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COURSE BROCHURE

Advanced Board Chair Leadership and Boardroom Dynamics Training Course

8 – 19 February 2027
Milan

Advanced Board Chair Leadership and Boardroom Dynamics Training Course

Ref: 871_32964 **Date:** 8 – 19 February 2027 **Location:** Milan **Fees:** 11100 GBP

Board Chair Leadership and Boardroom Dynamics is a 2-week training course for chairs, directors and company secretaries who shape how a board debates, decides and holds executives to account, and it produces a Chair's Boardroom Leadership Plan. Boards now face sharper investor scrutiny, faster strategic shifts and closer attention to how directors behave together. Jupiter Prime Training presents this course on Board Chair Leadership and Boardroom Dynamics.

Why Board Chair Leadership and Boardroom Dynamics Matters Now

Three pressures shape boardroom leadership today. Investors and other stakeholders expect directors to challenge strategy openly rather than approve it quietly. Executives bring larger volumes of information, which tests whether board papers inform judgement or bury it. Directors also come from more varied backgrounds, so the chair must turn diverse views into a single collective decision. A board that handles these pressures well sets a clear risk appetite and keeps trust with its chief executive; one that handles them badly drifts into groupthink, factions or micromanagement. The course draws on the board cycle, the chair and chief executive division of roles, and structured board evaluation practice.

Who Gains Most from Board Chair Leadership and Boardroom Dynamics

- Chairs and deputy chairs who set the board agenda and lead its debate
- Non-executive directors who scrutinise strategy and challenge executive proposals
- Senior independent directors who act as a sounding board for fellow directors
- Company secretaries who design board information flows and meeting cycles
- Executive directors who present to the board and carry its decisions into the business

A board that sends its chair, company secretary and two or three directors together gains most, because they can agree shared boardroom norms during the course.

Board Chair Leadership and Boardroom Dynamics Capabilities

Participants practise the chair's craft of steering debate, reading the room and converting dissent into a sound resolution.

- Design an annual board calendar that balances strategy, oversight and assurance — chair and company secretary
- Facilitate contested boardroom debate toward a clear resolution — board and chief executive
- Calibrate a board risk appetite statement with executive input — audit and risk committee
- Specify the information directors need in board papers — executive authors
- Build a constructive challenge relationship between chair and chief executive — whole leadership team

- Apply a board evaluation cycle and act on its findings — shareholders and nomination committee

Key Board Chair Leadership and Boardroom Dynamics Terms

- Boardroom dynamics — the patterns of influence, alliance, silence and challenge among directors that shape how a board actually reaches decisions.
- Constructive dissent — open, evidence-based disagreement that a chair invites to test a proposal before the board commits to it.
- Matters reserved for the board — decisions that only the full board may take, such as major investments, strategy approval and senior appointments.
- Risk appetite statement — a board-approved expression of how much risk the organisation will accept in pursuit of its strategic objectives.
- Board evaluation — a structured periodic assessment of how the board, its committees and individual directors perform and work together.
- Senior independent director — a non-executive who supports the chair, leads the chair's appraisal and offers another channel for director concerns.

Board Chair Leadership and Boardroom Dynamics Day by Day

Day 1: The Board in Its Wider Setting

- Stakeholder Expectation Mapping — Which Voices the Board Must Hear
- Board Purpose Statement — What the Board Exists to Decide
- Unitary Versus Two-Tier Board Models — Structural Choices and Their Consequences
- Investor Stewardship Trends — Pressure on Director Accountability
- Board Maturity Diagnostic — Where the Board Stands Today

Day 2: Roles Around the Boardroom Table

- Chair and Chief Executive Role Charter — Dividing Leadership Responsibilities
- Non-Executive Director Mandate — Scope of Independent Scrutiny
- Senior Independent Director Role — Channel for Director Concerns
- Company Secretary Advisory Remit — Guarding Process and Records
- Matters Reserved Schedule — Decisions Kept at Board Level

Day 3: The Chair as Leader of the Board

- Chair Leadership Styles — Matching Approach to Board Context
- Agenda Ownership Techniques — Prioritising Strategic Over Routine Items
- One-to-One Director Conversations — Surfacing Concerns Before Meetings
- Chair Succession Considerations — Continuity of Board Leadership
- Chair Self-Reflection Log — Spotting Personal Blind Spots

