

Boardroom Dynamics

Week 1

Introduction

Rachel Wall

- 1 Introduction
- 2 Introduction to the examination
- 3 Our approach to preparing for the examination
- 4 Introduction to the BD module
- 5 Learning schedule



01

Tutor for the CGI Boardroom Dynamics module at KCB

02

Chartered Governance professional (ACG)

03

Over 12 years advising boards and senior stakeholders, both in the UK and overseas

04

Head of Governance
- MAT & College Board Secretary

05

STEP-qualified practitioner (TEP)

06

NED

07

Experience across corporate, charity, education & fiduciary sectors

Committed to student examination success



01

What's your name, and
where are you joining us
from?

02

What is your current
role or area of work?

03

What are you most
concerned about?

04

How do you learn
best?

05

How far along this
qualifying scheme
are you?

- Understand why focussing on boardroom dynamics is becoming increasingly important for organisations.
- Understand the different facets of boardroom dynamics.
- Be able to critically evaluate how dynamics might affect the quality of relationships, decision-making, conversations, culture, diversity and other factors.
- Understand how to use formal and informal methods to positively influence dynamics and enhance boardroom performance.



3 of 4

SECTION A — 75 MARKS

Scenario-based questions of 25 marks each, all based on the pre-released case study.

1 of 2

SECTION B — 25 MARKS

Scenario-based questions of 25 marks each, unrelated to the case study.

Case study released 6 weeks ahead of the examination

Pass mark: 50%

Be aware of syllabus coverage and weighting

Knowing it is not the same as using it

- Most marks are lost not because the material is unknown, but because it stays general. The examiners want the model brought to the people and events in front of you.

Answer the question, not the topic

- A well-written, knowledgeable answer earns nothing if it addresses the subject rather than what was actually asked.

Describing is only half of it

- Setting out the theory and the facts is the first half. The marks are in saying what it all means for the board.

None of these is about ability. All three are habits, and we will practise them every week.

Boardroom Dynamics

Week 1

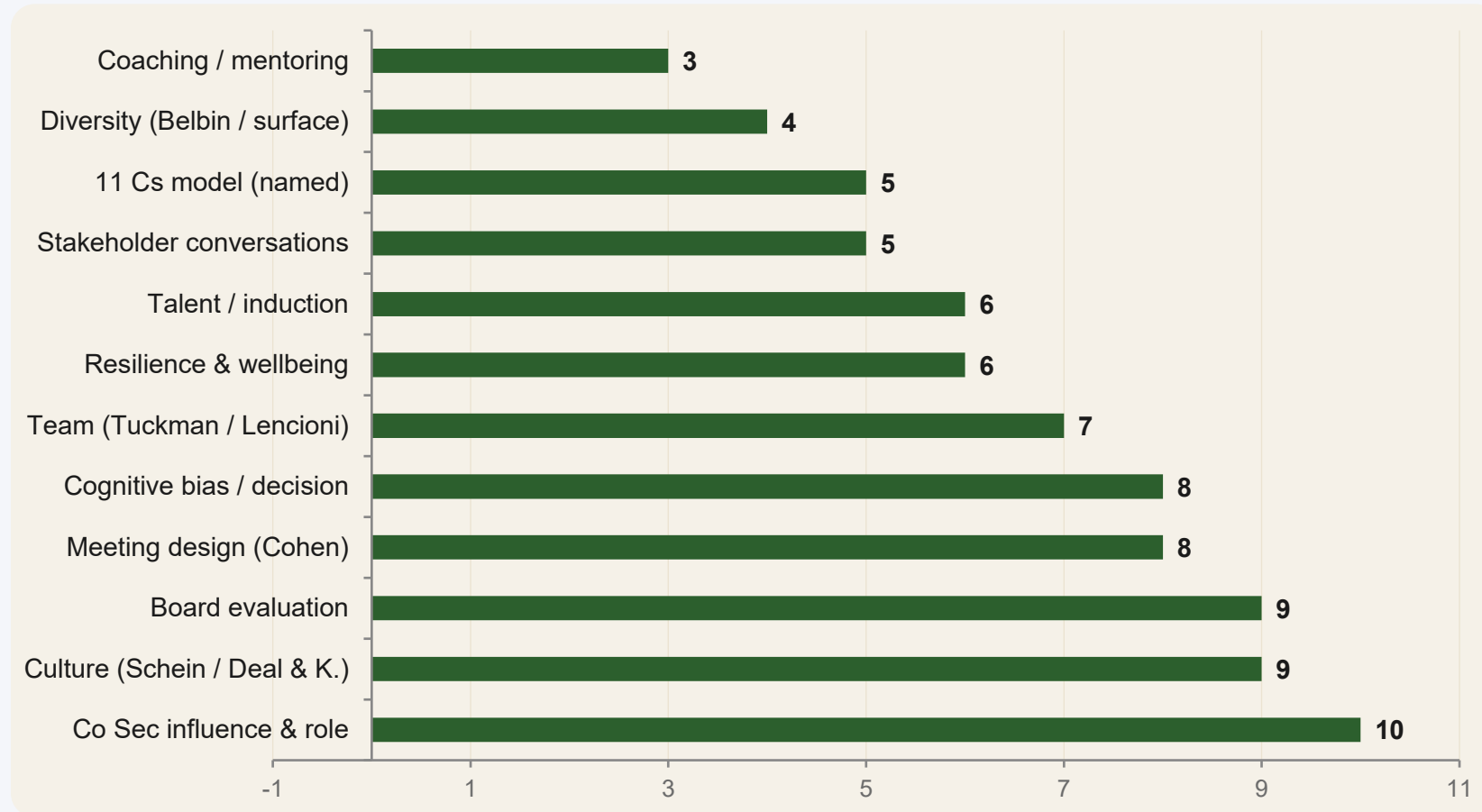
Past-paper analysis and approach

Thirteen papers: 2019 Sample through Nov 2025*
While individual results are out, full analysis won't be released until
25.08.2026 – I will update accordingly.

