

Course Content and Sample Class Agenda

Day 1- FUNDAMENTALS OF GOVERNANCE

- Role of the Board & Directors
- Unique governance challenges for SMEs
- Board composition and Director recruiting

Day 2 - GOVERNING GROWTH & SUCCESS

- Directors role in shaping strategy
- Evaluation and development of senior leadership
- Effective Board function

Day 3 - INFLUENCING CHANGE

- Constructively confronting difficult issues
- Conflict resolution
- Managing leadership transitions

Small and Medium-sized Enterprises Board Effectiveness Program

	Day 1	Day 2	Day 3
Time	<i>Fundamentals of Governance</i>	<i>Governing Growth & Success</i>	<i>Influencing Change</i>
07:00 – 8:00	Breakfast	Breakfast	Breakfast
08:00 – 09:00	Introduction (including short case analysis)	Lessons Learned	Lessons Learned
09:00 – 10:30	Fundamental role of the board and directors (guiding strategy, financials, managing HR, Crisis/risk mgmt, regulatory compliance)	Effective Board Processes: Shaping Strategy & Ensuring Effective Leadership Case: Lynx (A)	Effective Board Functioning: Mandates, Agendas & Processes
10:30 – 10:45	Break	Break	Break
10:45 – 12:15	Clarifying the Roles of Management, Shareholders & Board Members in SMEs Case: Wateng Systems Inc.	Effective Board Processes: Shaping Strategy & Ensuring Effective Leadership (cont.) Case: Lynx (B)	Effective Board Functioning: Mandates, Agendas & Processes (cont.)
12:15 – 13:15	Lunch	Lunch	Lunch
13:15 – 14:45	Managing conflicts of interest on SME Boards – Goal disagreement among management, VCs, shareholders (timeframe, boardroom dynamics, etc.) Case: Wateng Systems Inc.	Influencing Change (1): Constructive confrontation, effective conflict resolution, communicating with candour	Integrative Case Exercise (1): Role of the Board in Strategy Case: Humewood Technologies
14:45 – 15:00	Break	Break	Break
15:00 – 17:00	Board Composition & Director Recruiting Case: Ockham Technologies	15:00 – 16:30 Influencing Change (2): Influence & negotiation skills: identifying interests and creative problem solving	15:00 – 16:30 Integrative Case Exercise (2): CEO Transition Case: Humewood Technologies
			16:30 – 17:00 Graduation Ceremony
17:00 – 18:30	Reception: (guest speaker)		