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Acknowledgment of Country

The Australian Institute of Company Directors® acknowledges the Gadigal people of the Eora Nation as the Traditional Owners of the land on which the organisation's national office is located.

We respectfully recognise Elders past, present and future.

We acknowledge the Traditional Custodians of lands across Australia where divisional offices are located, in Adelaide, Brisbane, Canberra, Hobart, Melbourne and Perth, and their Elders past, present and future.



The next step in your director career

The Australian Institute of Company Directors[®] is the world's largest governance-focused member organisation with a diverse membership of over 45,000 business leaders.

Over the past 12 months, boards have been confronted, challenged and energised by a series of events – and good governance has never been more important. As we continue to navigate the impacts of the pandemic, a slow-growth economy and a volatile global environment, directors of all organisations have a responsibility to adapt swiftly, to protect staff and secure stakeholders, and to rebuild the economy.

Our 2020-21 Professional Development Handbook outlines how we can help you meet the challenges of being a director in these unprecedented times.

Our courses, events, tools and resources are designed to help directors understand their duties and responsibilities and equip them with skills, knowledge and support to perform their role effectively.

We are committed to building the capability of the governance community and with your input have developed learning pathways to help members select the right professional development at each stage of their director career.

Our flagship program, the Company Directors Course™, continues to be the gold standard in comprehensive director education and is now offered in delivery formats to suit every professional, including face-to-face, online and self-paced versions.

Our short course catalogue has been expanded to include a suite of new online courses with topics ranging from governance essentials to the board's role in NFP merger activities, and we continue to adapt our curriculum to help directors and business leaders deal with the specific issues they face in the COVID-19 recovery environment.

Whether you are at the starting, strengthening or mastering level in your director career, our *Professional Development Handbook* will help you make the right decisions as you navigate the challenging road ahead and build your governance capabilities.



Angus Armour FAICD
Chief Executive Officer & Managing Director
Australian Institute of Company Directors

Creating better boards and stronger organisations

The Australian Institute of Company Directors (AICD) is committed to strengthening society through world-class governance.

We aim to be the independent and trusted voice of governance, building the capability of a community of leaders for the benefit of society. Our 45,000 members include directors and senior leaders from business, government and the not-for-profit sectors. Find out more about the services we offer.



MEMBERSHIP | aicd.com.au/membership

Join the world's largest director institute and benefit from expert insights and information, relevant tools and resources, and access to professional directors and business leaders.



EDUCATION | aicd.com.au/education

Delivered by experienced directors and facilitators, our range of courses, events and webinars explore contemporary governance issues to build your director capability and performance.



ADVOCACY | aicd.com.au/advocacy

Informed by the insights of our diverse membership, we advocate on behalf of members to governments, regulators and the media for improved governance standards, practices and regulation.



ADVISORY | aicd.com.au/advisory

Enhance the performance of your board and senior leadership team with advice, benchmarking and bespoke professional development from our Board Advisory Services team.



INTERNATIONAL | aicd.com.au/international

For directors and senior executives operating across jurisdictions, our international education programs are designed to help you build your global governance capabilities.

Your professional development journey



We recognise that your director development is an ongoing journey and we are dedicated to supporting you throughout your director career.

Our 2020-21 Professional
Development Handbook showcases
our extensive range of courses,
each developed in consultation with
practising directors and subject
matter experts.

It will help you identify a learning pathway aligned to your current and future development needs.

Five steps to identifying vour way forward

STEP ONE

IDENTIFY YOUR STRENGTHS AND AREAS FOR DEVELOPMENT

AICD's Corporate Governance Framework™ summarise the four essential areas of focus for directors: individual, board, organisational and stakeholder. Effective directorship involves demonstrating capability in each of these key areas.

Developed with advice from leading Australian directors, and through an international review. the framework is used by the AICD to guide the development of products and services that support directors on their professional development journey.

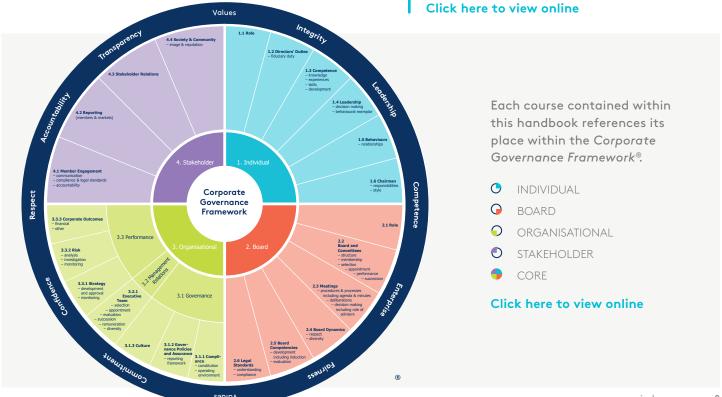
SELF-ASSESSMENT TOOL (SAT)

Designed to help directors identify areas of strength and opportunities for development, in line with the key segments of the Corporate Governance Framework®, this confidential selfassessment tool provides guidance around your professional development needs.

Click here to complete online

GOVERNANCE ANALYSIS TOOL™ (GAT)

Designed to help boards focus on their governance system as a whole and how it aligns to the Corporate Governance Framework®, this guided self-assessment tool helps boards identify areas of strength and opportunities for improvement.



STEP TWO

IDENTIFY YOUR LEARNING LEVEL

Our courses are designed to support directors at each stage of their career.

Tailor your development to the level that's right for you.



STARTING

For new and aspiring directors looking to build their foundational governance knowledge.



STRENGTHENING

For directors with several years' experience who are looking to build on prior learning and existing governance capabilities.



MASTERING

For highly skilled directors looking to expand the breadth and depth of their knowledge and experience.

YOUR PROFESSIONAL DEVELOPMENT PATHWAY



Assess your current capabilities or the skills of your board with our Director Self-Assessment Tool or Governance Analysis Tool...



Gain insights with short courses with short courses, webinars, podcasts and director tools.



STARTING

Start your journey with the Foundations of Directorship™



Build your knowledge with our range of starting-level courses and resources.



STRENGTHENING

Strengthen your skills with the Company Directors Course™ and International Company Directors Course™



Our broad range of strengthening-level courses can be customised for your board or business and delivered in-house.



MASTERING

Take your experience further with our *Boardroom Mastery*™ program and other courses



Deepen your skills with Company Directors Course Specialisations.

STEP THREE

SELECT A RELEVANT COURSE

When you have determined the type of professional development that is right for you, the course matrix on page 39 will help you identify relevant courses.

Click here to view course matrix

STEP FOUR

CHOOSE YOUR PREFERRED LEARNING FORMAT

Many of our courses are delivered in a variety of formats or can be delivered in-house.

Select the option that best suits you.

FACE-TO-FACE

Courses are led by accredited facilitators with relevant director experience and include peer-to-peer learning and networking.

Comprehensive reference materials are provided.

ONLINE LEARNING

Led by accredited facilitators, online courses bring the face-to-face classroom experience to you and provide the opportunity to learn with and from your peers.

SELF-PACED AND E-LEARNING

Self-paced learning modules designed to update your governance knowledge – at a time and pace that suits you.

IN-HOUSE

Led by accredited facilitators with relevant director expertise, most of our courses can be delivered in-house and tailored to your board and organisation.

WEBINARS

Stay up to date on topical director issues with our interactive webinars. Attend live to have your questions answered or access the recording at a time that suits you.

