

MORE INFO

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FROM CFO TO BOARD MEMBER?

This is a 5 days training (+ 1 individual session) with intensive workshops, simulations, best practices for CFOs & senior-level finance executives who wish to create added value for third party companies through board membership



BRUSSELS

JUNE 11 & 12 - SEPTEMBER 10, 11 & 12

CHECK OUR WEBSITE FOR MORE INFO ABOUT DATES AND VENUES

BOARDS ARE HUNGRY FOR CFO TALENT, BUT ARE YOU READY?



The appetite of shareholders for CFOs to serve on their corporate boards is big and getting bigger. Companies want executive and non-executive leaders who can provide comfort and confidence in an uncertain world. The CFOs unique combination of analytical, technical and strategic capabilities means that they are arguably best placed to provide it. Regulatory pressure has also increased demand for financial expertise. CFOs are therefore sometimes better placed than CEOs to fulfilling board roles, because CEOs are less accustomed to taking the analytical, challenging approach towards board decision makers.

“The language of boards is the language of finance and value. It should be a very easy environment to a CFO to fit into”, is an argument that does not always hold. Finance skills alone do not necessarily make someone a good board director, but financial expertise is desperately needed. To become a good director with impact, the CFO must develop some additional skills than the ones he needs to be a superb CFO. Furthermore, the CFO needs to become highly efficient, as a lack of time is a major constraint to take non-executive positions. For many CFOs, the demands of their core responsibilities are simply too much and the risk to overstretch is significant. When you are engaged as a CFO in a board, the audit committee role shows up first, but you don't want to be pigeonholed as a CFO. Your experience and inspiration is much vaster than that and we help you to use it in your role as board member.



MARCIA DE WACHTER

Marcia De Wachter was the first woman to obtain a PhD in economics at the University of Antwerp. She served in several positions at the National Bank of Belgium where she was the first woman to become Vice Governor in its 168 year history. She is founding member of the international Women's Forum for Economy and Society. Marcia is INSEAD and IPSIS Institute certified business and leadership coach.

DAY 1

Perspectives on Leadership

This session will begin with an overview of leadership paradigms and how this is reflected in a wide variety of leadership theories and models. We will present an overall framework which will enable you to identify key differentiating characteristics of the various approaches to leadership. We will be exploring a variety of concepts such as vertical vs. horizontal leadership, the leadership culture in organisations and neurotic leadership and leadership derailment. During the session there will be ample opportunity for you to discuss in small groups specific aspects related to your leadership style and leadership experiences as a means of enhancing both your self perception and gaining deeper appreciation for similarities and differences among your peers.

Key to this session is the goal of increasing the number of ‘lenses’ you have available in your “leadership tool kit” in order to increase your ability to be effective in leading and managing the various stakeholders with whom you interact, as well as assisting others in their leadership development.

Learning goals for this session are to:

1. Present the variety of leadership theories and approaches and to understand the state of the art of the Leadership models.
2. Develop an appreciation for the specific contribution of the psychodynamic perspective in terms of leadership and leadership development.
3. Provide an opportunity for self-reflection and the acquisition of different perspectives on leadership.
4. Become aware of the potential derailment for leaders and managers and how to avoid them.

Adaptive Leadership

For more and more executives in today’s business environment, success depends on the ability to influence and remain agile. Treating adaptive challenges as if they were technical problems usually represents a failure of leadership. This session will focus on the difference between technical and adaptive leadership and will help you understand that success in leadership very much depends on the capacity of the leader to differentiate the Adaptive from the Technical task. While authority, power and influence are essential tools of leadership, they do not define it. Adaptive leadership is also about creating a certain degree of disequilibrium in order to bring the team or organisation to a new level of functioning. Adaptive Leadership enables us to identify the essential link between leadership and change. It helps to understand explicitly that the role of the leader is to be able in the first place to create the appropriate reflective space to define and differentiate the nature and the scope of adaptive versus technical challenges. We will explore and elaborate on the tensions and dynamics triggered by these challenges both for the leader and his/her environment.