SECTION 1 · RECURRING TOPICS

Topics that keep coming back

Frequency across the 13 papers — 2019 Sample to Nov 2025 · a full question, or a sub-part of 10+ marks, on the topic



WHAT TO TAKE FROM THIS

Co Sec influence and role is the most frequent topic of all — 10 of 13 papers, including every sitting from Nov 2023 — and among the weakest scoring wherever data exists.

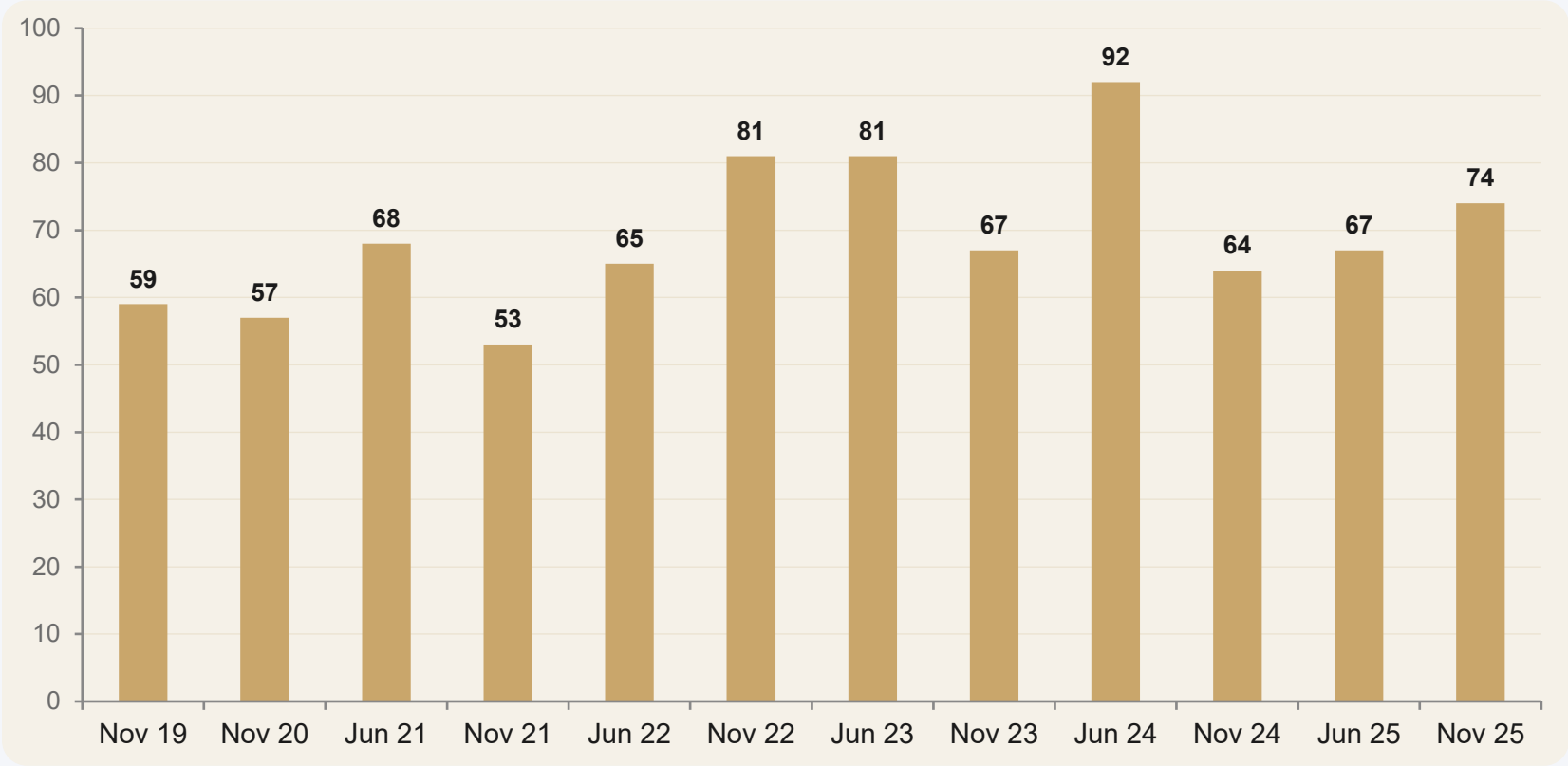
Meeting design (8 of 13, incl. 5 of the last 7) and **culture** (9 of 13) are the reliable pair — they usually appear together.

Board evaluation (9) and **resilience** (6) are Section B staples that revision plans often miss.

The Nov 2026 case study, when it lands in October, will be read against all four leading topics.

Pass rates over time

Twelve sat sittings · average 69% · June sittings average higher — 75% v 65%



HIGHEST

92%

Jun 2024 (Pisces) — meeting design and culture front and centre

LOWEST

53%

Nov 2021 — 'selective learning' and 'no practical application of models'

JUNE vs NOVEMBER

75% vs 65%

June sittings outperform — likely a preparation-cycle effect

40%

Knowledge

Building and testing knowledge.

20%

Exploring

Understanding how the knowledge links with other areas of the syllabus and the context in which it will appear in examination questions.

40%

Practice

Practising examination questions.

- CGI qualifying programme — Part 1 & 2 materials and guidance.
https://www.cgi.org.uk/my_cg/qualifying-programme-part-1-2
- The CGI Boardroom Dynamics study text — the core text for the module.
- Past examination papers, marking schemes and examiners' reports.
- Sample exam paper and marking scheme for technique practice.
- KCB student portal — recordings, slides and additional resources.
- Study 101 — study skills and exam preparation support.

Sessions

Two hours a week, with a short break in the middle. Come with questions — interruptions are welcome.

Recordings and slides

Both are shared after every session, so you do not need to transcribe. Slides carry the sources for everything I say.

Between sessions

Email me any time. I aim to reply within two working days, and I would always rather hear a question early than late.

Practice questions

Set most weeks. Attempt them before the discussion — reading a model answer feels like learning, and generally is not.