STEP FIVE

RECORD YOUR PROGRESS



Director Professional
Development (DPD) units
recognise your commitment
to maintaining currency

and lifelong learning. The benefits of DPD flow beyond the individual director and contribute to enhanced board performance and improved leadership.

DPD activity covers a wide range of learning and includes both formal learning such as courses, events and webinars, and informal learning such as professional reading and sharing director and governance expertise.

Our FAICD, GAICD and MAICD members are required to undertake a minimum of 60 units of DPD over a three-year rolling cycle.

AICD members have access to many complimentary products including the annual Essential Director Update event, webinars, podcasts, member newsletters and the award-winning Company Director magazine, all of which qualify you for DPD units. You can record your DPD activity in your member profile.

Click here for more on DPD

Flagship courses

We offer a wide range of courses designed to help directors build their knowledge and capability.

Our five flagship courses provide an in-depth exploration of the responsibilities and expectations of directors at the starting, strengthening and mastering levels of directorship.



Foundations of Directorship™ Click to see Page 14

International Foundations of Directorship
Click to see Page 17



Company Directors Course™ Click to see Page 26

International Company Directors Course™ Click to see Page 31



Boardroom Mastery™ Click to see Page 35

Click here for a full list of:



EVENTS



WERINARS



Flagship events

Each year we hold two flagship events designed to keep our members informed and connected.

Australian Governance Summit®

The Australian Governance Summit is held over two days in March and attracts directors and business leaders from all sectors and industries. With close to 1,500 attendees each year, it is the largest governance event in the Southern Hemisphere.

Essential Director Update

This complimentary member-only event explores the latest developments and trends impacting all sectors of the governance community. Attracting over 6,000 members each October, the Essential Director Update 2020 will be delivered virtually for the first time.





Starting level courses



Designed for new and aspiring directors, business owners and executives who work with boards, our starting level courses will build your foundational knowledge of governance and provide an introduction to the responsibilities of directorship.



BOARD COMMITTEE SERIES PART 1: BUILDING THE RIGHT FOUNDATIONS

This webinar is an introduction to board committees and covers the basics of forming a board committee, including what is required by law. It investigates when and why you need to form a committee and provides clarity on committee authority, composition, purpose and charter. It also explores the relationship between committees, the board and management.

- · Part 1: Building the Right Foundations
- · Part 2: In-Depth Look at Different Types of Committees
- · Part 3: Performance for Excellence

TARGET MARKET	All	DPD UNITS (PER PART) 5	HOURS (PER PART)	WEBINAR 🕒	BOARD •	
SUITABLE FOR	Executives or directors who are new to a committee or wanting to understand the process involved in setting up a committee					
PRE-REQUISITES	None					

This is part one of a three-part series on board committees.

For further information on Parts 2 and 3 see page 24.

DEVELOPING YOUR DIRECTOR CAREER SERIES

When planning your boardroom career and assessing board opportunities, it is helpful to understand how director recruitment, selection and appointment decisions are made. This webinar series explores these topics over five parts:

- · Part 1: The Art and Science of Board Recruitment
- · Part 2: Matching Your Value Proposition to Boards
- · Part 3: Crafting Your Board-Ready Brand
- · Part 4: Board Opportunity Quantitative Due Diligence
- · Part 5: Ongoing Qualitative Due Diligence

TARGET MARKET	All	DPD UNITS (PER PART) 5	HOURS (PER PART)	WEBINAR 🕒	INDIVIDUAL O	
SUITABLE FOR	Those seeking board appointments or assessing their current board positions					
PRE-REQUISITES	None					

DOES YOUR BUSINESS NEED A BOARD?

Does Your Business Need a Board? explores a range of governance frameworks that can add value to a small-to-medium business and ensure its future sustainability. It steps business owners through what to consider when selecting the most appropriate structure and examines how a board can help management in fulfilling the business plan.

Delivered online, Does Your Business Need a Board? features the same expert guidance and support as our face-to-face sessions. Held over four weeks, the course combines independent study via e-learning modules with facilitated virtual classroom sessions and peer-group discussions.

TARGET MARKET	SME	DPD UNITS 10	WEEKS 4	ONLINE COURSE	organisation 🔾	
SUITABLE FOR	Owners and directors of small-to-medium businesses wanting to learn how governance can support their growing business					
PRE-REQUISITES	S None					



FINANCE FOR DIRECTORS

Finance for Directors provides a straightforward introduction to how financial statements are used at board level to monitor the financial performance and overall health of a business. Participants will explore the three key financial statements – the balance sheet, the income statement (profit and loss) and the cash flow statement – as well as the non-financial indicators of company performance and the financial aspects of directors' statutory duties.

TARGET MARKET

All

DPD UNITS 10 DAYS 11 FACE-TO-FACE 12 ORGANISATION 15

SUITABLE FOR

New and aspiring directors, or experienced directors seeking a refresher course
Company secretaries, CEOs, CFOs and other executives who work with boards

PRE-REQUISITES

None

Finance for Directors can be completed on its own, or as part of the Foundations of Directorship™ program (see below).

FOUNDATIONS OF DIRECTORSHIP™ F

Foundations of Directorship™ provides a comprehensive introduction to the main responsibilities of directorship – governance, finance, strategy and risk – to help participants establish a director mindset and prepare for a successful director career. The Foundations of Directorship™ program is comprised of three one-day courses: Governance for Directors, Finance for Directors, and Strategy and Risk for Directors. Each course has an optional assessment component. Successful completion of all three assessments earns participants the Foundations of Directorship Certificate.

Each course can be completed on its own, or as part of the Foundations of Directorship™ program.

Day One:

Governance for Directors provides an overview of the duties and responsibilities of directors, the functions of the board, key internal and external relationships, and techniques for conducting effective board meetings. Participants will develop a deeper understanding of how directors and the board can add value to a business.

Day Two:

Finance for Directors provides a straightforward introduction to how financial statements are used at board level to drive performance and monitor the overall health of a business. Participants will explore the three key financial statements – the balance sheet, the income statement (profit and loss) and the cash flow statement – along with the non-financial indicators of company performance and the financial aspects of directors' statutory duties.

Day Three:

Strategy and Risk for Directors provides an overview of the board's role in guiding the long-term direction of an organisation and in managing and mitigating risk. Participants gain an awareness of strategic planning and risk management processes including how to identify, measure and assess risks, and the value that the strategy and risk process adds to an organisation.

TARGET MARKET All DPD UNITS 30 DAYS 3 FACE-TO-FACE 3 CORE SUITABLE FOR

New and aspiring directors, or experienced directors seeking a refresher course
Company secretaries, CEOs, CFOs and other executives who work with boards
Sector-specific variants are available for B2B (Sport, Indigenous, CME, Public Sector)

PRE-REQUISITES None

FOUNDATIONS OF DIRECTORSHIP ONLINE F

Foundations of Directorship Online provides a comprehensive introduction to the main responsibilities of directorship – governance, finance, strategy and risk – to help participants establish a director mindset and prepare for a successful director career. The Foundations of Directorship Online program is delivered across three days and covers Governance for Directors, Finance for Directors, and Strategy and Risk for Directors.

Delivered online, this format suits those who prefer the flexibility of studying from a location of their choice. The virtual classes are led by accredited AICD faculty, and participants are guided through their course and assessment by a Learning Support Executive. There is also the opportunity to hear from a Guest Director who will share their boardroom insights.

Virtual classroom sessions are held one day a week for three weeks and participants are required to undertake two weeks of pre-reading prior to course commencement.

The course has an optional assessment component and successful completion earns participants the Foundations of Directorship Certificate.

