

LEADERSHIP & MANAGEMENT | COURSE BROCHURE

Board Readiness for Senior Executives

5 days | Classroom training | English

SMART HORIZON

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Course content

Why attend

Joining a board, or working closely with one, requires a different perspective from executive management. This course prepares senior executives for board-level roles: understanding directors' duties, board dynamics, strategy oversight, risk and audit responsibilities, reading board papers critically and contributing effectively in the boardroom.

Board seats increasingly go to those who can demonstrate governance understanding. You will gain the knowledge and confidence to add value at board level.

Professional Problems This Course Is Designed to Solve

- Difficulty translating subject knowledge into practical workplace decisions.
- Inconsistent approaches to the activities covered in the course outline.
- Lack of a structured plan for applying and reviewing new skills.

Course methodology

Governance briefings, board simulations, analysis of board papers, case studies of board failures and personal board-readiness planning.

Course objectives

By the end of this course, participants will be able to:

- Explain directors' legal and fiduciary duties
- Understand the roles of the board and its committees
- Oversee strategy without managing operations
- Challenge risk, audit and financial information
- Contribute effectively to board discussions
- Plan a path to board appointments

Target audience

This course is suitable for:

- Senior executives aspiring to board roles
- Newly appointed directors
- C-suite executives working with boards
- Company secretaries
- Senior public sector leaders



Course content

Target competencies

Participants will develop competencies in:

- Governance knowledge
- Strategic oversight
- Financial scrutiny
- Boardroom influence
- Ethical judgement

Course outline

Day 1: The Role of the Board

09:00–10:08	Purpose and responsibilities
10:08–11:00	Directors' duties
11:00–11:30	**Coffee break**
11:30–11:45	Directors' duties (continued)
11:45–12:53	Executive versus non-executive roles
12:53–14:00	Exercise: board role clarity

Day 2: Strategy Oversight

09:00–10:08	Board involvement in strategy
10:08–11:00	Monitoring performance
11:00–11:30	**Coffee break**
11:30–11:45	Monitoring performance (continued)
11:45–12:53	Constructive challenge
12:53–14:00	Simulation: strategy session

Day 3: Risk, Audit and Finance

09:00–10:08	Reading financial statements as a director
10:08–11:00	Risk oversight
11:00–11:30	**Coffee break**



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11:30–11:45	Risk oversight (continued)
11:45–12:53	Audit committee role
12:53–14:00	Exercise: reviewing board papers

Day 4: Board Dynamics

09:00–10:08	Chair and CEO relationship
10:08–11:00	Group dynamics and dissent
11:00–11:30	**Coffee break**
11:30–11:45	Group dynamics and dissent (continued)
11:45–12:53	Ethics and conflicts of interest
12:53–14:00	Case study: board failure

Day 5: Becoming Board-Ready

09:00–10:08	Building a board profile
10:08–11:00	Finding opportunities
11:00–11:30	**Coffee break**
11:30–11:45	Finding opportunities (continued)
11:45–12:53	Induction for new directors
12:53–14:00	Personal plan

The timings provided are estimates and may vary depending on the number of participants and the discussions taking place during the sessions. They are indicative only and do not constitute a binding commitment.



Course content

Dates, venues and fees

Current published course plans. Fees are per participant in GBP, excluding unconfirmed taxes.

Venue	Start date	End date	Fee (GBP)
Cape Town Confirmed dates	16 Nov 2026	20 Nov 2026	**£1,890.–**
Online Confirmed dates	16 Nov 2026	20 Nov 2026	**£1,250.–**
Amsterdam Confirmed dates	7 Dec 2026	11 Dec 2026	**£2,540.–**
Online Confirmed dates	7 Dec 2026	11 Dec 2026	**£1,250.–**
Dubai Confirmed dates	11 Jan 2027	15 Jan 2027	**£3,150.–**
Online Confirmed dates	11 Jan 2027	15 Jan 2027	**£1,250.–**
Barcelona Confirmed dates	1 Feb 2027	5 Feb 2027	**£2,840.–**
Online Confirmed dates	1 Feb 2027	5 Feb 2027	**£1,250.–**
Vienna Confirmed dates	22 Feb 2027	26 Feb 2027	**£2,940.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (GBP)
Online Confirmed dates	22 Feb 2027	26 Feb 2027	**£1,250.–**
Rome Confirmed dates	8 Mar 2027	12 Mar 2027	**£2,450.–**
Online Confirmed dates	8 Mar 2027	12 Mar 2027	**£1,250.–**
Cape Town Confirmed dates	29 Mar 2027	2 Apr 2027	**£1,890.–**
Online Confirmed dates	29 Mar 2027	2 Apr 2027	**£1,250.–**
Dubai Confirmed dates	19 Apr 2027	23 Apr 2027	**£3,150.–**
Online Confirmed dates	19 Apr 2027	23 Apr 2027	**£1,250.–**
Barcelona Confirmed dates	10 May 2027	14 May 2027	**£2,840.–**
Online Confirmed dates	10 May 2027	14 May 2027	**£1,250.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (GBP)
Cape Town Confirmed dates	31 May 2027	4 Jun 2027	**£1,890.–**
Online Confirmed dates	31 May 2027	4 Jun 2027	**£1,250.–**
Rome Confirmed dates	14 Jun 2027	18 Jun 2027	**£2,450.–**
Online Confirmed dates	14 Jun 2027	18 Jun 2027	**£1,250.–**
Vienna Confirmed dates	5 Jul 2027	9 Jul 2027	**£2,940.–**
Online Confirmed dates	5 Jul 2027	9 Jul 2027	**£1,250.–**
Istanbul Confirmed dates	26 Jul 2027	30 Jul 2027	**£2,650.–**
Online Confirmed dates	26 Jul 2027	30 Jul 2027	**£1,250.–**
Frankfurt Confirmed dates	16 Aug 2027	20 Aug 2027	**£2,650.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (GBP)
Online Confirmed dates	16 Aug 2027	20 Aug 2027	**£1,250.-**
Dubai Confirmed dates	6 Sept 2027	10 Sept 2027	**£3,150.-**
Online Confirmed dates	6 Sept 2027	10 Sept 2027	**£1,250.-**
London Confirmed dates	20 Sept 2027	24 Sept 2027	**£2,450.-**
Online Confirmed dates	20 Sept 2027	24 Sept 2027	**£1,250.-**
Kuala Lumpur Confirmed dates	11 Oct 2027	15 Oct 2027	**£1,450.-**
Online Confirmed dates	11 Oct 2027	15 Oct 2027	**£1,250.-**
London Confirmed dates	1 Nov 2027	5 Nov 2027	**£2,450.-**
Online Confirmed dates	1 Nov 2027	5 Nov 2027	**£1,250.-**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (GBP)
Rome Confirmed dates	22 Nov 2027	26 Nov 2027	**£2,450.-**
Online Confirmed dates	22 Nov 2027	26 Nov 2027	**£1,250.-**
Paris Confirmed dates	13 Dec 2027	17 Dec 2027	**£2,860.-**
Online Confirmed dates	13 Dec 2027	17 Dec 2027	**£1,250.-**

Plan your next step

Dates, availability, exact venue, taxes, inclusions and payment terms require written confirmation. This brochure is not a quotation, registration, booking confirmation or visa invitation. Participants receive a Smart Horizon UK certificate of attendance; programmes are not externally accredited and do not award a professional qualification or designation. Confirm arrangements before booking travel.

For group or in-house training, contact our learning team to discuss your objectives and delivery arrangements.

Contact Smart Horizon

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View the latest course details online