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COURSE BROCHURE

Boardroom Dispute Resolution and Dissent Recording Training Course

20 – 24 December 2026
Kuala Lumpur

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Registered in the United Kingdom and Saudi Arabia

Boardroom Dispute Resolution and Dissent Recording Training Course

Ref: 3003_113818 **Date:** 20 – 24 December 2026 **Location:** Kuala Lumpur **Fees:** 4600 GBP

Boardroom Dispute Resolution and Dissent Recording is a 1-week training course for board secretaries, directors and senior managers who must settle disagreement inside governance bodies and build a Board Dispute Resolution Protocol their board can adopt. Unresolved friction between directors, shareholders and executives now stalls decisions, unsettles investors and exposes boards to challenge. Jupiter Prime Training presents this course on boardroom dispute resolution.

Why Boardroom Dispute Resolution Matters Now

Three forces shape boardroom dispute resolution today. Shareholders are more active and more willing to contest board choices in public. Boards have grown more varied in background, which sharpens debate and raises the chance of deadlock. Closer oversight of executives brings board and management tension to the surface. A board that handles disagreement well reaches firmer decisions, keeps trust with investors and leaves a clear record of how each view was weighed. A board that handles it badly loses time and credibility and invites legal challenge. The course rests on recognised principles of board conduct, fair hearing and accurate minute taking.

Who Gains Most from Boardroom Dispute Resolution

- Those who prepare board papers and keep the minute record
- Those who chair boards or committees and steer contested debate towards a decision
- Those who sit as non-executive members and must voice and register an opposing view
- Those who lead executive teams and present proposals the board may resist
- Those who manage relations with shareholders and handle their complaints and demands

A secretariat attending with its chair and committee heads gains most, as the protocol it drafts can be used at the next meeting.

Boardroom Dispute Resolution Capabilities

Participants learn to spot a boardroom rift early, choose a route to settle it and record every position so the decision withstands scrutiny.

- Diagnose the root of a boardroom disagreement and its likely course — chair
- Design escalation routes that move a dispute from committee to full board — board secretary
- Apply mediation techniques between directors without taking sides — senior independent director
- Draft minutes that record dissent accurately and fairly — company secretariat
- Weigh shareholder grievances against the interests of the company as a whole — investor relations lead

- Build a resolution protocol the board adopts as standing guidance — full board

Key Boardroom Dispute Resolution Terms

- Deadlock — a state in which the board cannot reach the majority needed to decide, often because members are evenly split.
- Dissent Recording — the formal entry in the minutes of a director's opposing view and the reasons given for it.
- Escalation Route — the agreed path a dispute follows from one forum to a higher one when it is not settled.
- Casting Vote — an extra vote held by the chair under the company's articles to break a tied board vote.
- Internal Mediation — a structured discussion led by a neutral board member to help disputing parties find common ground.
- Recusal — the step a director takes to stand aside from a matter where personal interest could bias judgement.

Boardroom Dispute Resolution Day by Day

Day 1: Sources of Boardroom Conflict

- Conflict Mapping Grid — Which Disputes Threaten Board Decisions Most
- Director Role Charters — Where Duties Overlap and Clash
- Shareholder Agreement Clauses — Rights That Trigger Formal Disputes
- Board and Management Boundary Matrix — Reserved Matters Versus Executive Choice
- Early Warning Indicators — When a Rift Needs Formal Handling

Day 2: Escalation Routes and Forums

- Committee Referral Rules — Which Matters Return to the Full Board
- Articles of Association Provisions — Casting Votes and Quorum Limits
- Deadlock Breaking Mechanisms — Choosing Between Deferral, Expert or Vote
- Shareholder Meeting Requisitions — Handling Demands for Extraordinary Meetings
- Escalation Flowchart — Timelines and Owners for Each Stage

Day 3: Mediation Inside the Board

- Neutral Facilitator Selection — Who Can Mediate Without Bias
- Interest Based Dialogue — Separating Positions From Underlying Concerns
- Private Pre-Meeting Conversations — Settling Issues Before the Boardroom
- Recusal and Interest Declarations — Removing Personal Stakes From Debate
- Executive Session Use — When Management Should Leave the Room

Day 4: Recording Dissent and Decisions

- Minute Drafting Conventions — Capturing Views Without Attributing Blame
- Dissent Statement Format — Reasons, Alternatives and Requested Entries
- Board Paper Trail — Evidence of Information Each Director Received
- Post-Decision Follow-Up Log — Tracking Concerns Raised Against Outcomes
- Minutes Approval Process — Resolving Disputes Over the Written Record

Day 5: Practising the Board Dispute Resolution Protocol

- Bank Board Deadlock Simulation — Applying Escalation Routes Under Pressure
- Family Holding Shareholder Dispute Case — Testing Mediation Steps
- Contested Minutes Exercise — Applying Dissent Recording Conventions
- Chair Intervention Rehearsal — Timing and Tone of Interventions
- Board Dispute Resolution Protocol — Final Draft for Board Adoption

Applying Boardroom Dispute Resolution After the Course

- Review the last six sets of board minutes against the dissent recording conventions and propose corrections to the secretariat style guide.
- Walk the chair and committee heads through the escalation flowchart and agree owners and timelines for each stage.

Boardroom Dispute Resolution Questions FAQ

What is boardroom dispute resolution and why does it matter now?

Boardroom dispute resolution is the set of routes, mediation steps and recording practices a board uses to settle disagreement. It matters now because active shareholders, varied boards and closer oversight of executives make contested decisions more frequent and more closely examined.

Which roles gain most from boardroom dispute resolution and dissent recording?

Board secretaries, chairs and non-executive directors gain most. Executive leaders and shareholder relations staff also gain, since disputes often begin with them.

How does boardroom dispute resolution differ from a general board governance course?

It concentrates on one problem: disagreement inside governance bodies. A general board course covers structure, duties and committees broadly, while this one works through escalation, mediation and the minute record of dissent in depth.

What do you bring back from boardroom dispute resolution training?

You bring back a drafted protocol ready for board approval. It sets out escalation stages, mediation steps and minute conventions for your chair and secretariat.

Boardroom Dispute Resolution: The Way Forward

The Board Dispute Resolution Protocol first informs how the next contested agenda item is handled: who mediates, when it escalates and how dissent is minuted. The chair, the secretariat and committee heads use it together. After its first use, revisit whether escalation timelines held and whether directors felt their opposing views were fairly recorded.