LEARNING & DEVELOPMENT
CATALOGUE

Proximity for a greater value

MIoD

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Dear Valued Stakeholder,

If you can't come to us, we are happy to come to you !

We will make time to understand your company's learning needs so that we can develop a tailored training solution that satisfies your business objectives. Working with you, we will help to develop your people, improve processes and enhance your procedures. Whichever option you choose, you can be sure that you will be trained by our skilled facilitators who have practical experience and who understand your marketplace.

We will work with you to identify your specific training requirements – get exactly what you need with a course outline and objectives provided for your approval. Our modus operandi is to deliver on your training needs promptly and in a safe, confidential and professional environment, while ensuring consistency for all participants. The approach we take offers the perfect blend of conveying expertise and direct practical application.

We would love to hear from you and remain available for any information you may have on topics and subject matter, so get in touch with us by phone **(+230) 468-1010** or by email on **trainings@miod.mu**

We look forward assisting you in your professional governance development !

<div align="center">

Sheila Ujoodha
Chief Executive Officer

Nafeeza Mulung
Learning & Advocacy Manager

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Study with qualified, leading and international facilitators

Share experiences through interactive discussion with peers and deepen your knowledge

Boost your knowledge by using case studies, real life examples and scenarios

Enhance your professional governance development

Achieve an immediate return from your training experience by developing new skills

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AUDIT & INTERNAL CONTROL

Reporting & assurance requirements

Overview
Board members are not involved in the day-to-day operations of their organisation. Their dilemma is getting the right balance of reporting from the organisation and understanding how to exercise their assurance seeking responsibilities through audit & investigations. This module will examine how board members play a critical role in the "Lines of Defence" and what Risk Assurance options they could pursue.

Executive management should have a framework in place so that they are aware in real-time when "deviations from the expected" arise.Our module will focus on what GOOD looks like for effective monitoring and reporting.

Objectives
By the end of the workshop, participants will be able to:

- Understand the Board's assurance responsibilities
- Develop an understanding of the standards of reporting required of management to the Board and of the Board to the Shareholders
- Identify and make use of assurance seeking techniques such as audit and whistle blowin

Profile of participants
Executive Directors, Non-Executive & Independent Directors, Company Secretaries and other Senior Executives

COMPLIANCE

Practical Insights On Data Protection

MIoD
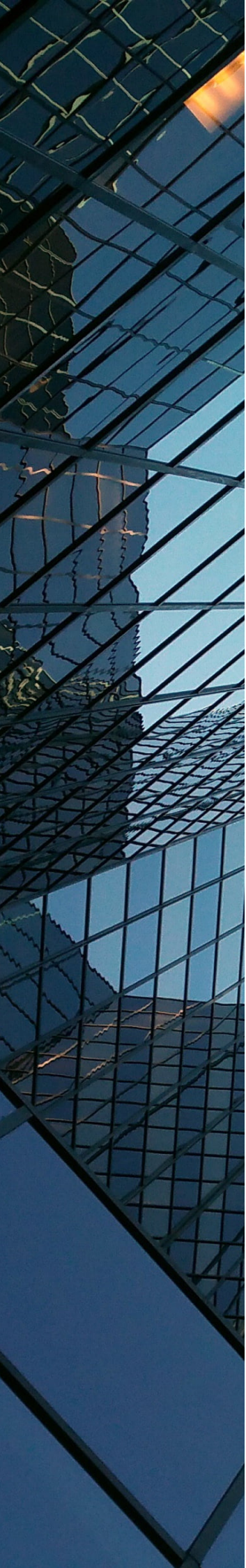
Overview

Data is used by all businesses and thus the need for professionals with privacy and data protection knowledge has never been greater in todays' changing regulatory landscape. It is important therefore to ensure that you have the knowledge and skills to protect personal information as noncompliance to data protection legislations is not an option. The importance of data protection increases as the amount of data created and stored continues to grow at unprecedented rates. It is in our collective interest to protect this data and keep it confidential in line with existing regulations and common sense. The data protection regulation enhances the rights of individuals and covers the portability of data sets from one firm to another. In addition, it encourages businesses to set up processes and products in a way that does not involve more personal data than needed. Penalties for non-compliance can be severe including fines and reputational damage.