Learning goals for this session are to:

1. Become aware of the differences between the technical and the adaptive challenges and the implications for leadership.
2. Become aware of the role of the leader as being ‘disruptive’ in order to help the team and the organisation continue to grow and develop so that both can continue to evolve and thrive.
3. Understand the importance of reflective space and how leaders can take their team to the “balcony”.
4. Understand the risk involved in adaptive leadership for the leader him/herself.

Fair Leadership Process

Introduction to Conscious/Unconscious testing and 720° Feedback on Leadership style.

WITH TESTIMONIALS AND EXPERIENCE SHARING BY



Tom Bamelis



Francis Ampe



Johan De Lille



Leo Steenbergen

DAY 2

Redefining your job, your network and yourself

Today more than ever, major transitions in your job assignment do not come neatly labeled with a new job title or formal move. Subtle or not-so-subtle shifts in your business environments create new - but not always clearly articulated - expectations for what and how you deliver. These changes in managerial responsibilities are not trivial and require commensurate adjustment. Many are expected to step up to a significantly bigger leadership role while sitting in the same jobs and holding the same titles. We will explore how to step up your leadership role when you don't receive specific outside recognition or guidance by a do-it-yourself transition.

Your stepping-up guidelines are based on three critical sources of insight. First reflecting on the kind of work you do. Second, analysing new roles and activities that put you in contact with new and different people who see the world differently. Three rethinking how you do what you do. These sources will form a tripod that define and shape your identity as a leader.

Learning goals for this session are to:

1. Become aware of how you can redefine your job.
2. Become aware how much good leadership depends on having the right network.
3. Become aware how you can invent your own identity.

Hidden Competing Commitments

One of the most difficult tasks you will have is to actually implement your action plan and to change some of the ways of doing things so as to be more effective as a leader. Much like New Years resolutions Leadership Action Plans often fall prey to well meant but ineffective implementation on follow-through... and this despite our best intentions and sincere efforts.

In this session we will work through a specific process that will help you fine tune your action plan and also begin to get some insight into what might be the factors "below the surface" that are likely to compete with your good intentions in terms of implementing that plan. In uncovering this Hidden Competing Commitments, you will be able to more effectively address the behavioural changes that you wish to make and are more likely to succeed in actually achieve long term and lasting change.

Learning goals for this session are to:

1. understand the specific role of Hidden Commitments in our attempt to change.
2. Develop your awareness and skills in challenging these commitments.
3. Become aware of the role that such competing commitments play in blocking us from achieving our desired goals.

DAY 3

Board effectiveness

This session will begin with an analysis of the characteristics of an effective Board. How do we measure the success of a Board meeting? How does a decision process take place in a Board? We will present different types of Boards which will enable you to determine which Board you may want to join and which one not. We will be exploring the core principles, processes and activities that are mandatory to achieve satisfactory Board effectiveness. During the session there will be ample opportunity for you to practice in small groups specific aspects related to your Board member style and Board dynamics as a means of enhancing both your self-perception of your Board capacities and of gaining deeper insight in the Board member similarities and differences among your peers.

Key to this session is the goal of increasing your ability to determine your added value as a Board member and to dispose of a toolkit to assess and improve the functioning of the Board you may participate into.

Learning goals for this session are to:

1. Present the characteristics of an effective versus an ineffective Board functioning and obtain a toolkit to measure Board effectiveness.
2. Receive insights as to what different types of Boards are active and what are the questions a potential Board member needs to ask during a Board interview.
3. What processes and activities need to be in place to achieve satisfactory Board effectiveness and even to improve it.

Board strategy

For more and more Board members in today's fast moving business environment, success depends on their ability to quickly understand the strategy of the corporation they enter and govern and to detect possible blind spots in the proposals of the Management Committee. This session will focus on the essential components of a strategic analysis and its dynamics that will allow you to quickly bridge your information gap as a Board member and to assist the Managing Committee in building a comprehensive strategy with analytical and qualitative monitoring devise

Learning goals for this session are to:

1. Become capable to analysing effectively a corporate strategy in order to bridge your information gap as a Board member and to cover potential blind spots in the Management Committee proposals.
2. Become aware of the role of a Board member as strategic guide and protector of long term business value in order to help the Management Committee and the organisation continue to optimally guarantee the durability of the company.