TARGET MARKET	All	DPD UNITS 30	DAYS 3	FACE-TO-FACE	CORE •		
SUITABLE FOR	New and aspiring directors, or experienced directors seeking a refresher course						
	· Company secretaries, CEOs, CFOs and other executives who work with boards						
PRE-REQUISITES	None						

GOVERNANCE ESSENTIALS

Governance Essentials explores the fundamentals of governance and directorship to help you establish yourself as a leader in the boardroom. Participants will explore the role of the board and management in a well-run organisation as well as effective governance practices. Whether you are looking to enter the boardroom, or are a senior manager or new director, this course will help you become more effective in your role.

Delivered online, Governance Essentials features the same expert guidance and support as our face-to-face sessions. Held over four weeks, the course combines independent study via e-learning modules with facilitated virtual classroom sessions and peer-group discussions.

TARGET MARKET	All	DPD UNITS 10	WEEKS 4	ONLINE COURSE	BOARD •	
SUITABLE FOR	Senior executives, aspiring directors and new directors					
PRE-REQUISITES	None					



GOVERNANCE FOR DIRECTORS

Governance for Directors provides an introduction to the duties and responsibilities of directors, the functions of the board, key internal and external relationships, and practices for effective board meetings. Participants will develop a deeper understanding of how directors and the board add value to a business.

TARGET MARKET All DPD UNITS DAYS TRACE-TO-FACE ORGANISATION SUITABLE FOR

New and aspiring directors, or experienced directors seeking a refresher course
Company secretaries, CEOs, CFOs and other executives who work with boards

PRE-REQUISITES None

Governance for Directors can be completed on its own, or as part of the Foundations for Directorship™ program (page 14).

GOVERNANCE FOUNDATIONS FOR NOT-FOR-PROFIT DIRECTORS

Governance Foundations for Not-for-Profit Directors provides a comprehensive introduction to the main responsibilities of not-for-profit directors. The program, designed to help participants prepare for a successful director career in the not-for-profit sector, is comprised of three courses: Duties and Responsibilities of the Not-for-Profit Director, Strategy and Risk for the Not-for-Profit Director, and Finance for the Not-for-Profit Director.

Course One:

Duties and Responsibilities of the Not-for-Profit Director introduces participants to the role of not-for-profit directors, the functions and responsibilities of the board, techniques for conducting effective board meetings, and how effective corporate governance can improve the overall impact of the organisation.

Course Two:

Finance for Not-for-Profit Directors provides an introduction to how financial statements are used at board level to drive performance and monitor the overall health of a business. Participants explore key financial statements as well as the non-financial indicators of company performance and develop proficiency in balancing the (non-financial) aspirational purpose of their organisation with generating and maintaining adequate resources. It also introduces participants to the financial aspects of directors' statutory duties, audit requirements and ACNC obligations.

Course Three:

Strategy and Risk for Not-for-Profit Directors provides an overview of the board's role in guiding the long-term direction of an organisation and in managing and mitigating risk. Participants gain an awareness of the strategic planning and risk management processes including how to identify, measure and assess risks, and the value that the strategy and risk process adds to a not-for-profit organisation.



Participants who enrol in the Governance Foundations for Not-for-Profit Directors program also receive access to The Role of the Not-for-Profit Director webinar (page 21) and the Interpreting Financial Statements e-Learning course (page 18) to support their learning.



INFORMING THE BOARD THE POWER OF EFFECTIVE BOARD REPORTS

Designed to assist managers who prepare reports for the board, this webinar explores the type of information that is included in effective board reports, report templates and frameworks, and tips on how to present board reports effectively.

TARGET MARKET	All	DPD UNITS 5	HOURS 1	WEBINAR 🕒	STAKEHOLDER/ INDIVIDUAL	•
SUITABLE FOR	Executives and managers who report to a board					
PRE-REQUISITES	None					

INTERNATIONAL FOUNDATIONS OF DIRECTORSHIP F

International Foundations of Directorship provides a comprehensive introduction to the main responsibilities of international directors to help participants develop a global governance mindset and prepare for a successful international director career. The program is comprised of three one-day courses: Governance for International Directors, Strategy and Risk for International Directors and Finance for International Directors. Each course has an optional assessment component. Successful completion of all three assessments earns participants the International Foundations of Directorship Certificate.

Day One:

Governance for International Directors provides an introduction to the duties and responsibilities of international directors, the functions and cultural aspects of international boards, key internal and external relationships, and techniques for conducting effective board meetings. Participants will develop a deeper understanding of director diversity, cultural considerations, legal and compliance issues and best practice when working across regulatory, cultural and social borders.

Day Two:

Strategy and Risk for International Directors provides an overview of the board's role in guiding the long-term direction of an organisation and in managing and mitigating risk. Participants gain an awareness of the strategic planning and risk management processes including how to identify, measure and assess risks, and the value that the strategy and risk process adds to an organisation.

Day Three:

Finance for International Directors provides a straightforward introduction to how financial statements are used at board level to drive performance and monitor the overall health of a business. Participants will explore the three key financial statements – the balance sheet, the income statement (profit and loss) and the cash flow statement – along with the non-financial indicators of company performance and the financial aspects of directors' statutory duties.

TARGET MARKET	All	DPD UNITS 30	DAYS 3	FACE-TO-FACE	CORE -		
SUITABLE FOR	 Senior executives and mid-level managers of multinational organisations who report to a board 						
	· Executive and non-executive directors of multinational organisations						
	· Business owners of international private or family companies						
PRE-REQUISITES	None						

INTERPRETING FINANCIAL STATEMENTS

Interpreting Financial Statements provides participants with the skills and knowledge to accurately interpret the three main financial statements, the balance sheet, the income statement (profit and loss) and the cash flow statement, increasing their ability to make informed and prudent financial decisions relating to the performance and overall health of an organisation.

TARGET MARKET	All	DPD UNITS 5	HOURS 3	e-learning 🖟	organisation 🔾	
SUITABLE FOR	Those with a basic understanding of financial concepts					
PRE-REQUISITES	None					

REPORTING TO THE BOARD

Reporting to the Board explores contemporary reporting procedures to help participants enhance the contribution they make to the board. The course examines how to establish effective reporting procedures from executives to the board, the main types of board reports, their legal requirements, how to write them and how they are used.

Delivered online, *Reporting* to the Board features the same expert guidance and support as our face-to-face sessions. Held over four weeks, the course combines independent study via e-learning modules with facilitated virtual classroom sessions and peer-group discussions.

TARGET MARKET	All	DPD UNITS 10	WEEKS 4	ONLINE COURSE	organisation 🔾	
SUITABLE FOR	Senior executives working with boards					
	 New and aspiring directors looking to improve their skills in preparing, presenting and examining board reports 					
	 Company secretaries wanting to assess and improve the quality of reports they receive from management 					
PRE-REQUISITES	None					

SME GOVERNANCE PROGRAM

HOW A GOVERNANCE FOCUS CAN BUILD SUSTAINABLE VALUE FOR YOUR BUSINESS

Designed to help business owners step away from the day-to-day and focus on adding value to their business through improved governance, this highly practical program equips participants with the knowledge and tools to accelerate the growth of their business.

SME Governance Program: Value Creation for Business Owners is comprised of four half-day workshops:

- 1. Value Creation through Governance
- 2. Value Creation through Strategy
- 3. Value Creation through Financial Management
- 4. Value Creation through Risk Reduction



Workshops are delivered over two full days or four half days. Individual workshops are not sold separately.