Objectives

At the end of the workshop, participants will be able to understand the practical implications of data protection in an organisation with a solution-oriented approach. They will get the opportunity to ask questions to the Data Protection Commissioner on key aspects of data protection. At the same time, the workshop will include case scenarios, and this will enable participants to:

·Gain a knowledge of the basic concepts and components of Data protection
·Understand the data protection principles and challenges associated
·Easily able to discuss why there is a need for the Data Protection
·Outline what is meant by personal data
·Understand the concepts, approaches, methods and techniques for the effective protection of data.
·Gain a knowledge of the duties of the controller, collection of personal data, conditions of consent, lawful processing amongst other.
·Explain the responsibilities of individuals and the organisation

Drafting Legal Documents

Overview
- Typical rules of contractual interpretation
- Drafting errors
- Avoiding ambiguity
- Using precedents
- Freeform drafting - constructing a contract from blank sheet beginnings
- The longest sentence in the world

Objectives

By the end of the workshop, participants will be able to provide delegates with an overview of the best practice in writing and drafting legal documents, and to test their understanding with a series of drafting exercises.

Profile of participants

This session is ideal for legal advisers, lawyers, professionals involved in the drafting of legal documents, students & trainees following legal studies.

Practical Guide to taking Minutes

Overview
To teach delegates best practice for taking shorthand meeting notes; and how to present notes in a clear and succinct format.

This course will cover:

- How to précis ideas
- Making your notes as concise as possible
- Essential preparation steps
- Creating your own shorthand
- Using mind maps
- Practical exercise o Starter exercise 1 – redrafting a verbose sentence into something clear and succinct o Exercise 2 – producing a precis of the ideas contained in four lengthy paragraphs o Exercise 3 – eliminating surplus words and recording ideas as economically as possible o Exercise 4 – delegates watch a video of a meeting, take notes and type up a brief set of minutes into an email to the course tutor
- Questions
- Action planning

CSP or Management Company Officer - Your roles and responsibilities as an outsourced Board Director or Executive in a GBC

Overview

This practical workshop is for the management company or corporate service provider or business employee providing or acting as outsourced director or employee to customers and GBC companies. This session looks at two specific aspects of the directorship or employee service – the roles and responsibilities of the outsourced director for a corporate Governance point as well as the risk and liabilities which need to be managed.

Unlock your value to your customer by providing your own unique service and benchmarking.

This course will cover:

- By the end of the workshop, participants will be able to:
- ·Understand basics of Director roles and responsibilities
- ·Understand the value which can be provided by a director on a board, committee or individually.
- ·Understand risks and liability concerns which a CSP director can have.

Profile of participants

Executive Directors, Non-Executive & Independent Directors, Company Secretaries and other Senior Executives

Directors Duties with respect to Anti-Money Laundering and Countering the Financing of Terrorism

Overview

A practical workshop is for management companies or corporate service providers providing outsourced director services. The session focusses on Corporate Governance as a critical tool for AML/CFT compliance and deterrence to overall fraud and ML risks. It is designed as a pragmatic course with examples and discussion opportunities.

This course will cover:

- By the end of the workshop, participants will be able to:
- ·Understand basics of corporate governance in the AML/CFT perspective
- ·Understand how independent /Non-Executive directors can influence AML/CFT at Board level
- ·Brainstorm strategies at Board level for enquiry and recovery pursuant to an ML/FT event

Profile of participants

Executive Directors, Non-Executive & Independent Directors, Company Secretaries and other Senior Executives

CORPORATE GOVERNANCE

Director Development Programme
Module 1 - Corporate Governance

Overview

All organisations are directed and controlled by corporate governance which includes practices, processes and rules. Good governance is a must nowadays for the long term success of any organisation and this is achieved through effective management in terms of power, accountability and decision making. The board of directors plays an important role in the governance of their respective organisations.

