below and sign to confirm acceptance of the terms and conditions. Completed forms should be returned to Academy, London Stock Exchange Group by email to: [academy\\_uk@lsegroup.com](mailto:academy_uk@lsegroup.com). For any further information please contact the Academy Customer Care at: +44 (0) 207 797 1821.

Date of course: 4 November 2015    Registration fee: £695+VAT    Total to be invoiced £\_\_\_\_\_ (Incl VAT)

Participant Information			
Title	Name	Surname	
Job Title		Company name	
Address Line 1		Address Line 2	
City	Post/Zip code	Country	
Email		Tel:	Fax

Position within company: <i>(please tick)</i>		Nature of business <i>(please tick)</i>	
Board/Senior Management	<input type="checkbox"/>	Listed/private Company <i>(please delete as appropriate)</i>	
General Management	<input type="checkbox"/>	Law	<input type="checkbox"/>
HR & Training	<input type="checkbox"/>	Accountancy	<input type="checkbox"/>
Planning & Control	<input type="checkbox"/>	Banking	<input type="checkbox"/>
IT	<input type="checkbox"/>	Consultancy	<input type="checkbox"/>
Legal	<input type="checkbox"/>	Funds	<input type="checkbox"/>
R&D	<input type="checkbox"/>	Investment Bank	<input type="checkbox"/>
Tax	<input type="checkbox"/>	Intermediary	<input type="checkbox"/>
Finance	<input type="checkbox"/>	Private Equity	<input type="checkbox"/>
Other	<input type="checkbox"/>	Other	<input type="checkbox"/>

*If you are registering a **multiple places**, please, complete the following:*

Company name		
Address Line 1		Address Line 2
City	Post/Zip code	Country
Contact email		Contact telephone number
Delegate 1: Name and email		
Delegate 2: Name and email		
Delegate 3: Name and email		
Delegate 4: Name and email		

**Signature:**

**Name:**

**Date:**



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## Academy

Comprehensive, quality education is fundamental in the development and growth of the economic financial system. Established in 2000, Academy, the educational centre of the London Stock Exchange Group, delivers on this aim by developing and offering a variety of seminars and training courses relevant to the financial, legal and corporate management community.

[www.lseg.com/academy](http://www.lseg.com/academy)

## Contact Details

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