STRATEGY AND RISK FOR DIRECTORS

Strategy and Risk for Directors provides an overview of the board's role in guiding the long-term direction of an organisation and in managing and mitigating risk. Participants gain an awareness of strategic planning and risk management processes including how to identify, measure and assess risks, and the value that the strategy and risk process adds to an organisation.



Strategy and Risk for Directors can be completed on its own, or as part of the Foundations of Directorship™ program (page 14).

THE BOARD AND THE COMPANY SECRETARY

The company secretary occupies a unique position within the organisation, working with both the board and senior management. Boards are increasingly dependent on the role of the company secretary to achieve effective governance and good organisational performance.

The Board and The Company Secretary explores the role and responsibilities of the company secretary in facilitating corporate governance for the organisation and providing counsel to the board.

Delivered online, *The Board and the Company Secretary* features the same expert guidance and support as our face-to-face sessions. Held over four weeks, this course blends independent study via e-learning modules with facilitated virtual classroom sessions and peer-group discussions.

TARGET MARKET	All	DPD UNITS 10	WEEKS 4	ONLINE COURSE	BOARD G				
SUITABLE FOR		Directors, chairs and senior executives looking to better understanding of the role of the company secretary in supporting the board and the organisation							
PRE-REQUISITES	None								

THE DIRECTOR MINDSET

Executives who become directors must think and behave differently in order to carry out their director duties. *The Director Mindset* explores the differences between thinking like an executive and thinking like a director and examines the transition from an action orientation to one of influencing, guiding and mentoring.

TARGET MARKET	All	DPD UNITS 5	HOURS 2	e-learning 🖟	INDIVIDUAL O					
SUITABLE FOR	Senior e	Senior executives and newly appointed directors								
PRE-REQUISITES	None									

THE ROLE OF THE BOARD

The Role of the Board explores the duties and responsibilities of boards in today's business environment including the purpose of boards, how to evaluate and improve board performance, effective board processes, and the challenges involved in balancing performance and compliance.

It also explores the critical relationships between the board, CEO and senior management, and how the quality of these relationships impacts the overall performance of the organisation.

TARGET MARKET	All	DPD UNITS 5	HOURS 2	e-learning 🖟	BOARD G		
SUITABLE FOR	Directors, CEOs, executives and consultants seeking a greater understanding of the role of the board						
PRE-REQUISITES	None						

THE ROLE OF THE DIRECTOR

The Role of the Director provides an in-depth overview of the key duties and responsibilities of directors as well as their legal rights and obligations. It also examines the relationship between directors, the board and the executive and looks at how directors can contribute to sustained organisational success.

TARGET MARKET	All	DPD UNITS 5	HOURS 2	e-learning 🗜	INDIVIDUAL C				
SUITABLE FOR	Senior (Senior executives and newly appointed directors							
PRE-REQUISITES	None								

THE ROLE OF THE NOT-FOR-PROFIT DIRECTOR

This introductory webinar outlines the duties and responsibilities of directors with specific focus on the not-for-profit sector. It explores why we need corporate governance and boards, the role and responsibilities of not-for-profit boards, the rights and protections available for not-for-profit directors, and how boards can govern effectively and in the best interests of the organisation.

TARGET MARKET	NFP	DPD UNITS 5	HOURS 1	WEBINAR 📮	INDIVIDUAL O				
SUITABLE FOR	Current	Current and aspiring not-for-profit directors							
PRE-REQUISITES	None								

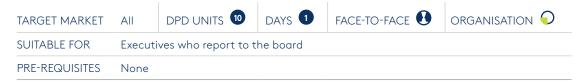
WORKING WITH THE BOARD

This highly experiential program enhances participants' understanding of the relationship between the board and its executives, and the organisational benefits of effective board/executive interactions.

Working with the Board simulates and provides significant insight into real-life situations, pressures and decisions faced by both executives and directors, highlighting the importance of effective planning, preparation and communication. It explores the differences between the role of the board and the executive in developing strategy and managing risk, and how to use judgement to identify dysfunction within a board's papers.

Participants will walk away with a realistic insight into what to expect and how to react, think and perform as an effective board member and an understanding of how to positively influence both board and company performance.

Existing knowledge of risk management concepts and effective board reporting is assumed.



This program is also available as a two-day course where day one explores risk management and board reporting prior to the experiential learning session on day two.



Strengthening level courses



Designed for directors with several years' experience who are looking to build on prior learning and existing governance capabilities, our strengthening level courses will improve your performance and your ability to add value in the boardroom.

ADVANCED NOT-FOR-PROFIT GOVERNANCE

Advanced Not-for-Profit Governance is an advanced program designed to strengthen the governance and decision making skills of not-for-profit directors and in turn improve their board's ability to drive performance, resilience and sustainability.

This program is comprised of two courses: Driving and Monitoring Not-for-Profit Performance and Not-for-Profit Board Dynamics and Culture.

Course One:

Driving and Monitoring Not-for-Profit Performance focuses on the key strategic considerations for boards in driving the sustainability of a not-for-profit organisation. Participants will examine the board's role in leading the organisation in the areas of strategy, risk oversight and financial performance and explore techniques for monitoring and evaluating performance over time.

Course Two:

Not-for-Profit Board Dynamics and Culture explores the impact of board dynamics and board culture on decision making, board performance and overall organisational performance. Participants will explore techniques for developing a healthy board dynamic and establishing a positive governance culture to improve the value the board adds to an organisation.

TARGET MARKET	NFP	DPD UNITS 20	DAYS 2	FACE-TO-FACE 🕙	BOARD G			
SUITABLE FOR	Directors of not-for-profit and community organisations							
PRE-REQUISITES	Not-fo	r-Profit Directors, F	oundations of	mplete Governance Fo f Directorship™ or the C erience as a director.				

ADVANCED NOT-FOR-PROFIT GOVERNANCE FOR INDIGENOUS BOARDS

Advanced Not-for-Profit Governance for Indigenous Boards is designed to help boards of Indigenous organisations identify ways to measure performance and ensure effective outcomes from both the board and key stakeholders and regulators.

TARGET MARKET	NFP	DPD UNITS 10	DAYS 1	in-house only 🛂	BOARD •				
SUITABLE FOR	Directo	Directors of Indigenous not-for-profit and community organisations							
PRE-REQUISITES	Govern		or Not-for-Pr	mplete Foundations of E ofit Directors, or have at us board.					

Each course can be completed on its own, or as part of the Advanced Not-for-Profit Governance program.

BOARD COMMITTEE SERIES PART 2:

IN-DEPTH LOOK AT DIFFERENT TYPES OF COMMITTEES

This webinar is part two of a three-part series examining board committees. This session provides an in-depth look at the different types of committees and the role they play for the board. It examines best-practice guidelines for each committee and the trends for traditional and emerging board committees.

- · Part 1: Building the Right Foundations
- · Part 2: In-Depth Look at Different Types of Committees
- · Part 3: Performance for Excellence

TARGET MARKET	All	DPD UNITS (PER PART) 5	HOURS (PER PART) 1.5	WEBINAR 🕒	BOARD G				
SUITABLE FOR		Executives or directors who are new to a committee or wanting to understand the process involved in setting up a committee							
PRE-REQUISITES	None								

For further information on Part 1: Building the Right Foundations, see page 13 or Part 3: Performance for Excellence, see below.

BOARD COMMITTEE SERIES PART 3:

PERFORMANCE FOR EXCELLENCE

This webinar is part three of a three-part series. It shows participants how to evaluate committees and explores the common challenges of committees and how to overcome them to elevate committee performance. It looks at how existing committees can add value to the board and how to run a committee effectively, including the tools to use and when committees should be disbanded.