How we split the time

40% building knowledge, 20% exploring how it links to the rest of the syllabus, 40% practising examination questions — the split set out on Our Approach earlier.

The case study

Released about six weeks before the examination. Sessions from that point are rebuilt around it.

One ask: tell me early if something is not landing. Every week is built on what the group found hard the week before.

What are board dynamics?

- The theory and application of the behavioural aspects of board functioning.
- The psychological processes that influence how boards function.

Why are board dynamics important?

- Board effectiveness is beyond board structure and the individual board members.
- It considers the behavioural and team-level aspects.

Board dynamics

- The interactions between board members individually and collectively.
- It extends beyond the boardroom door into the wider stakeholder system.
- How interactions influence and are influenced by a wider stakeholder system.
- Interpreted through a psychological lens, principally social and systems psychology.
- In the 11 Cs model, cohesion and challenge pair to describe boardroom dynamics; the wider stakeholder system brings culture and systemic stakeholder engagement into scope.
- Board dynamics contains boardroom dynamics and adds culture and systemic stakeholder engagement. This distinction is introduced in Chapter 4 and developed systemically in Chapter 6 of the study text.

Boardroom dynamics

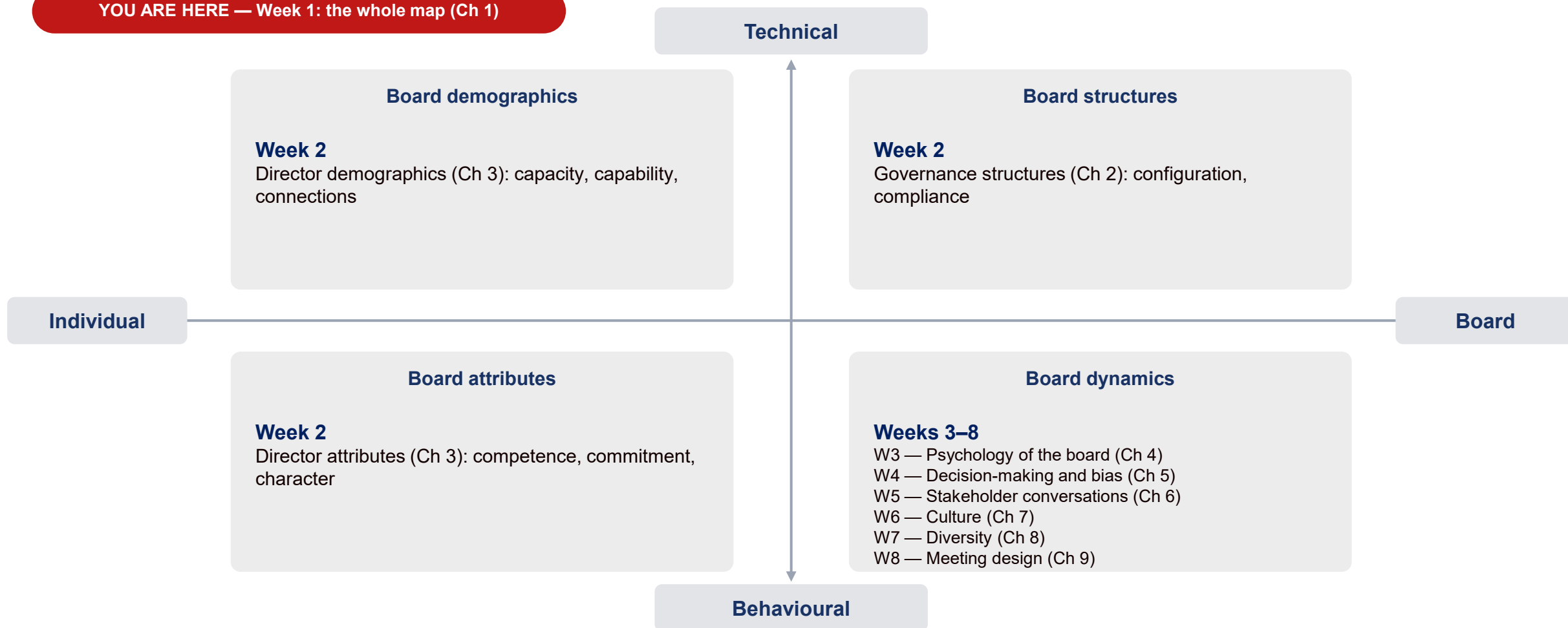
- The interactions between board members individually and collectively within the boardroom.
- The 'fly on the wall' view: what actually happens in the room.
- In particular, the balance between being cohesive and being challenging.

KCB | Learning Schedule — Course Overview

Focus of the session	Study text	Why it earns its place (13 papers, 2019 Sample – Nov 2025)
Introduction, the examination, and the 11 Cs — the map of the module	Ch 1	The 11 Cs is named in 5 papers and underpins every other topic
Governance structures; director demographics and attributes	Chs 2–3	11 Cs quadrant questions — e.g. Nov 2024 Q1, Nov 2025 Q1
Psychology of the board — groups, teams and dysfunction	Ch 4	Team questions in 7 of 13 papers
Board decision-making and cognitive bias	Ch 5	8 of 13 papers
Stakeholder conversations	Ch 6	5 of 13 papers, incl. Jun 2025 Q4
Culture in the boardroom	Ch 7	9 of 13 papers — usually paired with meeting design
Diversity in the boardroom	Ch 8	4 of 13 papers — quiet since 2023, arguably overdue
The effect of meeting design on dynamics	Ch 9	8 of 13 papers, incl. 5 of the last 7
The Co Sec as strategic leader and talent manager	Chs 10–11	Co Sec role: 10 of 13 papers — the single biggest revision target
Board consultant and cultural diplomat	Chs 12–13	Board evaluation in 9 of 13 papers
Team coach and corporate athlete	Chs 14–15	Resilience in 6 of 13; team coach in Nov 2024 Q5, Jun 2025 Q3
Case study released (~6 weeks before the exam) — analysis sessions	—	Section A: answer three of four 25-mark questions on the case
Revision and past-paper practice	—	Marking schemes and examiners' reports as the guide

Draft schedule — session dates to be confirmed. The schedule flexes once the November 2026 case study is released.