DAY 4

Key Board Competencies and Activities

Corporate Governance is the most political of all organisational processes and structures. Its constellation of actors - shareholders, boards, chief executives and influencers - decide for the company the most political of all questions: who gets what, when, how.

Corporate governance actors constitute the political system of a company. Therefore sophisticated political skills are essential to successful corporate governance leaders. The goal of this session is to share a conceptual framework for understanding the political dynamics at the top and to provide participants with action tools to keep building up their sources of power, increase their political capital, become a better networker, review the basics of influencing tactics etc.

Learning goals for this session are to:

1. Explore the comprehensive components of political dynamics.
2. Provide action tools for the management of your networks.

Board activities and processes:

Board and CEO dynamics

Most directors are mature, experienced and accomplished professionals. They believe in data and rational choices in pursuit of self- and organisational interests. Yet directors are also human beings with individual personalities. Research demonstrates that directors' personalities play out in the Board room, shape group dynamics and may enhance or reduce the collective performance as a Board.

CEO succession and talent oversight is one of the most critical events in any organisation's history.

The goals of this session will be first to discuss how your personality impacts individuals' behaviour in Boards - groups composed of professionals with multiple affiliations, who rarely meet and spend little time together, but make the most important decisions in the organisation. Second we will shed light on the psycho-dynamics of the succession process and the individual director's roles in the CEO succession and leadership development

Learning goals for this session are to:

1. Expand your mental models of individual and group dynamics.
2. Enhance your self-awareness and skills to mitigate your potential personality related risks.
3. Incorporate the psychological dimension of your thinking about Board dynamics and directors' work.
4. sharpen your understanding of the roles of the Board, its committees and the individual members in the leadership succession process.

DAY 5

Board simulation

This module is a simulation of a board of directors based on a business case.

The purpose of this module is to allow you to practice your skills and newly acquired insights as a director in a realistic context, as a member of the board of directors of the business case.

The module consists of interactive simulations of board and committee meetings, animated by experienced directors who fill in some key positions and who guarantee a faithful representation of the practice.

During this module you will have the opportunity to

- Update your knowledge and competences regarding the exercise of a director's mandate in a concrete practical situation
- Further develop the right behavior so that you can make a better contribution to the discussions in the board of directors
- Experience the collegial decision-making through this experiment



EXTRA: COACHINGSESSION

As part of this training, an individual coaching session is also offered to you. This session is not mandatory, but will give you a lot of individual feedback on your leadership skills and focus points to improve.

This session is scheduled in mutual consultation between you and Marcia De Wachter (who is also a certified leadership coach).

Based on a scalable psychometrical tool to measure conscious and unconscious drivers of executives and board members, you get answers to the following questions

- What are the most important motivational drivers in life? What is their intensity compared amongst each other? How do they compare with my peer group?
- What type of cognitive thinker am I: analytical, holistic, controlling, intuitive?
- With what parts of my brain do I pursue my motivations and what type of strengths do come out of it?
- What unconscious drivers influence my thinking, my behavior and my feelings?
- What is the tension between my conscious motivations and drivers and my unconscious ones? What do I learn from that?
- Is there unknown and unleashed potential within myself that I can further explore?
- With what level of self-identification do I pursue my unconscious motivations?
- What are my self-management capacities? Are there unknown capacities or blockages?
- Where are my undiscovered resources?
- Do I run a risk of a burn-out or a bore-out?



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FOLLOW ALSO

- Negotiation skills by Luis Almeida Costa
- Understand the impact of macro-economics by Peter Praet and JeanPierre Vidal

see solvayedu.finance for more info

PRICING

4.950 euro, excl VAT

5 days training

5.650 euro, excl VAT

5 days training + coachingsession

VENUE

**Solvay Brussels School
Franklin Rooseveltlaan 42
1050 Brussels**

The Solvay building is located in the green heart of Brussels, on the edge of the beautiful Ter Kameren forest and a 15-minute walk (or 5 minutes by public transport) from the bustling center of Brussels. If desired, there are numerous accommodation options (hotels and (air) bnb) in the neighborhood and in the center of the city.

Need help?

Do not hesitate to contact us.

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