- · Part 1: Building the Right Foundations
- · Part 2: In-Depth Look at Different Types of Committees
- · Part 3: Performance for Excellence

TARGET MARKET	All	DPD UNITS (PER PART)	5	HOURS (PER PART) 1	webinar 🖻	BOARD G				
SUITABLE FOR	Executiv	Executives or directors looking to elevate the performance of a committee								
PRE-REQUISITES	None									

For further information on Part 1: Building the Right Foundations, see page 13 or Part 2: In-Depth Look at Different Types of Committees, see above.

BOARDROOM EFFECTIVENESS FOR WOMEN

Boardroom Effectiveness for Women is designed to provide the knowledge, frameworks and tools to strengthen the leadership, decision making and governance skills of female directors. It explores the competencies of effective leaders, the potential style differences between men and women, the resistance women may encounter in response to their leadership and ways women can utilise their strengths in collective decision making.

- Part 1: Pre-course webinar: Innovation and Diversity Creating Breakthrough Ideas and Smarter Decisions
- · Part 2: One-day face-to-face course: Boardroom Effectiveness for Women
- · Part 3: Post-course publication: Which Two Heads Are Better Than One?



BOARDROOM FINANCIAL CONFIDENCE

Boardroom Financial Confidence provides directors with an opportunity to move beyond simply understanding and interpreting financial statements towards providing proactive guidance to their organisations.

In this immersive program, participants evaluate scenarios to determine the financial health of organisations and consider the links between financial assessment, strategy and risk oversight. By increasing participants' capacity to identify financial risks and opportunities, this practical program helps directors in dealing effectively with contentious financial issues and influencing key board discussions.

TARGET MARKET	All	DPD UNITS 10	DAYS 1	FACE-TO-FACE 🚹	INDIVIDUAL O				
SUITABLE FOR	Directors looking to improve their financial competency in the boardroom								
PRE-REQUISITES		ommended that po any Directors Course		mplete Foundations of	Directorship [™] or the				

COMPANY DIRECTORS COURSE™ F

Increasingly, directors are expected – by both regulators and stakeholders – to undertake a growing number of governance, compliance and strategic functions. The Company Directors Course™ is considered essential education for board directors and provides participants with the knowledge and confidence to contribute more meaningfully as a board member and build their director portfolio.

This world-class educational experience examines the roles and responsibilities of directors and how participants can support improved board performance. It provides an overview of the practice of directorship and the mindset of directors, and explores the legal and regulatory environment, risk oversight, strategy contribution, financial performance analysis, decision making, board and organisational culture, board dynamics and how to measure board effectiveness. Participants also put their learning into practice in a simulated board meeting.

Participants must complete the relevant pre-reading prior to attendance at the facilitator-led classroom sessions (not required for the Self-Paced format).

The course has an optional three-part assessment. Successful completion of all three components earns participants an additional 10 DPD units and is one of the criteria for earning the widely recognised GAICD post-nominal.

TARGET MARKET All DPD UNITS 59 VARIOUS DURATIONS VARIOUS FORMATS CORE 5

SUITABLE FOR

New directors with a foundational level of governance knowledge
Experienced directors seeking to strengthen their governance knowledge and capability
Senior executives looking to improve their engagement with the board

PRE-REQUISITES It is recommended participants complete Foundations of Directorship™ or have equivalent director experience.

Delivery Formats

The Company Directors Course™ is offered in a variety of formats:

Company Directors Course Face-to-Face (4.5 months)

Delivered face-to-face over five days, this format suits those who prefer to learn and network in a classroom setting. Participants are fully supported by experienced AICD faculty and have the option to attend over five consecutive days or one day a week for five weeks. Six weeks of pre-reading is required prior to commencement, and participants have three months after the course to complete their assessment.

Company Directors Course Online (4.5 months)

Delivered online, this format suits those who prefer the flexibility of studying from a location of their choice. The virtual classes are led by experienced AICD faculty, and participants are guided through their course and assessment by a Learning Support Executive. There is also the opportunity to hear from a Guest Director who will share their boardroom insights. Virtual classroom sessions are held one day a week for five weeks and participants are required to undertake two weeks of prereading prior to course commencement. Participants have three months after the course to complete their assessment.

Company Directors Course Self-Paced (6 months)

The self-paced format offers complete flexibility for participants looking to take charge of their own study schedule and pace. Supported by course notes, study guides, online resources, discussion forums and access to expert tutors, participants have six months to complete the course and assessment. It is best suited to disciplined, independent learners.

This flagship course takes between 4.5 and 6 months to complete, including the optional assessment period (depends on delivery format).

COMPANY DIRECTORS COURSE UPDATE

Company Directors Course Update is designed to bring Company Directors Course™ alumni up to date on recent changes in the Australian governance environment. It explores current challenges facing boards, the latest in governance best practice, considerations for driving strategy and risk management, and how these changes impact the role of the director. Referencing the latest version of the Company Directors Course™, this course will refresh participants′ knowledge and ensure they can contribute effectively to board discussions and decision making.

The course also offers the opportunity to complete the Company Directors Course™ assessment and earn the widely recognised GAICD post-nominals.

TARGET MARKET	All	DPD UNITS 20	DAYS 2	FACE-TO-FACE	CORE •	
SUITABLE FOR	· Parti		ttended the C	pany Directors Course™ Company Directors Cou	, 9	
PRE-REQUISITES	Participants must have completed the Co <i>mpany Directors Course</i> ™					

COMPANY DIRECTORS COURSE PREPARING FOR SUCCESS

Company Directors Course: Preparing for Success is a two-day program designed to provide a refresher on the Company Directors Course™ and help participants navigate the assessment process. Through a series of practical workshops, participants will revise key elements of the course and be guided through a step-by-step process for each component of the assessment. Participants work through practice questions and are provided with the tools and resources they need to confidently pass the assessment. The course includes one assessment attempt and one re-sit per assessment task.

On successful completion of the *Company Directors Course*™ assessment, participants have the opportunity to earn the widely recognised GAICD post-nominals, demonstrating their director knowledge and boardroom readiness. For those who recently attended the *Company Directors Course*™, it is mandatory that the initial three-month assessment period has expired.

TARGET MARKET	All	DPD UNITS \varTheta	DAYS 2	FACE-TO-FACE	CORE -			
SUITABLE FOR	Participants who attended the Company Directors Course™ within the past two years and have not yet successfully completed the assessment							
PRE-REQUISITES	Participants must have attended the Company Directors Course™							

CONFLICTS OF INTEREST

Conflicts of Interest explores potential conflicts of interest that can be faced by individual directors and the board as a whole. It guides participants through the factors that constitute a conflict of interest, how to manage and monitor this conflict on an ongoing basis, and the mechanisms and frameworks available to the board in assessing and dealing with such conflicts.

TARGET MARKET	All	DPD UNITS 5	HOURS 2	e-learning 🖟	BOARD •				
SUITABLE FOR	Experie	Experienced directors looking to strengthen their understanding of the topic							
PRE-REQUISITES	None								

CYBER FOR DIRECTORS

Cyber for Directors includes a two-hour eLearning module and a one-day face-to-face course and is designed to ensure participants are confident in overseeing their organisation's cyber risk and opportunities. Participants learn to identify cyber threats and risks to their organisation as well as opportunities to innovate and grow using the life blood of the organisation: information.

Participants will gain an understanding of the key terms and concepts of the cyber landscape, the fundamental roles and responsibilities of the board as they relate to cyber, and tools for managing cyber risks and opportunities.



