

	Leading from the Chair	International Directors Programme	Value Creation for Owners and Directors	The Family Enterprise Challenge	
Participant profile	<ul style="list-style-type: none"> <li>— Chairs of boards of directors</li> <li>— Chairs of core board committees, such as audit, compensation, governance, risk and investment, and nomination.</li> </ul>	<ul style="list-style-type: none"> <li>— Those with board-level responsibilities or with sufficient exposure to board matters, whether chairs, C-suite executives, non-executive directors, family members and controlling shareholders of large family companies, or directors of government and non-profit organisations and agencies, senior professionals and partners from the institutional investment community and professional firms</li> </ul>	<ul style="list-style-type: none"> <li>— Private and public shareholders, including directors, board representatives and CFOs – from throughout the world</li> <li>— Particularly relevant to private owners of businesses, active investors, and shareholders in family firms</li> </ul>	<ul style="list-style-type: none"> <li>— Family members who work in a family-owned firm and/or are controlling shareholders or related to them</li> <li>— Professionals who work for the family business (e.g., board member, CEO, chairperson)</li> <li>— Participants come in teams of 2 to 8 representatives of the same family firm, with a majority of family members</li> </ul>	Participant profile
Programme content	<ul style="list-style-type: none"> <li>— Chair responsibilities – setting and measuring board support systems and performance, understanding the keys to effective group dynamics, bridging the information gap between board and management</li> <li>— Chair competencies and skills – motivating individual directors, facilitating effective meetings, leading difficult discussions, mentoring and developing board members and executives</li> <li>— Crisis management – how the role of the chair changes, addressing stakeholder pressure, managing directors’ anxieties, interacting with the CEO</li> </ul>	<ul style="list-style-type: none"> <li>— A focus on the knowledge and competencies expected from directors in today’s environment whilst developing skills that contribute to creating effective board culture and performance</li> <li>— 3 modules: board effectiveness and dynamics; board decision-making and oversight; director effectiveness and development - which, together, represent the knowledge base directors need to be effective board members</li> <li>— Tailor-made learning methods for directors including 360-degree survey, coaching and simulation exercises.</li> </ul>	<ul style="list-style-type: none"> <li>— Definition of the concept of value: how to create it, how to specify and assess the risk that owners and directors are prepared to take in the pursuit of value</li> <li>— The relationship between value creation and growth – and the strategic options for achieving it: M&amp;As, alliances and international expansion</li> <li>— Presentation of an operational framework for the main drivers of ownership and to facilitate effective interaction between owners, boards and managers – with an emphasis on fair process in leadership</li> <li>— Selection and performance evaluation of boards and managers</li> </ul>	<ul style="list-style-type: none"> <li>— Addressing the family business system and its unique challenges</li> <li>— Clarifying family values and aspirations to create a shared mission and vision</li> <li>— Understanding and strengthening family relationships – by leveraging family dynamics</li> <li>— Aligning ownership, strategy and governance through INSEAD’s Parallel Planning Process</li> <li>— Developing new communication skills and the technique of Fair Process to improve family harmony and business performance</li> <li>— Action planning, execution and follow-up, including the use of effective family meetings, to create a business family that is professionally emotional and a source of happiness</li> </ul>	Programme content
Key benefits	<ul style="list-style-type: none"> <li>— Deepen your understanding of how board and chair roles are changing – and share best practices with international peers</li> <li>— Improve your ability to organise and conduct effective meetings</li> <li>— Acquire tools for coaching and developing senior executives</li> <li>— Hone your ability to challenge executives and directors on the key issues that underpin corporate performance</li> <li>— Address pressures when facing a crisis</li> </ul>	<ul style="list-style-type: none"> <li>— Understand the broader context in which boards operate and the responsibilities that come with a board mandate</li> <li>— Hone the ability to challenge executives through positive exchanges focused on the key issues that underpin corporate performance</li> <li>— A formal certification, the INSEAD Certificate in Corporate Governance (ICCG), which demonstrates mastery of skills and competencies expected from board members</li> </ul>	<ul style="list-style-type: none"> <li>— Understand the broader context in which owners and directors operate and the responsibilities that come with such mandates</li> <li>— Learn the principles and main language for effective behaviour by value-creating owners and directors</li> <li>— Understand the relationship between value creation and growth – and the strategic options for achieving it</li> <li>— Exchange ideas on best practice with leading business owners from throughout the world</li> </ul>	<ul style="list-style-type: none"> <li>— Develop a concrete action plan for career planning, talent development, family meetings, family agreements and governance</li> <li>— Gain insights into the psychological dynamics of leadership, management and governance in both the business and the family</li> <li>— Learn to manage conflict, complexity, diverse personalities and difficult relationships</li> <li>— Master a range of powerful family business tools, such as Parallel Planning and Fair Process</li> </ul>	Key benefits
Length	<ul style="list-style-type: none"> <li>— 3 days</li> </ul>	<ul style="list-style-type: none"> <li>— 3 modules of 3 days</li> </ul>	<ul style="list-style-type: none"> <li>— 4 days</li> </ul>	<ul style="list-style-type: none"> <li>— 4.5 days</li> </ul>	Length
Location	<ul style="list-style-type: none"> <li>— Fontainebleau</li> </ul>	<ul style="list-style-type: none"> <li>— Fontainebleau</li> <li>— Singapore</li> </ul>	<ul style="list-style-type: none"> <li>— Fontainebleau</li> <li>— Abu Dhabi</li> </ul>	<ul style="list-style-type: none"> <li>— Fontainebleau</li> </ul>	Location