
Board Effectiveness and Director Duties Programme

10 – 14 October 2027
Doha





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Programme Summary

Organisational stewardship hinges on collective accountability, rigorous scrutiny, and the systematic alignment of fiduciary responsibilities. The modern boardroom must balance long-term enterprise viability against escalating stakeholder scrutiny while ensuring committee architectures execute active oversight rather than passive rubber-stamping. This professional masterclass addresses Board Effectiveness and Director Duties by examining fiduciary obligations, boardroom committee charters, conflicts protocols, and rigorous annual appraisal processes. Participants develop actionable frameworks to evaluate supervisory performance, elevate information architecture, and reinforce legal accountability. This structured masterclass is delivered by Mars Training Centre UK.

The Business Case

Deficiencies in supervisory oversight, flawed information packaging, and unmonitored conflicts of interest expose organisations to immense reputational damage, personal liability, and operational collapse. Strengthening boardroom functionality ensures resilient oversight, defensible strategic steering, and clear delineation between supervisory scrutiny and executive execution.

- **Fiduciary Risk Mitigation:** Decreases personal and organisational liability through documented compliance with statutory loyalty, prudence, and care thresholds.
- **Decision Scrutiny Integrity:** Compresses deliberation cycles while elevating inquiry depth through structured briefing papers and disciplined agenda timing.
- **Committee Mandate Alignment:** Eliminates oversight duplication across audit, risk, and remuneration groups by enforcing precise terms of reference.
- **Stakeholder Accountability:** Bolsters investor trust through systematic, evidence-grounded supervisory appraisal routines.

Principles and Evidence Base

- **Stewardship Theory Principles:** Guides the alignment between executive management and non-executive oversight to maximize sustainable, generational organizational value.
- **Corporate Fiduciary Doctrines:** Formalises the core legal duties of care, skill, diligence, good faith, and loyalty that govern high-level organisational officers.
- **Standardised Committee Charters:** Establishes codified operating rules for specialized supervisory sub-units, safeguarding independent audit verification and compensation governance.
- **Peer Appraisal Methodologies:** Provides structured qualitative and quantitative diagnostic tools for evaluating collective assembly performance and individual trustee contribution.



Intended Participants

- Non-executive and executive council members seeking to refine their supervisory inquiry and oversight rigor.
- Corporate secretaries accountable for boardroom architecture, meeting workflows, minutes integrity, and agenda formulation.
- Chief legal counsel and compliance heads who provide direct advisory counsel to top supervisory councils.
- Chairs of audit, remuneration, risk, and nomination sub-committees wanting to optimize committee deliberations.
- Incoming council nominees preparing for initial appointment to major corporate or institutional trusteeships.

Learning Outcomes

1. Participants will be able to interpret and fulfill fiduciary responsibilities, loyalty thresholds, and statutory care requirements across complex business transactions.
2. Participants will be able to construct robust boardroom information protocols that deliver concise, decision-useful intelligence for complex deliberations.
3. Participants will be able to design and coordinate specialized sub-committee charters for audit, risk, and compensation oversight.
4. Participants will be able to manage formal disclosure protocols for related-party transactions, potential conflicts of interest, and insider considerations.
5. Participants will be able to plan and execute structured internal and externally facilitated boardroom evaluation reviews.
6. Participants will be able to formulate targeted intervention plans to address behavioural friction, consensus traps, and individual contribution deficits.

Programme Structure

Day 1: Fiduciary Mandates and Supervisory Accountability

How do supervisory officers translate foundational legal duties into daily boardroom scrutiny?

- Foundational Fiduciary Duties: Prudence, Care, Loyalty, and Good Faith
- Statutory Disclosures and the Standard of Independent Judgement
- Delineating Executive Management Authority from Supervisory Stewardship
- Personal Exposure, Indemnification Provisions, and Liability Safeguards
- Supervisory Codes of Ethics and Collective Responsibility Protocols

Day 2: Boardroom Information Architecture and Agenda Engineering

How does meeting architecture shape deliberative quality and defensible decision-making?



- Agenda Construction: Strategic Weighting versus Operational Reporting
- Executive Pack Design: Formulating High-Impact Decision Papers
- The Corporate Secretary Role in Information Quality Assurance
- Minutes Protocol: Capturing Dissent, Scrutiny, and Defensible Rationale
- Digital Boardroom Portals, Data Confidentiality, and Cyber Security Protocols

Day 3: Committee Governance and Specialized Oversight

How do sub-committees conduct rigorous technical inquiry without displacing plenary responsibility?

- Audit Committee Mechanics: Internal Controls, External Assurance, and Financial Reporting
- Risk Oversight Structures: Appetite Definition and Emerging Threat Monitoring
- Nomination Mandates: Succession Pipelines and Collective Skill-Matrix Auditing
- Remuneration Frameworks: Executive Incentives and Performance Alignment
- Special Board Committees for Strategic Acquisitions and Crisis Scrutiny

Day 4: Conflicts Management and Stakeholder Stewardship

How are conflicting interests, related-party exposures, and divergent stakeholder demands balanced?

- Identifying and Documenting Direct and Indirect Conflicts of Interest
- Related-Party Transaction Thresholds, Approval Protocols, and Disclosures
- Managing Confidentiality and Non-Disclosure Boundaries in Plenary Debates
- Balancing Shareholder Value with Broader Stakeholder and Community Interests
- Whistleblowing Oversight and Executive Misconduct Escalation Channels

Day 5: Evaluation Frameworks and Dynamic Renewal

How do high-performing assemblies measure, diagnose, and elevate their collective performance?

- Diagnostic Benchmarks for Collective and Individual Contribution Reviews
- Internal Self-Assessments versus Externally Facilitated Evaluations
- Analysing Assembly Culture: Psychological Dynamics, Biases, and Groupthink
- Formulating Actionable Remediation Plans from Assessment Findings
- Supervisory Renewal: Term Limits, Rotation Schedules, and Onboarding Architecture

Methodology

Delivery uses an applied boardroom workshop model, balancing analytical presentations with role-play deliberations and scenario stress-testing. Participants evaluate redacted briefing packs, construct committee terms of reference, and address simulated conflicts scenarios under dynamic faculty guidance.



- Suggested activity: Redrafting a fragmented executive board memo into an executive-ready decision briefing paper.
- Suggested activity: Conducting a mock audit sub-committee review to interrogate an unexpected restatement of accounts.
- Suggested activity: Performing a peer-review diagnostic on simulated boardroom dynamics to identify groupthink blind spots.

Capstone Output

Every participant builds an auditable Supervisory Governance Portfolio featuring an updated committee charter, a standard operating procedure for conflict disclosures, a board paper formatting template, and a customised annual appraisal diagnostic checklist. This asset provides an operational blueprint ready for immediate adoption within the participant's organisation.

Frequently Asked Questions

How does this syllabus differentiate supervisory roles from executive leadership?

The curriculum explicitly contrasts operational management with strategic stewardship, equipping attendees to maintain rigorous oversight without intruding into day-to-day managerial execution.

Are the evaluation tools applicable to public sector and family enterprise councils?

Yes. The diagnostic frameworks and appraisal templates adapt readily to corporate enterprises, state-owned entities, statutory authorities, and family council structures.

How are confidential matters and conflict situations addressed in the course exercises?

Exercises use sanitised, realistic organisational case studies to examine disclosure thresholds, recusal procedures, and formal voting documentation without exposing proprietary participant data.

Can the committee charters developed during the week be implemented immediately?

Yes. All charter blueprints and terms of reference provided in the programme follow universal governance principles, allowing attendees to tailor them directly to their specific organisation.