YOU ARE HERE — Week 1: the whole map (Ch 1)



Weeks 9–11 follow the company secretary's six roles (Chs 10–15) across all four quadrants; from early October the case study pulls the whole map together.



Boardroom Dynamics

Week 1

The Emergence of Board Dynamics in Governance

Rachel Wall

What?

- Shareholders lost \$74 billion.
- Thousands of employees and investors lost their retirement accounts.
- Many employees lost their jobs.
- Fortune had named Enron America's 'most innovative company' for the six preceding years.
- With WorldCom and Tyco, led to the Sarbanes-Oxley Act.

How?

- CEO Jeff Skilling and former CEO Ken Lay held large debts off the balance sheet.
- An aggressive accounting strategy and abuse of accounting principles.
- Caught out in 2001 by an internal whistleblower.



What?

- The FSA's pre-crisis enforcement work (reported 2011) 'did not identify a failure on the part of the Board'.
- Composition and formal processes 'met acceptable standards' — a 'box-ticking affirmation'.

How?

- The Board was making 'multiple poor decisions'.
- 'Underlying deficiencies in RBS management, governance and culture'. From 2005 the FSA had raised CEO dominance, and could not interview NEDs one-to-one.



The wave that built the case (2001–2003)

- WorldCom (2002): \$11bn of fake accounting entries; 30,000 jobs lost; investors lost \$80bn; CEO Bernie Ebbers jailed for 25 years.
- Tyco (2002): CEO and CFO took \$150m and inflated company income by \$500m.
- Parmalat (2003): a €14bn hole in the accounts — still Europe's biggest bankruptcy; founder Tanzi jailed for 10 years.

Closer to home — behaviour beating structure

- Kids Company (2015): an experienced chair, a conventional structure — and a collapse rooted in the unchallenged charisma of the founder.
- Volkswagen 'Dieselgate' (2015): \$7.3bn set aside plus \$4.3bn in penalties; the supervisory board learned of the deception 'just before the media'.
- VW is the case behind the Robert Armstrong quotation later this session.

'The system of governance for companies is not inherently "broken"... its effectiveness has been undermined by a failure to observe appropriate boardroom behaviours.'

ICSA, Boardroom Behaviours research for the Walker Review (2009) — the conclusion the failure cases point to

Unlike the Post Office, all five of these cases ARE covered in Chapter 1 of the CGI study text — they can be cited as study-text material.

What?

- August 2014: Tesco issued a six-month trading update with an estimated profit of £1.1 billion.
- Less than a month later it announced a £250 million profit overstatement.

How?

- Major failure of oversight by the board.
- Overreliance on one charismatic leader, leaving a vacuum of responsible leadership below.
- Creative accounting.
- PwC's reliance on Tesco as a client — an auditor-independence question.



What?

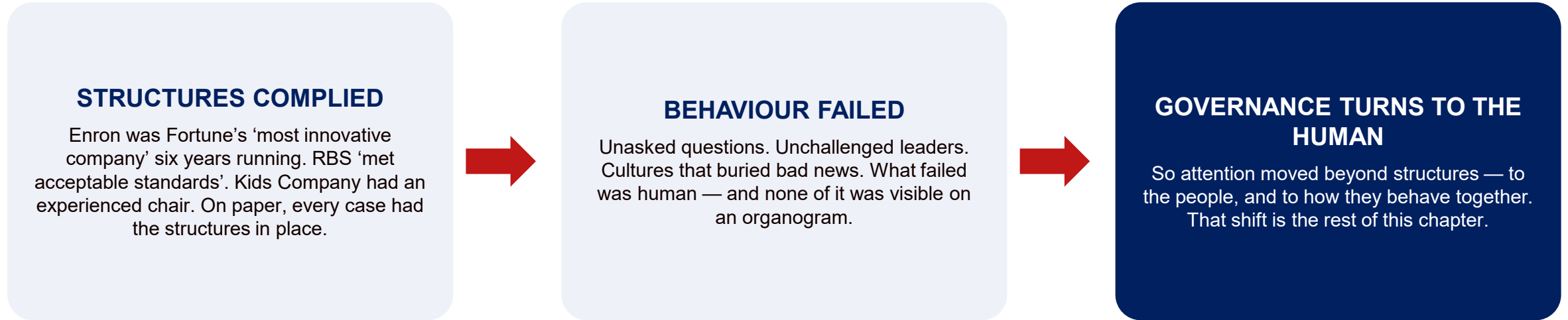
- 4,000 sub-postmasters accused of financial wrongdoing.
- 900 prosecutions; 700 convictions.
- 236 people sentenced to prison.

How?

- Faulty IT system.
- Board failures.
- Political pressures.



The Post Office is not covered in the CGI study text — included as wider reading. Cite it as a contemporary example, not as study-text material.



Where the shift shows up — the drivers we cover next: interest in human factors across society · new thinking about leadership · a refocus on ethics · and the codes following behind. The 11 Cs model is where they all land.

JULY 2008

Bhutan becomes the first nation to measure Gross National Happiness (GNH) alongside Gross National Product — an idea since taken up by several countries.

A national- and political-level shift beyond the economic and financial: a growing acknowledgement of the human elements at play in society's core institutions.

“I will confess I understand little about how corporate cultures work or how to improve them... I think I understand money pretty well; culture puzzles me. But culture is there and it matters. And if we ignore it, there will be more Dieselgates in the future.”

Robert Armstrong, senior economics writer, Financial Times — following the VW emissions scandal

Defined as 'the sum of knowledge, skills and experience and other relevant workforce attributes that reside in an organisation's workforce and drive productivity, performance and the achievement of strategic goals' (CIPD, 2005).

- Recognised as a key intangible asset.
- In 2003 the Accounting for People Task Force was set up to provide best-practice guidance on accounting for human capital as assets rather than costs.
- Rise in interest in Environmental, Social and Governance (ESG).

Knowledge + skills and experience + other
relevant workforce attributes =
human capital.

