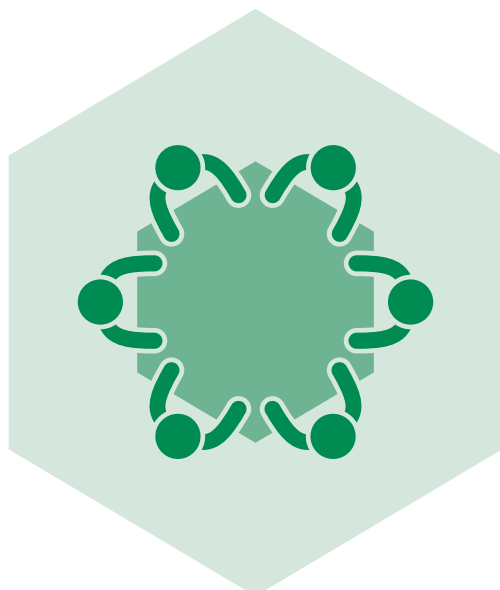


# THE NON EXECUTIVE DIRECTORS' SEMINAR

*Cranfield*  
UNIVERSITY  
School of Management



Transforming  
knowledge  
into action



# OVERVIEW

This highly specialised seminar will help you to understand more clearly the multifaceted and challenging role of a non-executive director (NED). Delivered by leading Cranfield and external speakers for the past 13 years, the programme enables aspiring and existing NEDs to become more effective in the role. By the end of the programme you will have enhanced your skills and acquired the necessary knowledge to increase your personal contribution to the board.

Please see [website](#) for dates and fees.

## DURATION

2 days, residential

## TO BOOK CONTACT:

Louise Gardener

T: +44 (0) 1234 754412

E: [louise.gardener@cranfield.ac.uk](mailto:louise.gardener@cranfield.ac.uk)



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Book online at [www.cranfield.ac.uk/som/neds](http://www.cranfield.ac.uk/som/neds)

## KEY BENEFITS

- Greater understanding of your role and responsibilities and how to be a more effective NED
- Deeper understanding of legal, regulatory and behavioural responsibilities
- Increased personal contribution to the board
- Greater confidence in pursuing NED placements.

## CORE CONTENT

- The legal responsibilities of a NED
- The future context for, and issues facing, NEDs
- Running a board in practice
- Corporate governance, including the roles of audit and remuneration committees
- Dynamics of effective top teams
- Characteristics of effective top teams
- Characteristics of effective boards and NEDs
- Developing a personal style in resolving boardroom disputes
- Finding NED positions
- NED roles within small and large companies, charities, social enterprises, public sector appointments and housing associations.

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### General Enquiries:

W: [www.cranfield.ac.uk/som/executive](http://www.cranfield.ac.uk/som/executive) | T: +44 (0)1234 754570 | E: [som.action@cranfield.ac.uk](mailto:som.action@cranfield.ac.uk)



## DELEGATE PROFILE

Current and aspiring non-executive directors from all types of organisations.



**A VERY WELL  
STRUCTURED AND  
USEFUL COURSE.**

**Maqsood Sher**

PRESIDENT AND COUNTRY MANAGER,  
GDF SUEZ

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# TIMETABLE

## DAY 1

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- Welcome, course objectives, and personal introductions
- What is 'good' governance and how do we know?
- Legal Responsibilities of a Non-Executive Director
- Board evaluation
- How to work effectively with executive search firms
- Dinner, with a guest speaker.

## DAY 2

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- Reflection on material from Day 1
- Institutional investors' perspective; role of the chair, succession and transition of board members, due diligence on your company
- Board committees and executive pay
- The nature of global, high-performing boards – what the research says
- Break-out session: What I need to do to prepare myself for the next steps
- Feedback from break-out session: Conclusions from the programme.



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# PROGRAMME DIRECTOR

**DR RUTH BENDER** PhD MBA BA FCA FHEA  
**Reader in Corporate Financial Strategy**

Prior to joining Cranfield, Ruth was a partner in Grant Thornton, where she specialised in corporate finance.

She is a chartered accountant and was a committee member of the ICAEW's Faculty of Finance and Management for 18 years. Other outside roles have included non-executive directorships of a Health Authority and an NHS Trust, and membership of the Independent Remuneration Panels for two local authorities.

Her main teaching areas include corporate finance and corporate governance. Ruth's current research relates to executive pay consultants, looking in detail at their role in the process of pay determination.

Her latest book is the 4th edition of Corporate Financial Strategy, published by Routledge.



# CRANFIELD MANAGEMENT DEVELOPMENT CENTRE

Our Open Executive Programmes are held at the Cranfield Management Development Centre (CMDC). Full board accommodation (where applicable) and all sessions are usually held at this specifically designed conference centre which has an established reputation for being one of the best centres in the country.

Located in a rural, tranquil setting on the Bedfordshire/Buckinghamshire border, CMDC is conveniently situated by the M1 motorway, railway stations and major airports. We even have an airport on site!

## TAKING CARE OF YOUR EVERY NEED

We understand that development doesn't only happen in the lecture

room. That is why the CMDC provides inviting lounge areas where you can network with your colleagues, restaurants that allow conversation to flow easily as you enjoy the excellent cuisine, and fitness facilities, including a swimming pool, sauna and exercise room, to relax and invigorate you at the end of the day.

## A HOME FROM HOME

After a hard day's learning, lie back and relax in one of the 186 modern en-suite bedrooms, all of which are designed to make you feel at home. The amenities include free Wi-Fi, freeview television, a great working area with appropriate light and desk space and a music centre to help you unwind.



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#### PLEASE BE AWARE:

The information in this brochure was correct at the time of going to press. However, as part of the on-going development of our programmes, delegates, leading academics and practitioners continually review the programmes and their content.

We have made every effort to use accurate descriptions, images, quotations and references but errors and omissions may occur and are expected. Please check the programme page on the website for the latest information, fees and offers.

Cranfield School of Management reserves the right to amend the published programmes. For full terms and conditions please see our website:

**[www.cranfield.ac.uk/som/executive/tc](http://www.cranfield.ac.uk/som/executive/tc)**

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