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COURSE BROCHURE

Board Effectiveness, Committees and Succession Training Course

7 – 18 December 2026
Milan

Board Effectiveness, Committees and Succession Training Course

Ref: 723_27115 **Date:** 7 – 18 December 2026 **Location:** Milan **Fees:** 11100 GBP

Board Effectiveness, Committees and Succession is a 2-week advanced training course for directors, chairs and board secretaries who shape how a boardroom is composed, organised and renewed, and it ends with each participant drafting a board effectiveness improvement plan. Shareholders, lenders and supervisors now judge boards on the quality of their oversight rather than their formal structure. Jupiter Prime Training delivers this course as a working study of the boardroom itself.

Why Board Effectiveness Matters Now

Three pressures are reshaping the boardroom. Investors expect directors to show how their skills match the strategy, supervisors in banking and listed sectors ask for evidence of independent challenge, and talent scarcity makes chair and director succession harder to leave to chance. A board with clear committee mandates, honest evaluation and a ready succession bench catches risk early; a board without them drifts into rubber-stamping. The course draws on the Basel Committee on Banking Supervision BCBS corporate governance principles, the Committee of Sponsoring Organizations Enterprise Risk Management framework COSO ERM, ISO 31000, ISO 37301 and the Institute of Internal Auditors IIA Three Lines Model.

Who Gains Most from Board Effectiveness

- Chairs who set the board agenda, lead deliberation and own the annual evaluation
- Non-executive and independent directors who challenge management and sit on committees
- Board and company secretaries who run the board calendar, papers and minutes
- Nomination and remuneration committee members responsible for director selection and renewal
- Senior executives who report to the board and prepare for their own board seats

The board that gains most is one sending its chair, secretary and one committee chair together, so the improvement plan reflects the boardroom from three seats at once.

Board Effectiveness Capabilities

Participants leave able to read a board as a system of people, mandates and information flows, and to change that system deliberately.

- Assess board composition against a skills and diversity matrix — the nomination committee
- Design committee charters with clear delegated authority — the full board
- Build an evaluation cycle combining questionnaires, interviews and observation — the chair
- Specify a chair and director succession pipeline with emergency cover — shareholders
- Weigh the quality of board papers and dissent in minutes — the secretary

- Communicate evaluation findings and actions to investors — the annual report reader

Key Board Effectiveness Terms

- Skills matrix — a grid mapping each director's expertise and experience against the capabilities the strategy requires.
- Committee charter — the written mandate setting a committee's scope, membership, authority and reporting line to the board.
- Board evaluation — a periodic review of how the board, its committees and individual directors perform their roles.
- Succession bench — the list of ready and developing candidates for the chair, director and committee chair seats.
- Independent director — a board member free of relationships with management or major shareholders that could cloud judgement.
- Matters reserved — the decisions the board keeps for itself rather than delegating to management or committees.

Board Effectiveness Day by Day

Day 1: The Boardroom Under Scrutiny

- Investor Stewardship Expectations — What Shareholders Now Ask of Directors
- BCBS Corporate Governance Principles — Benchmarking Oversight in Regulated Firms
- Board Role Spectrum — Choosing Between Supervisory and Strategic Postures
- Matters Reserved Schedule — Fixing What the Board Keeps for Itself
- Board Failure Case Studies — Spotting Early Signs of Weak Oversight

Day 2: Composition and Independence

- Skills and Experience Matrix — Mapping Directors Against Strategic Needs
- Independence Tests — Judging Relationships That Cloud Director Judgement
- Board Size Trade-Offs — Balancing Diverse Views Against Decision Speed
- Cognitive Diversity Profiling — Avoiding Groupthink in Board Debate
- Tenure and Refreshment Policy — Setting Limits That Renew Perspective

Day 3: The Chair and Boardroom Dynamics

- Chair Role Profile — Separating Leadership of the Board From the Business
- Agenda Architecture — Allocating Time Between Strategy and Assurance
- Constructive Dissent Techniques — Drawing Out Challenge From Quiet Directors
- Chair–Chief Executive Protocol — Agreeing Boundaries and Escalation Points
- Board Behaviour Observation — Reading Power and Alliances in Meetings