DIRECTORS' DUTIES

ANNUAL FINANCIAL REPORTING CONSIDERATIONS FOR DIRECTORS

This webinar looks at key considerations for directors in carrying out their end-of-year financial reporting responsibilities. Participants explore annual financial reporting processes and risks, how to undertake solvency assessments and declarations, strategies for effective financial governance, and key questions for management and auditors.

TARGET MARKET	All	DPD UNITS 5	HOURS 1.5	WEBINAR 📮	BOARD •			
SUITABLE FOR	Directors, chairs and directors on audit committees of board, CFOs and financial controllers							
PRE-REQUISITES	None							

DRIVING AND MONITORING NOT-FOR-PROFIT PERFORMANCE

Driving and Monitoring Not-for-Profit Performance focuses on the key strategic considerations for boards in driving the sustainability of a not-for-profit organisation. Participants will examine the board's role in leading the organisation in the areas of strategy, risk oversight and financial performance and explore techniques for monitoring and evaluating performance over time.

TARGET MARKET NFP DPD UNITS DAYS PACE-TO-FACE BOARD BOARD SUITABLE FOR Directors of not-for-profit and community organisations

PRE-REQUISITES It is recommended that participants complete Governance Foundations for Not-for-Profit Directors, Foundations of Directorship™ or the Company Directors Course™ or have at least two years' experience as a director.

This course can be completed on its own, or as part of the Advanced Not-for-Profit Governance program, see page 23.

EFFECTIVE BOARD MEETINGS

Effective Board Meetings provides participants with guidance on how to prepare for and contribute to effective board meetings. It explores board processes including the steps that should be taken before, during and after a meeting and provides participants with practical information and strategies to help improve both their own performance and the overall performance of the board.

TARGET MARKET	All	DPD UNITS 5	HOURS 2	e-learning 🖟	BOARD •			
SUITABLE FOR	Board members looking to improve the effectiveness of their board meetings and enhance their personal contribution							
PRE-REQUISITES	None							

EVALUATING BOARD FINANCES SERIES PART 1: INTERPRET, ANALYSE AND DRAW CONCLUSIONS ON THE FINANCIAL STATEMENTS

This webinar is part one of a two-part series designed to help directors with little or no financial background carry out their financial responsibilities. Using an ASX listed company case study, this webinar explores the company's financial situation by analysing the three financial statements. Using a unique step-by-step methodology, participants will learn how to interpret the financial statements and draw conclusions.

- · Part 1: Interpret, Analyse and Draw Conclusions on the Financial Statements
- · Part 2: Financial Ratios, Trends and Warning Signs



For more information on Evaluating Board Finances Part 2: Financial Ratios, Trends and Warning Signs, see page 30.

EVALUATING BOARD FINANCES SERIES PART 2: FINANCIAL RATIOS, TRENDS AND WARNING SIGNS

This webinar is part two of a two-part series designed to help directors with little or no financial background carry out their financial responsibilities. Participants will explore how financial ratios can be used to help directors analyse financial information, determine trends and identify warning signs to inform their decision making.

- · Part 1: Interpret, Analyse and Draw Conclusions on the Financial Statements
- · Part 2: Financial Ratios, Trends and Warning Signs



For more information on Evaluating
Board Finances
Part 1: Interpret,
Analyse and Draw
Conclusions on
the Financial
Statements,
see page 29.

GOVERNANCE IN ACTION

Governance in Action offers key insights into the inner workings of the board of directors including the board's role in the organisation and how the board's interaction with the CEO is crucial to the ongoing success of the organisation. Participants will explore board composition, processes for board effectiveness, and the structures and frameworks required for strong board performance.

TARGET MARKET	All	DPD UNITS 5	HOURS 2	e-learning 🗜	BOARD G		
SUITABLE FOR	Experienced directors looking to strengthen their understanding of effective governance practices						
PRE-REQUISITES	None						

GOVERNING TO PROTECT VULNERABLE PEOPLE

Institutions such as schools, churches, sports clubs, government organisations and many others have a duty to protect the vulnerable people within their care.

In Governing to Protect Vulnerable People, participants will examine the responsibilities of the board and directors of these organisations, as well as their role in managing strategy and risk as it relates to their duty of care. It examines the factors that contribute to vulnerability, the impact of organisational culture, the effectiveness of relevant policies and procedures, and ways boards can monitor compliance.

TARGET MARKET	All	DPD UNITS 10	DAYS 1	FACE-TO-FACE	organisation 🔾				
SUITABLE FOR	Experienced directors and senior executives seeking to strengthen their understanding of the governance requirements of working with vulnerable people								
	 Experienced directors seeking to establish or improve the safety culture within their organisations 								
PRE-REQUISITES	Prior governance knowledge is essential. Participants must have a sound knowledge of directors' duties and the board's role in strategy and risk oversight.								

INTERNATIONAL COMPANY DIRECTORS COURSE™ F

Developed and delivered by practising international directors, the International Company Directors Course[™] is designed for directors operating across jurisdictions and those looking to strengthen their understanding of global governance, build their international networks and take their performance to the next level.

Over five days, participants are immersed in best-practice global governance and will explore the unique challenges facing directors operating globally, the major international regulatory frameworks, and the role and responsibilities of directors in the international context. Participants are equipped with the knowledge and global mindset to contribute to improved board performance and carry out their responsibilities as a director wherever they are in the world.

The course has an optional three-part assessment. Successful completion of all three components earns participants an additional 10 DPD units and is one criteria in earning the widely recognised GAICD post-nominals.

MONTHS 4.5 FACE-TO-FACE DPD UNITS 50 TARGET MARKET SUITABLE FOR Experienced directors and senior executives of global organisations who are working across international borders PRE-REQUISITES It is recommended that participants have completed International Foundations of Directorship or have equivalent director experience.

Participants must complete the relevant pre-reading prior to attendance at facilitator-led classroom sessions.

NOT-FOR-PROFIT BOARD DYNAMICS AND CULTURE

Not-for-Profit Board Dynamics and Culture explores the impact of board dynamics and board culture on decision making, board performance and overall organisational performance. Participants will explore techniques for developing a healthy board dynamic and establishing a positive governance culture to improve the value the board adds to an organisation.

DPD UNITS 10 DAYS 1 FACE-TO-FACE BOARD G TARGET MARKET NFP SUITABLE FOR Directors of not-for-profit and community organisations PRE-REQUISITES It is recommended that participants complete Governance Foundations for Not-for-Profit Directors, Foundations of Directorship™ or the Company Directors Course™ or have at least two years' experience as a director.

This course can be completed on its own, or as part of the Advanced Not-for-Profit Governance program, see page 23.

SUBSIDIARY BOARDS

Subsidiary Boards explores the roles and responsibilities of directors of subsidiary companies and the complexities and personal liabilities of subsidiary board membership. Participants will gain an appreciation of the risks and challenges involved in taking on this role and in governing effectively across multiple jurisdictions.

DPD UNITS 10 DAYS 1 FACE-TO-FACE BOARD G TARGET MARKET SUITABLE FOR · Experienced directors of subsidiary boards based either domestically or offshore working across multiple jurisdictions • Executives reporting to subsidiary boards of large organisations · Experienced directors and executives of company groups PRE-REQUISITES None

THE BOARD AND THE CEO

In today's environment, the relationship between the CEO, chair and board members is critical to the success of an organisation. The Board and the CEO explores the full spectrum of issues that affect the board-CEO dynamic and provides guidance on managing and enhancing these relationships. It explores the roles and responsibilities of the CEO and the board, CEO evaluation and selection, remuneration considerations, providing effective feedback, coaching and mentoring to the CEO, and how to implement a CEO succession plan.