Where human capital gives insight into the whole workforce, talent management focuses on the 'bench strength' of an organisation's most strategically important roles.

- The corporate issue — attracting and retaining talent.
- More important in light of recent attention on diversity.
- An EY report showed that 63% of the risks recorded in company annual report risk sections were associated with people risk.
- 'The systematic attraction, identification, development, engagement, retention and deployment of those individuals with high potential who are of particular value to an organisation' (CIPD, 2007).

What is a corporate culture?

Culture is not just something you see in the artefacts when you walk around an office or boardroom; it is also what people say (the talk) and, more importantly, what they do (the walk) as an expression of their underlying core beliefs and values.

- What is the boardroom culture?
- How does the boardroom culture influence the corporate culture?

What?

'How things just get done around here' — set by the tone from the top, and unpacked through Schein's three levels: artefacts, espoused values and basic underlying assumptions (Schein's model is developed in Chapter 7 of the study text).

Workforce wellbeing

'Personal resilience' — the ability to bounce back and positively withstand strain over periods of time — has become a watchword in organisations.

As well as individuals, teams can become more resilient so they can weather the volatility and uncertainty of recent years. Boards too may need to develop both individual and group resilience. To work at their best, directors need to be mindful of their mental and physical health and capability, especially as their decisions are likely to have broad stakeholder ramifications.

From heroic to humble leadership

- 'Great Man' theory held that leaders are born, not made. The heroic leader who swoops in to rescue an organisation is still the media archetype — but such leaders generate short-term disruption rather than sustained value.
- Jim Collins: the heroic type is a 'Level 4' leader. The aspirational 'Level 5' leader combines extreme tenacity with excessive humility, and usually rises internally rather than through aggressive self-promotion.
- Humble leadership is the art of humble inquiry rather than ego-filled advocacy — building stakeholder relationships over time rather than leaving antagonists in their wake.
- Authentic leadership: London Business School's 'Future of Work' rated transparent and authentic leadership the most critical for the future of organisations; the NHS King's Fund called for 'No More Heroes'.
- The shift from a 'me' focus to a 'we' focus. Leadership becomes a set of behaviours anyone in the team can show — hence shared leadership, and UK law's unitary board and collective responsibility.

- Increased focus on corporate ethics and reputation in recent years. The Institute of Business Ethics is an increasingly influential voice in this arena.
- Professor Roger Steare, Corporate Philosopher in Residence at Cass Business School, argued that governance failures occurred not from a failure to understand financial risk or too little technical knowledge, but from a lack of moral integrity and courage.
- Good ethics can be positive for a company as well as its stakeholders.
- South African King Code, Principle 1: 'The governing body should lead ethically and effectively'.
- Principle 2: 'The governing body should govern the ethics of the organisation in a way that supports the establishment of an ethical culture'.

Legislation

Principally the Companies Act 2006 and section 172.

CG codes

The UK Corporate Governance Code and its steady expansion.

Stakeholder matters

Activism and workforce engagement.

Ethics

Rising up the board agenda.

ESG

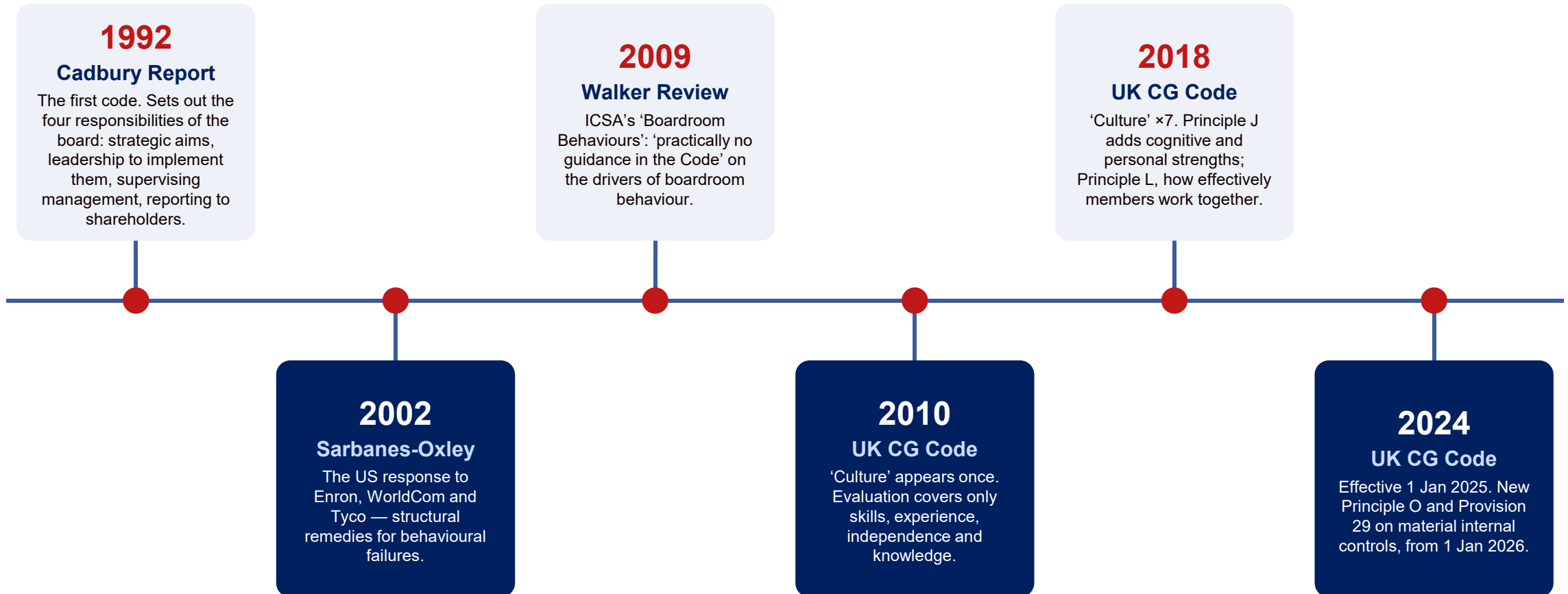
From reporting exercise to board priority.

