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COURSE BROCHURE

# High-Performance Board Team Dynamics Training Course

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Kuala Lumpur

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Registered in the United Kingdom and Saudi Arabia

# High-Performance Board Team Dynamics Training Course

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High-Performance Board Team Dynamics is a 1-week training course for directors, company secretaries and senior executives who work with boards, and it ends with a board dynamics improvement plan. Boards now face sharper scrutiny of how they debate and decide, not only of how they are structured, so the quality of interaction around the table has become a direct test of oversight. Jupiter Prime Training offers this high-performance board team dynamics course across sectors.

## Why High-Performance Board Team Dynamics Matters Now

Investors, lenders and regulators increasingly ask how a board actually reaches its decisions, and board evaluations now probe behaviour as well as composition. At the same time, boards are more diverse in background and tenure, which brings richer insight but also more friction to manage. Where dynamics are healthy, directors challenge management constructively and spot risks early; where they are poor, dominant voices, groupthink or disengaged directors weaken oversight quietly. The course draws on established group-decision research, Tuckman's stages of group development and the widely used practice of externally facilitated board evaluation.

## Who Gains Most from High-Performance Board Team Dynamics

- Directors who shape boardroom debate and hold management to account
- Company secretaries responsible for agendas, board papers and the evaluation cycle
- Chairs of committees who must bring findings back to the full board
- Executives who present to the board and need productive challenge rather than friction
- Senior advisers who support board renewal and director induction

Boards gain most when the chair, the company secretary and one or two directors attend together.

## High-Performance Board Team Dynamics Capabilities

Participants learn to read the boardroom as a small decision team and to change the habits that shape its judgement.

- Assess current boardroom behaviours against observable effectiveness signals — the chair and evaluation lead
- Build a skills and experience matrix that exposes gaps — nomination and renewal choices
- Design agendas and papers that leave time for strategic debate — the company secretary
- Apply structured challenge techniques that avoid personal conflict — executive presenters
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Weigh the roles of chair, independent director and executive director in a decision — role clarity disputes
- Specify feedback routines that follow a board evaluation — the whole board

## Key High-Performance Board Team Dynamics Terms

- Constructive challenge — questioning management proposals rigorously while keeping trust and respect between board and executives.
- Groupthink — a tendency for cohesive groups to reach agreement too quickly and suppress dissenting views.
- Board skills matrix — a grid mapping each director's expertise and experience against the capabilities the board needs.
- Board evaluation — a periodic assessment of how the board, its committees and individual directors perform.
- Boardroom climate — the shared tone, openness and patterns of interaction that shape how a board debates.
- Independent director — a board member free of material relationships that could compromise objective judgement.

## High-Performance Board Team Dynamics Day by Day

### Day 1: The Board as a Decision Team

- Tuckman Group Development Stages — Diagnosing Where a Board Currently Sits
- Board Purpose and Mandate Statement — Anchoring Debate in Agreed Responsibilities
- Information Asymmetry Mapping — Balancing Executive and Non-Executive Knowledge
- Boardroom Climate Indicators — Spotting Early Signs of Dysfunction
- Sector Board Case Comparison — Contrasting Banking and Healthcare Board Behaviours

### Day 2: Composition, Roles and Diversity of Thought

- Board Skills and Experience Matrix — Identifying Capability Gaps for Renewal
- Chair Role Profile — Setting Tone and Steering Discussion
- Independent and Executive Director Roles — Clarifying Who Challenges and Who Proposes
- Cognitive Diversity Assessment — Reducing Blind Spots in Strategic Choices
- Director Induction Pathway — Accelerating Contribution From New Members

### Day 3: Debate, Challenge and Decision Quality

- Structured Challenge Questioning — Testing Management Assumptions Without Hostility
- Groupthink Prevention Techniques — Protecting Dissent in Cohesive Boards
- Devil's Advocate and Pre-Mortem Methods — Surfacing Hidden Strategic Risks
- Decision Record Design — Capturing Rationale and Minority Views
- Executive Presentation Protocol — Turning Board Papers Into Productive Discussion

## Day 4: Evaluation and Feedback Loops

- Board Evaluation Questionnaire Design — Measuring Behaviour as Well as Process
- Externally Facilitated Evaluation — Deciding When Independent Review Adds Insight
- Individual Director Feedback Conversations — Addressing Disengagement or Dominance
- Agenda and Board Pack Audit — Freeing Time for Strategic Debate
- Evaluation Action Tracking — Turning Findings Into Visible Change

## Day 5: Practising the Board Dynamics Improvement Plan

- Simulated Board Meeting — Applying Challenge Techniques in a Live Scenario
- Climate Diagnostic Review — Applying Day 1 Indicators to Participants' Boards
- Skills Matrix Gap Workup — Applying Day 2 Methods to Renewal Priorities
- Peer Critique Panel — Stress-Testing Proposed Behavioural Changes
- Board Dynamics Improvement Plan — Finalising Priorities, Owners and Review Points

## Applying High-Performance Board Team Dynamics After the Course

- Run a short boardroom climate survey before the next meeting and discuss its results with the chair, using the diagnostic indicators covered.
- Redesign one board agenda so that strategic debate takes the first slot and executive updates move to a consent section.

## High-Performance Board Team Dynamics Questions FAQ

### What are high-performance board team dynamics and why do they matter now?

High-performance board team dynamics are the behaviours that let directors debate openly, challenge well and decide soundly. They matter now because stakeholders and evaluations scrutinise how boards decide, not just who sits on them.

### Which roles gain most from high-performance board team dynamics training?

Directors, chairs, committee chairs and company secretaries gain most, along with executives who present to the board. Each shapes how debate unfolds and how evaluation findings turn into change.

### How does high-performance board team dynamics training differ from corporate governance training?

Corporate governance training centres on duties, codes and structures. High-performance board team dynamics training centres on behaviour: how the board interacts, challenges and decides as a small team, and how to change those patterns.

## What do you bring back from high-performance board team dynamics training?

You bring back a written improvement plan for your own board, a skills matrix template and an evaluation questionnaire.

## High-Performance Board Team Dynamics: The Way Forward

The board dynamics improvement plan sets out the behaviours a board wants to strengthen, who owns each change and when progress will be checked. Its first use is agreeing with the chair which meeting habit to change next. The company secretary keeps it alive between meetings. After the next evaluation cycle, the plan deserves a fresh look against new findings.