Day 4: Reading Boardroom Dynamics

- Group Decision Bias Patterns — Recognising Groupthink and Anchoring
- Influence and Alliance Mapping — Seeing Informal Power Among Directors
- Silence and Participation Analysis — Drawing Out Quieter Directors
- Psychological Safety Indicators — Conditions for Honest Challenge
- Faction Early-Warning Signals — Preventing Splits on the Board

Day 5: Leading Debate and Constructive Dissent

- Structured Debate Formats — Testing Proposals Before Approval
- Devil's Advocate Assignment — Inviting Deliberate Counter-Argument
- Consensus Versus Majority Decisions — Choosing How the Board Resolves
- Dissent Recording in Minutes — Protecting Individual Director Positions
- Difficult Director Conversations — Handling Dominant or Disengaged Members

Day 6: Strategic Oversight from the Boardroom

- Strategy Away-Day Design — Board Input Into Strategic Direction
- Strategic Assumption Testing — Challenging Executive Forecasts
- Board Performance Dashboard Selection — Indicators Directors Track
- Major Investment Approval Gates — When the Board Steps In
- Scenario Discussion Techniques — Preparing the Board for Disruption

Day 7: Risk Appetite and Board Assurance

- Risk Appetite Statement Drafting — Setting Tolerance for Strategic Risk
- Principal Risk Register Review — Board Focus on Top Exposures
- Three Lines Model — Clarifying Assurance Sources for Directors
- Committee Escalation Routes — What Comes Back to Full Board
- Crisis Board Protocol — Decision Rights During an Emergency

Day 8: Board and Executive Relations

- Board Paper Quality Standards — Information That Supports Judgement
- Executive Presentation Coaching — Preparing Managers to Face the Board
- Delegation of Authority Framework — Limits on Executive Discretion
- Chief Executive Appraisal Process — Board Review of Executive Leadership
- Trust and Challenge Balance — Avoiding Micromanagement and Capture

Day 9: Running Board Meetings and Evaluation

- Annual Board Calendar Design — Spreading Oversight Across the Year
- Consent Agenda Technique — Freeing Time for Strategic Debate
- Minute and Action Log Discipline — Tracking Board Resolutions
- Board Evaluation Methods — Questionnaires, Interviews and External Review
- Director Development Plans — Closing Gaps Found in Evaluation

Day 10: Practising the Chair's Boardroom Leadership Plan

- Simulated Contested Board Meeting — Applying Debate and Dissent Methods
- Risk Appetite Calibration Exercise — Applying Board Assurance Tools
- Chair and Chief Executive Role-Play — Applying Relationship Charter
- Peer Feedback on Chairing Approach — Refining Personal Leadership Style
- Chair's Boardroom Leadership Plan — Completing Priorities for the Next Board Year

Applying Board Chair Leadership and Boardroom Dynamics After the Course

- Run a short board effectiveness conversation with each director, using the participation analysis and psychological safety indicators covered on the course.
- Redesign the next board agenda with a consent section and a structured debate slot for one strategic proposal.

Board Chair Leadership and Boardroom Dynamics Questions FAQ

What is Board Chair Leadership and Boardroom Dynamics and why does it matter now?

Board Chair Leadership and Boardroom Dynamics is the craft of leading directors toward sound collective decisions. It matters now because stakeholders expect visible challenge, executives supply more information and boards are more diverse, so the chair's facilitation directly shapes strategy and risk outcomes in sectors such as banking and healthcare.

Which roles gain most from Board Chair Leadership and Boardroom Dynamics training?

Chairs, deputy chairs and non-executive directors gain most, alongside company secretaries and executive directors who work closely with the board. Teams from family-owned groups and public utilities benefit when several directors attend together and agree shared boardroom norms.

How does Board Chair Leadership and Boardroom Dynamics differ from a corporate governance course?

It focuses on leadership behaviour inside the boardroom rather than on governance codes and committee structures. You practise chairing contested debate, reading director dynamics and managing the chair and chief executive relationship, while a governance course concentrates on frameworks, disclosure and formal compliance duties.

What do you bring back from Board Chair Leadership and Boardroom Dynamics training?

You bring back a leadership plan for your next board year. It sets agenda priorities, debate practices, a calibrated risk appetite approach and an evaluation cycle, ready to discuss with your chair, company secretary or fellow directors.

Board Chair Leadership and Boardroom Dynamics: The Way Forward

The Chair's Boardroom Leadership Plan first informs how the next board agenda is built and which strategic proposal receives structured debate. Chairs use it with the company secretary and senior independent director to set meeting norms and evaluation timing. After the first board cycle, revisit how openly directors challenged executives and adjust the plan's debate practices accordingly.