PESTLE factors

Political, Economic, Social, Technological, Legal and Environmental.

KCB | From Cadbury to 2024 — the Codes Follow the Failures

Every revision has widened the frame: from structure and reporting, towards culture, behaviour and how the board actually works together



1992–2018 milestones are study-text material (Chapter 1) and can be cited as such. The 2024 Code is not in the study text — source: FRC and CGI; it applies to financial years beginning on or after 1 January 2025, Provision 29 from 1 January 2026.

- 2009: the Walker Review, chaired by Sir David Walker, was set up to improve the corporate governance of UK banks. ICSA contributed research on 'Boardroom Behaviours', finding it 'remarkable that there is practically no guidance in the Code on the main drivers of, and factors affecting, boardroom behaviours' — governance was not 'broken', but undermined by 'a failure to observe appropriate boardroom behaviours'.
- The evolution of the codes — culture from one mention in the 2010 Code to seven in 2018.
- The FRC's Guidance on Board Effectiveness — 16 pages in 2011, 47 in 2018.
- The shift in board research away from structural factors towards the attitudes and behaviours of directors and of the board as a whole.

Case study 1.4: 2013 qualitative research interviewing governance experts on the factors that most influence board performance — over 20 hours of interview data.

112

ANSWERS

From over 20 hours of expert interviews

9

GOVERNANCE STRUCTURES

The bulk of what governance codes require

48

INDIVIDUAL COMPETENCY

Chair leadership ability (24) · strategic thinking (11)

42

BOARD DYNAMICS

Openness (12) · cohesive team working (10) · challenging questions (4)

‘You frequently find companies where the board didn’t work properly but they tick all the boxes in terms of structure.’

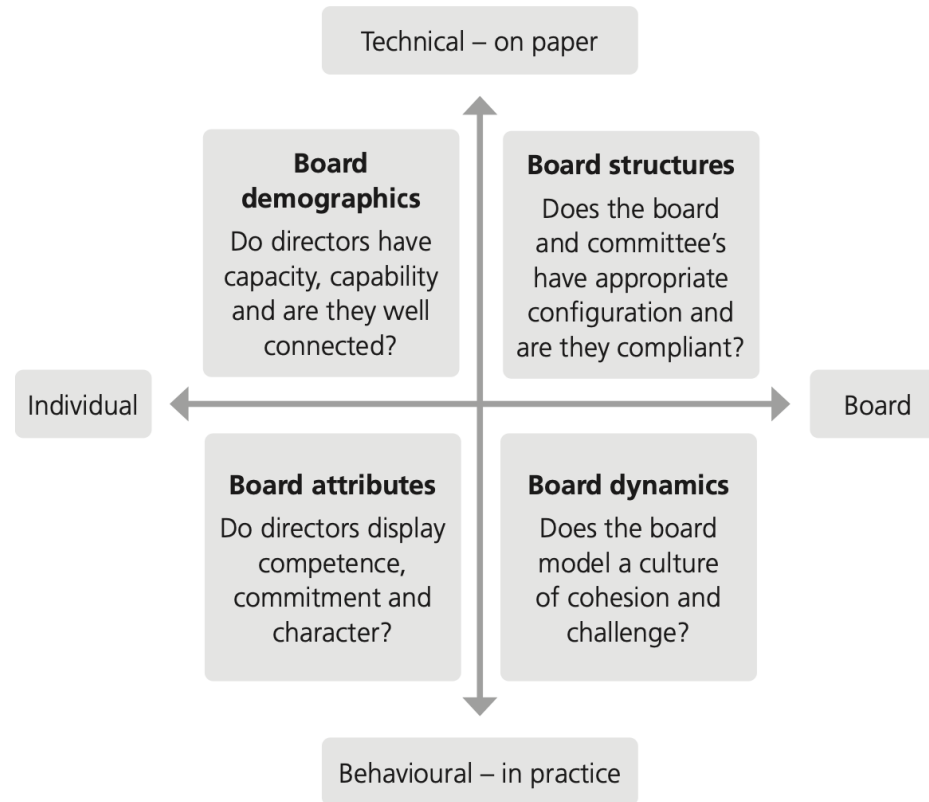


Figure 1.1 The 11 Cs model of corporate governance
(adapted from Cross, 2013)