TARGET MARKET	All	DPD UNITS 5	HOURS 3.5	FACE-TO-FACE	organisation 🕤			
SUITABLE FOR	Chairs	Chairs, non-executive directors, CEOs and whole boards						
PRE-REQUISITES		It is recommended that participants have completed the <i>Company Directors</i> Course™ or have equivalent boardroom experience.						

THE BOARD'S ROLE IN NFP MERGER ACTIVITIES

The Board's Role in NFP Merger Activities explores why NFPs merge and the challenges involved in preparing for and undertaking merger activity in the sector. Participants will examine the commercial, legal and strategic aspects of merger activity, the role of the board, management and organisational teams in supporting merger activity, and the process to follow to guide the organisation through a successful merger process.

Delivered online, *The Board's Role in NFP Merger Activities* features the same expert guidance and support as our face-to-face sessions. Held over four weeks, the course combines independent study via e-learning modules with facilitated virtual classroom sessions and peer-group discussions.

TARGET MARKET	NFP	DPD UNITS 10	WEEKS 4	ONLINE COURSE	BOARD •				
SUITABLE FOR	Directo	Directors of not-for-profit organisations							
PRE-REQUISITES	None								

THE STRATEGIC BOARD

The Strategic Board uses case studies to examine how the board, in collaboration with management, sets strategy that delivers competitive advantage and drives long-term success. Participants examine the role of the board in developing, implementing and monitoring strategy, and explore practical tools and frameworks designed to guide strategic thinking and inform strategy development.

TARGET MARKET All DPD UNITS 10 DAYS 1 FACE-TO-FACE 1 ORGANISATION ○

SUITABLE FOR Directors, CEO, senior executives and consultants looking to strengthen their understanding of the board's role in strategy development

PRE-REQUISITES It is recommended that participants have completed Foundations of Directorship™ or the Company Directors Course™ or have equivalent director experience.

This course is delivered in association with Effective Governance Pty Ltd.

SUCCESSFULLY SELLING YOUR SME

Successfully Selling Your SME is designed to simplify the sales process and equip participants with the practical tools and relevant governance knowledge to maximise the sale value of their business.

Delivered by experts who understand the unique needs of SMEs, this one-day course provides an opportunity to step away from the day-to-day and focus on building a framework and mapping out a timeline to support the successful sale of the business. The course explores the four key stages of a business sale, the decision to sell, preparing for sale, the sales process and post-sale considerations, before immersing participants in a real-life case study where learning is put into practice and the group solves problems that can arise during the sale of a business.

TARGET MARKET	SME	DPD UNITS 10	DAYS 1	FACE-TO-FACE	organisation 🔾				
SUITABLE FOR		Owners and directors of small-to-medium enterprises who are preparing to sell their business							
PRE-REQUISITES	None								

Mastering level courses



Designed for highly skilled directors, our mastering level courses will expand the breadth and depth of your expertise and your ability to drive outcomes and create value in the boardroom.



APPLIED RISK GOVERNANCE

Board directors must ensure their organisation's risk management measures are fit for purpose so the business can achieve its strategic and operational objectives.

Applied Risk Governance offers experienced directors practical guidance for providing effective oversight of their organisation's risk processes. Participants explore how the board should engage with management to gauge whether appropriate systems are in place and how to contribute to the board's development of an appropriate risk management culture.

TARGET MARKET	All	DPD UNITS 5	DAYS 0.5	FACE-TO-FACE	organisation 🔾			
SUITABLE FOR	Chairs,	Chairs, directors and executives who report to boards on risk management						
PRE-REQUISITES	We recommend participants complete the <i>Company Directors Course</i> ™ and/or have board experience before joining this course.							

BOARDROOM MASTERY™ F

Boardroom Mastery™ is a unique learning experience offering leading directors an opportunity to improve their effectiveness in driving outcomes and creating value in the boardroom. Designed to explore the way directors think, feel and behave and their impact on board performance, it takes a deep dive into some of the most critical but often-overlooked boardroom skills.

Delivered in an immersive learning environment, *Boardroom Mastery*™ is designed to simulate the high-pressure conditions of the boardroom, and participants are required to work together as a board to analyse information and address realistic governance and crisis scenarios.

A vital component of this course is the involvement of an organisational psychologist. Before, during and after the course, participants are coached by an independent psychologist to gain a better understanding of their personal and professional strengths and areas for development.

TARGET MARKET	All	DPD UNITS 40	DAYS 3	FACE-TO-FACE 🚯	CORE -			
SUITABLE FOR	Extensive directorship experience across a number of boards and sectors is essential							
PRE-REQUISITES	Attendance is by application only and is restricted to experienced directors.							

Not available as an in-house course.



Company Directors Course Specialisations are highly practical courses designed for Company Directors Course™ alumni who wish to apply their learnings and take a deeper dive into specialist topics.

Participants work together as a board to explore in-depth and engaging case studies addressing the topic area.

TARGET MARKET	All	DPD UNITS 10	DAYS 1	FACE-TO-FACE	organisation 🔾
SUITABLE FOR	Compo	any Directors Course	e™ alumni (unl	ess otherwise specified	d below)

DIRECTING INNOVATION

Company Directors Course Specialisation: Directing Innovation prompts participants to explore change, innovation and disruption in the context of their industry. Designed for directors looking to govern their organisation through uncertain times, it encourages participants to take a more agile view of how their business could operate and the options for organisational renewal.

Participants explore the relationship between risk appetite and innovation, frameworks to evaluate and assess strategy and risk in the context of a VUCA (Volatile, Uncertain, Complex and Ambiguous) environment, and how to confidently plan and prepare a business strategy for a fast-moving market.

ENSURING SOLVENCY

Company Directors Course Specialisation: Ensuring Solvency explores the early warning signs of insolvency and the key steps in developing a business plan that addresses declining financial health, delivers a turnaround, and supports decision making under stress.

It also explores effective techniques for managing negotiations and communication with key stakeholders and examines directors' duties related to insolvency.

Participants must have completed the Company Directors Course™, International Company Directors Course™ or Company Directors Course Update to attend these courses.



MERGERS AND ACQUISITIONS

Company Directors Course Specialisation: Mergers and Acquisitions allows participants to explore the steps involved in planning and executing successful merger and acquisition (M&A) activity in a safe and immersive environment where they can test assumptions and put theory into practice.

Participants are guided through how to prepare for M&A activity, the board's role in strategy, risk and finance in an M&A context, and the tools, resources and decision making frameworks they can use to resolve complex business decisions and confidently execute strategic growth through M&A activity.

SUITABLE FOR

Company Directors Course™ alumni who are directors and/or business owners planning to strategically grow their company

THE BOARD'S ROLE IN CRISIS MANAGEMENT

Any sudden event that threatens a company's financial performance, reputation, or its relations with key stakeholders has the potential to become a crisis. Large corporations can expect to face a crisis every four to five years on average, meaning directors and CEOs are likely to face at least one crisis during their tenure. Crises can take many forms – a cyber-attack, a natural or environmental disaster, terrorism, financial improprieties, sexual harassment allegations, or a hostile takeover.

Company Directors Course Specialisation: The Board's Role in Crisis Management allows participants to test their crisis management skills and decision making in times of stress, in a safe and immersive environment. The course explores techniques for effectively and efficiently managing crisis communications with stakeholders and the development and implementation of an effective crisis management plan.