Day 4: Committee Architecture

- Committee Charter Drafting — Defining Scope, Authority and Reporting Lines
- Audit Committee Mandate — Overseeing Financial Reporting and Assurance
- Risk Committee Mandate — Using COSO ERM and ISO 31000 Language
- Nomination and Remuneration Committees — Linking Pay to Director Renewal
- Committee Overlap Mapping — Removing Gaps and Duplicated Oversight

Day 5: Assurance and Information Flows

- IIA Three Lines Model — Positioning Internal Audit and Risk Before the Board
- ISO 37301 Reporting — Reading Compliance Signals at Board Level
- Board Paper Quality Standard — Turning Management Packs Into Decisions
- Dashboard and Exception Reporting — Focusing Attention on Material Issues
- Minutes as Evidence — Recording Challenge and Rationale Faithfully

Day 6: Board Evaluation Methods

- Evaluation Cycle Design — Sequencing Internal and External Reviews
- Questionnaire Construction — Asking Questions That Expose Real Weaknesses
- Structured Director Interviews — Gathering Candid Views Confidentially
- Individual Director Appraisal — Linking Contribution to Reappointment
- Evaluation Findings Report — Prioritising Actions the Board Will Accept

Day 7: Succession for Chairs and Directors

- Succession Bench Mapping — Identifying Ready and Developing Candidates
- Emergency Cover Protocol — Handling Sudden Departure of the Chair
- Search Brief and Selection Panel — Recruiting Against the Skills Matrix
- Director Induction Pathway — Bringing New Members to Full Contribution
- Committee Chair Rotation — Spreading Experience Across the Board

Day 8: Board Oversight of Executive Talent

- Chief Executive Succession Plan — Owning the Most Critical Appointment
- Executive Talent Reviews — Testing Depth Below the Leadership Team
- Incentive Design Oversight — Aligning Reward With Long-Term Value
- Culture Indicators — Reading Conduct Signals From Data and Visits
- Board and Executive Interaction Rules — Preventing Capture or Distance

Day 9: Accountability to Stakeholders

- Governance Disclosure Statement — Explaining Board Practice to Investors
- Shareholder Engagement Plan — Preparing the Chair for Investor Meetings
- Related Party and Conflict Registers — Protecting Board Independence
- Family and State Ownership Cases — Adapting Boards in Utilities and Retail
- Crisis Board Protocol — Convening and Deciding Under Pressure

Day 10: Practising the Board Effectiveness Improvement Plan

- Composition Gap Analysis — Applying the Skills Matrix to a Case Board
- Committee Redesign Exercise — Rewriting Charters for a Banking Group
- Mock Evaluation Feedback Session — Presenting Findings to a Chair
- Succession Scenario Simulation — Testing the Bench Against a Departure
- Board Effectiveness Improvement Plan — Prioritised Actions, Owners and Milestones

Applying Board Effectiveness After the Course

- Run a skills matrix refresh with the nomination committee and flag the two capability gaps to fill at the next appointment
- Pilot the evaluation questionnaire and director interviews with one committee before the full board review

Board Effectiveness Questions FAQ

What is board effectiveness and why does it matter now?

Board effectiveness is how well a board's composition, committees, evaluation and succession produce sound oversight. It matters now because investors and supervisors judge boards on the evidence of challenge and renewal, not only on their structure.

Which roles gain most from board effectiveness training?

Chairs, independent directors, committee chairs and board secretaries gain most. You will apply the methods directly to agendas, charters, evaluations and succession decisions, whether you serve on a bank board, a listed company or a family-owned group.

How does a board effectiveness course differ from an executive management course?

A board effectiveness course looks at the board as a body that oversees management, not at running the business. It focuses on director composition, committee mandates, evaluation and succession rather than strategy execution and operating performance.

What do you bring back from a board effectiveness course?

You bring back a drafted improvement plan for your own board. It includes a refreshed skills matrix, redesigned committee charters, an evaluation cycle and a succession bench, each with owners and milestones the chair can adopt.

Board Effectiveness: The Way Forward

The board effectiveness improvement plan first informs the nomination committee's next decision on director renewal. Chairs use it to set the evaluation agenda, secretaries to schedule actions across the board calendar, and committee chairs to tighten their charters. After its first use, revisit how the board handles dissent and information quality, since these shift fastest as membership changes.