KCB | The 11 Cs Model of Corporate Governance

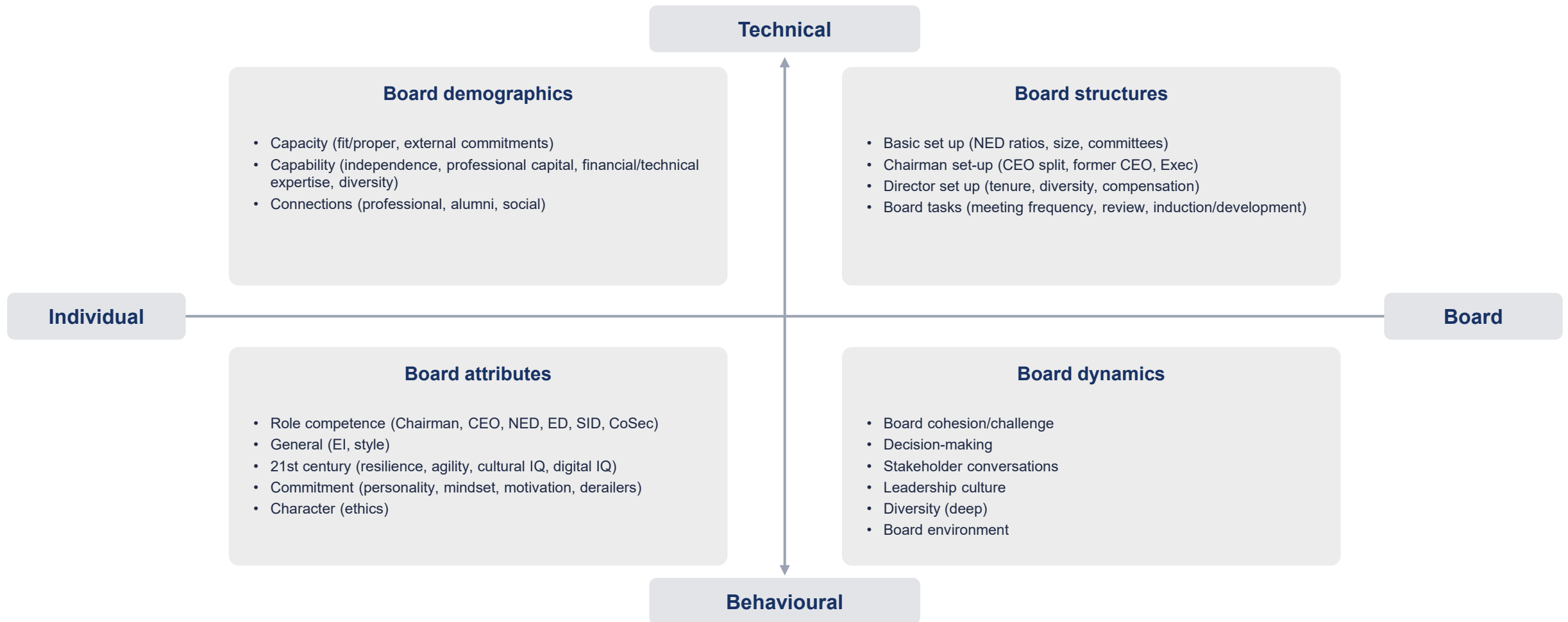


Figure 1.2 — the 11 Cs model with detailed components for each quadrant

Board structures configuration · compliance

Do the board and committees have appropriate configuration, and is the board compliant?

Board demographics capacity · capability · connections

Do directors have capacity, capability and are they well connected?

Board attributes competence · commitment · character

Do directors display competence, commitment and character?

Board dynamics cohesion · challenge · culture

Does the board model a culture of cohesion and challenge?

Board structures

- The traditional focus of corporate governance — do the board and committees have appropriate configuration, and is the board compliant?

Board demographics

- Do directors have capacity, capability and are they well connected?

Board attributes

- The psychological and emotional competencies of a director's personality ('behavioural capital') — do directors display competence, commitment and character?

Board dynamics

- The 'black box' of corporate governance — largely responsible for shaping boardroom culture and performance, yet under-researched. Does the board model a culture of cohesion and challenge?

- The theory and application of the behavioural aspects of board functioning.
- The psychological processes that influence how boards function.
- The psychological processes that moderate structural and individual inputs to board functioning.
- The interactions between board members individually and collectively, and how these influence, and are influenced by, their wider stakeholder system.
- It opens the 'black box' of boardroom behaviour to see how things actually play out rather than what is supposed to happen.
- It is about how boards behave (and misbehave) rather than the tasks they do — about how they discuss issues rather than what issues they discuss.

- The traditional perception centres on administration, compliance and risk — the lens through which the role is usually trained and understood.
 - ICSA research (Kakabadse, 2014) found that company secretaries are now expected to, and have the opportunity to, fulfil a much broader role. The governance professional must demonstrate the wider value they bring.
- The 2018 ICSA Competency Framework describes the interpersonal skills needed to be the trusted adviser of all in the boardroom.

ICSA research (Kakabadse, 2014) — what the role is...

- Over 200 company secretaries, chairs, executive and non-executive directors were interviewed across the UK and Ireland.
- 'While the NED has been the focus of much of the attention in the post-financial crisis period, it is now time for the company secretary role to come to the fore.' — Professor Andrew Kakabadse
- The role is much more than administrative: at its best it delivers strategic leadership, acting as a vital bridge between executive management and the board.
- Company secretaries are ideally placed to work with a wider remit because of their independence and their longevity.

Ch 10**Strategic leader**

Internal and external facing; strategic against tactical, leader against administrator.

Ch 11**Talent manager**

Defining board competencies, recruitment, induction, development, performance management and succession.

Ch 12**Board consultant**

Board evaluation that goes beyond ticking the compliance box.

Ch 13**Cultural diplomat**

Country, sector and organisational cultural differences; cultural intelligence.

Ch 14**Team coach**

One-to-one coaching, mentoring, systemic team coaching, facilitation, supervision, counselling, mediation.

Ch 15**Corporate athlete**

Sustaining personal performance and supporting resilience in and around the boardroom.

At a recent Board meeting, you referred to the 11Cs model of corporate governance and have been asked to present the model to the Board. However, in preparation you have been asked by Amrita to develop some explanatory briefing notes on the 11Cs model for circulation to the Board, which analyse KALO's current governance structure and make initial recommendations on how a more effective governance approach might be achieved in the future. (25 marks)

Q3, Jun 2022

1 Corporate scandals have led commentators to increasingly question the existing structural focus of corporate governance practice.

2 Emerging interest in human factors, shifts in leadership and a refocus on ethics are encouraging governance professionals to embrace a psychological perspective.

3 The evolution of governance codes and academic research have made some moves to do this, but there is more work to do.

4 The 11 Cs model harmonises both the existing structural and emerging behavioural components of board governance.

5 Board dynamics is defined most formally as 'the interactions between board members individually and collectively and how these influence, and are influenced by, their wider stakeholder system'.

6 There are new roles company secretaries must now play due to this expanded understanding of the behavioural drivers of effective governance.

Chapter 1 in the examination

Chapter 1 material has been examined in every one of the 13 papers · 17 questions · 366 marks

QUESTIONS ACROSS THE 13 PAPERS

The 11 Cs model	7	N19 Q1 · N21 Q3 · J22 Q3 · N22 Q1 · J23 Q3 · N24 Q1 · N25 Q1
Evolution of governance	4	Sample Q1(b) · N20 Q1(a) · J24 Q1 · J25 Q2
Board v boardroom definitions	4	N21 Q6(a) · N22 Q6(a) · J23 Q6(a) · N24 Q4(a)
Human factors	1	N23 Q1
The company secretary role	1	J21 Q1 — not set since June 2021

WHAT TO TAKE FROM THIS

The 11 Cs is the strand that matters — 7 of the 17 questions, every one in Section A and worth the full 25 marks.