Participants must have completed the Company Directors Course™, International Company Directors Course™ or Company Directors Course Update to attend these courses.



MASTERING FINANCIAL GOVERNANCE

Boards have a responsibility to ensure that good financial governance exists within an organisation. To do this they must continually monitor and assess the policies, processes and systems in place to ensure these internal controls are achieving the desired financial and compliance outcomes and, importantly, protecting the organisation from fraud and corruption.

Mastering Financial Governance explores the role of directors, both individually and collectively, in monitoring and assessing an organisation's internal controls and ensuring their organisations are protected. Participants will also explore the role that culture plays in sound financial governance.

TARGET MARKET	All	DPD UNITS 10	DAYS 1	FACE-TO-FACE	organisation 🔾				
SUITABLE FOR	Experie	Experienced directors looking to strengthen their financial governance expertise							
PRE-REQUISITES	 Completed the Company Directors Course[™], International Company Directors Course[™] or Company Directors Course Update and have at least two years' director experience, or 								
	· Have five years' director experience.								

THE ROLE OF THE CHAIR

The chair of the board has unique leadership responsibilities and is often the one in the spotlight, especially in difficult situations. The chair must, therefore, be equipped with the knowledge and experience to manage a complex range of issues, including crisis situations.

The Role of the Chair explores the chair's role both inside and outside the boardroom and provides a forum for participants to discreetly discuss leadership, relationship management and governance issues - including board selection, boardroom processes and CEO succession planning - with peers.

TARGET MARKET	All	DPD UNITS 10	DAYS 1	FACE-TO-FACE	INDIVIDUAL 💍					
SUITABLE FOR	New and experienced board chairs, committee chairs, deputy chairs, company presidents and those looking to enrich their interactions with their chair									
PRE-REQUISITES	Participants must have sound knowledge of board responsibilities and processes combined with board experience. It is recommended participants have completed the Company Directors Course™.									

PROFESSIONAL DEVELOPMENT MATRIX PROFESSIONAL DEVELOPMENT HANDBOOK 2020/21

Click the course titles (indicated in bold) to view course information.

STARTING LEVEL						ANGERICA CHERTING					
•	Foundations of Directorship™		F	0	·		BILAR				
•	International Foundations of Directorship		F	0							
O	A Director's Guide to Governing Information Technology and Cybersecurity							Q			
O	Developing Your Director Career Series	Leadership				₽					
O	The Fish Rots from the Head: Developing Effective Board Directors							Ф			
O	Eyes Wide Open: A First Timer's Guide to the Real World of Boards and Company Directorship							Ф			
O	Director's Signpost: Your Guide to Directorship	Director						Ф			
<u>O</u>	Duties and Responsibilities for the Not-for-Profit Director Roles and			0							
O	The Director Mindset	Responsibilities			4						
O	The Role of the Director				4						
O	The Role of the Not-for-Profit Director					₽					
G	Governance Essentials	Board Roles and					A				
G	The Role of the Board	Responsibilities			4						
G	Creating Value: A Practical Guide for Boards and Directors							Ф			
G	Corporate Governance: Principles, Policies and Practices, Edition 3	Board Performance						Q			
G	Directors at Work: A Practical Guide for Boards							@			
G	Board Committee Series: Part 1 – Building the Right Foundations					₽					
•	Does Your Business Need a Board?						A				
•	Governance for Directors			0							
•	Sovernance for International Directors Governance			0							
•	Governance Foundations for Not-for-Profit Directors			0							
•	SME Governance Program: Value Creation for Business Owners			0							
•	Strategy and Risk for Directors Risk and			0							
•	Strategy and Risk for International Directors	Strategy		0							
0	Strategy and Risk for the Not-for-Profit Director			0							
•	Financial Fundamentals for Not-for-Profit Directors							Ф			
0	Financial Fundamentals for Directors Edition 2							Ф			
0	Finance for Directors	Finance		0							
0	Finance for International Directors										
0	Finance for the Not-for-Profit Director			0							
0	Interpreting Financial Statements				4						
•	Informing the Board – The Power of Effective Board Reports	Management				₽					
•	Reporting to the Board						A				
0	Working with the Board			0							
•	Annual General Meetings: A Guide for Directors, Edition 2	Stakeholder Engagement						Ф			

STRE	NGTHENING LEVEL		/4	AGSHIR FR	(4°)	EARLY M	LO AR	/ ; ; ;
•	Company Directors Course™		K	0	4		B	Í
-	Company Directors Course Update			0				
•	Company Directors Course: Preparing for Success			0				
•	International Company Directors Course™		F	0				
O	Duties and Responsibilities of Directors & Officers, Edition 21	Director						
O	Not-for-Profit Board Dilemmas: Practical Case Studies for Directors in the Non-Profit Sector	Roles and						
•	Boardroom Financial Confidence	Responsibilities		•				
O	Evaluating Board Finances Series: Part 2 – Financial Ratios, Trends and Warning Signs	Finance				₽		Ī
•	Boardroom Effectiveness for Women			0		₽		
0	Cyber for Directors	Leadership		0	4	_		
()	The Book of the Board: Effective Governance for Non-Profit Organisations, Edition 3							
G	Chairman of the Board, Edition 2							
G	All Above Board: Great Governance for the Government Sector, Edition 2	Board Roles and Responsibilities						
<u> </u>	Conflicts of Interest	responsibilities			4			
G G	Subsidiary Boards			0				_
<u> </u>	The Board and the Company Secretary						A	
<u> </u>	Setting the Tone from the Top:							
	How Director Conversations Shape Culture							
<u> </u>	Audit Committees: A Guide to Good Practice, Edition 3	Board						
G	Asset Management for Directors	Operations						
G	Board Committee Series: Part 2 – In-Depth Look at Different Types of Committees					₽		
<u> </u>	Effective Board Meetings				4			
G	Advanced Not-for-Profit Governance			0				
G	Advanced Not-for-Profit Governance for Indigenous Boards	Board Performance		0				
G	Board Committee Series: Part 3 – Performance for Excellence	remonnance				₽		
0	Reviewing your Board:							
	A Guide to Board and Director Evaluation	Governance						
0	Governance in Action				4			
<u> </u>	Driven by Purpose: Charities that Make the Difference							
<u> </u>	Driving and Monitoring Not-for-Profit Performance	Risk and		•				
<u> </u>	The Board's Role in NFP Merger Activities	Strategy					A	
<u> </u>	The Strategic Board			0				
O	Directors' Duties: Annual Financial Reporting Considerations for Directors					₽		
•	Evaluating Board Finances Series: Part 1 – Interpret, Analyse and Draw Conclusions on the Financial Statements	Finance				₽		
0	Executive Appointments and Disappointments							1
0	Governing to Protect Vulnerable People	Management		0				
0	The Board and the CEO	Relations		0				
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•	Boardroom Mastery™		区	8	
<u></u>	Difference Makers: A Leader's Guide to Championing Diversity on Boards				g
O	A World of Difference: Leading in Global Markets with Cultural Intelligence	Leadership			<u>u</u>
O	Which Two Heads are Better Than One? How Diverse Teams Create Breakthrough Ideas and Make Smarter Decisions	Leadership			g
0	The Role of the Chair			•	
Ģ	Tomorrow's Boards: Creating Balanced and Effective Boards	Board Performance			<u> </u>
•	How to Thrive under the NDIS: A Pathway to Sustainability for Service Providers				Q Q
0	Applied Risk Governance			0	
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•	Essential Director Update	F		益					
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