It is also the worst handled — Nov 2021: answers "simply repeated the core model without any attempt to apply it".

The definitions are quietly lethal — Nov 2022 Q6 was the lowest-scoring question on the paper.

Where Chapter 1 marks are lost

Four patterns, every one of them from the examiners' own words

Reciting the model

Setting out the 11 Cs as a list instead of using it as a frame. The most repeated criticism in the dataset.

"Too many answers simply repeated the core model without any attempt to apply it, interpret it, or challenge it."

Nov 2021, Q3

Wrong quadrant

Describing demographics when asked for attributes, and the reverse. Marks are awarded only where the sub-categories are correctly placed.

"Marks were only awarded where subcategories were correctly referenced."

Nov 2019, Q1

Stopping at the structure

Analysing configuration well, then never reaching the behavioural consequence the question asked for.

"The link to how these impact the board dynamics aspects was less well answered."

Nov 2022, Q1

Defining in the abstract

Correct definitions, no scenario. On a 12-mark definitions question the drivers and the case are half the marks.

"Often failed to refer to the question scenario and/or the realities of human interaction."

Nov 2021, Q6(a)

All four are correctable habits, and all four are practised every week of this programme.

Why the shift happened

- **Enron, WorldCom, Tyco (2001–02)** — the trio behind Sarbanes-Oxley
- **RBS** — FSA report (2011): ‘multiple poor decisions’
- **Parmalat; One.Tel and HIH** — Europe and Australia (CLERP 9)
- **Kids Company** — a compliant structure that still failed
- **Volkswagen ‘Dieselgate’ (2015)** — the board found out last
- **Gross National Happiness** — Bhutan (2008), coined 1972
- **Human capital** — CIPD (2005); Accounting for People (2003)
- **Talent management** — CIPD (2007); McKinsey ‘war for talent’ (1997)
- **People risk** — EY: 63% of recorded risks; >90% of cyber threats internal
- **Burnout** — Gallup (2018): 23% + 44%; \$125–190bn a year
- **Culture** — bad apples v bad barrel; tone from the top

Leadership, ethics and the codes

- **Cadbury (1992)** — the first code; four board responsibilities
- **Great Man → Level 4 → Level 5** (Collins): tenacity plus humility
- **Authentic leadership** — LBS, ‘The Future of Work’
- **‘No More Heroes’** — King’s Fund, ‘The Future of Leadership’
- **‘Me’ to ‘we’** — shared leadership on a unitary board
- **Case study 1.1** — Leahy (Tesco) v Street (John Lewis)
- **Bob Tricker** — ethics inherent to the work of boards
- **Roger Steare** — governance failures came from a lack of moral integrity and courage
- **King Code** — Principles 1 and 2: lead ethically and effectively; govern the ethics of the organisation
- **Case study 1.2** — Samsung +44 to no. 26; Apple –38 to no. 58
- **Walker Review (2009)** and ICSA ‘Boardroom Behaviours’
- **UK Code 2010 → 2018** — ‘culture’ once, then seven times; Principles J and L
- **FRC Guidance** — 16pp (2011) → 47pp (2018): culture 37, behaviours 26, dynamics 2
- **UK Code 2024** — effective 1 Jan 2025; Principle O and Provision 29 (internal controls) from 1 Jan 2026 · not in the study text

The model, the definitions and the new role

- **The 11 Cs model** — adapted from Cross (2013); Figures 1.1–1.3
- **Two axes** — technical ‘on paper’ v behavioural ‘in practice’; individual v board
- **Board structures** — configuration and compliance
- **Board demographics** — capacity, capability, connections
- **Board attributes** — competence, commitment, character
- **Board dynamics** — cohesion, challenge, culture (‘the black box’)
- **The four guiding questions** — one for each quadrant
- **Case study 1.4** — the author’s 2013 research: 112 answers, 9 structures / 48 competence / 42 dynamics
- **The formal definition** — ‘the interactions between board members individually and collectively and how these influence, and are influenced by, their wider stakeholder system’
- **Board v boardroom dynamics (Ch 4)** — inside the room v the room plus its system
- **ICSA / Kakabadse (2014)** — time for the company secretary role ‘to come to the fore’
- **The six company secretary roles** — strategic leader, talent manager, board consultant, cultural diplomat, team coach, corporate athlete
- **Case study 1.5** — Ryder Cup 2018: 17½–10½, ‘leave your egos at the door’

Name the C, quote the case, apply it to the company – and ‘board’ is never the same word as ‘boardroom’

1. Why is Human Capital increasingly becoming of interest in governance? (3 marks)
2. What is the importance of talent management within the board? (4 marks)
3. Give 4 examples of how corporate governance is maturing (4 marks)
4. Draw and label the axes and the quadrants of the 11 Cs framework (4 marks)
5. What are the four questions that the 11 Cs framework asks? (4 marks)
6. What are the 3 Cs of Board Demographics? (3 marks)
7. What are the 5 aspects of Board Attributes? (5 marks)
8. What are the 4 aspects of Board Structures? (4 marks)
9. What are the 6 aspects of Board Dynamics? (6 marks)
10. Define Board Dynamics (3 marks)

40 marks

1

Read Chapter 1 of the CGI study text — tonight's material in full, including the case studies we did not have time for.

2

Test Attempt the Week One test (40 marks). Tomorrow, not tonight — the point is to test recall, not short-term memory.

3

Practise Read June 2022 Q3 in full and sketch an answer plan using the four guiding questions. Five minutes, not an essay.

Next week: Governance structures, and director demographics and attributes — Chapters 2 and 3, the technical half of the 11 Cs map.



Balancing Study, Work and Life

A webinar to help you lay the foundations for success from the outset of your studies.

Date: 8 September

Time: 12pm BST

Presenter: Heather Connery — accredited coach and therapist

Scan the QR code to register