The aim of this module is to provide an understanding of the key principles and elements of good corporate governance systems. Participants will be able to identify challenges and ways to respond to corporate governance concerns. The key stakeholders will be introduced in this module and their importance will be discussed. Through this module, participants will also study the ethical part of corporate governance. This is a blended learning module comprising of face-to-face sessions and e-learning.

Objectives

- Explain the key principles of good corporate governance systems
- Devise a corporate governance framework and policies and procedures of a corporate governance system
- Discuss and identify how to respond to concerns and challenges, including ethical and global challenges, associated with corporate governance
- Explain the business case for corporate governance
- Apply good practices in corporate governance and respect to disclosure and insider trading
- Explain the rights of small and large shareowners
- Identify and discuss key stakeholders within an organisation and their roles and responsibilities
- Define corporate sustainability and identify the local and global environment and societal challenges relevant to corporate sustainability
- Develop a corporate sustainability strategy for the company with appropriate measurement and reporting tools

Director Development Programme

Module 2 - The Board and its Role

Overview

The board plays an essential part in any businesses in terms of decision making and any other matter arising which can affect the whole organisation. The board is composed of the chairman and other members and they are the ones who tackle strategic issues of the organisation in order to achieve success.

The aim of this module is to provide an understanding of the role and authority of a board and the relationship between board performance and its structure and membership. The roles of each members and the workings of the board will enable participants to acquire knowledge on how to manage challenges of the boardroom and how to bring effective results.

Objectives

·Explain the board's governance roles and responsibilities in shaping the strategy of the company and protect the interest of shareholders
·Explain the board's governance roles and responsibilities in shaping the strategy of the company and protect the interest of shareholders
·Discuss the roles separation and responsibilities if the chairman and the other members including their legal duties and leadership attributes
·Identify the characteristics and benefits of a balanced board
·Describe good practices in managing board directors' roles, responsibilities, committees and remuneration

Director Development Programme

Module 3 - Corporate and Financial Reporting

Overview

The Corporate and Financial Reporting provides an insight into finacial statement analysis and explore the financial stewardship and accountability obligations of the board to shareholders and stakeholders.

Objectives

·Discuss the international and local accounting statements
·Define the reporting environment and identify the key users and their information needs
·Analyse the key elements of narrative reporting, financial statements and explain the methods for communicating with investors and other stakeholders
·Identify capital investment appraisal techniques
·Assess the critical issues associated in determining a company's capital gearing, dividend policy and valuation
·Identify the key characteristics of the control environment, board responsibilities and internal controls
·Define how the organisation's resources should be used to generate value for the organisation and its stakeholders
·Discuss whistleblowing, current oversight concerns and regulatory environments
·Define regulator's role in enforcing reporting obligations
·Identify the audit committee's organisation, roles and duties
·Discuss the contribution that external audit makes to sound corporate governance

Director Development Programme

Module 4 - Risk Management & Ethics

Overview

This module aims to explore the role of the board in formulating, implementing strategy and managing business risk. The key performance indicators to evaluate CEO's and other executive director's performance are identified in this module. The participants will have an exposure to the application of risk-assessment, strategic management, and decision-making frameworks in the changing business environment within an ethical perspective.

Objectives

At the end of the workshop, participants will:

·Acquire a strong theoretical and practical base skills on strategy, risk and ethical business techniques
·Describe the nature of risk and the board's role in risk management
·Analyze the board's role in the governance of a company's strategy
·Identify the benefits of developing a strategy
·Identify appropriate tools to develop, formulate and implement business strategy
·Assess any risk-taking and decision-making frameworks within the business environment
·Identify key performance frameworks and indicators to evaluate organizational performance
·Outline priorities for disaster-recovery and business-continuity planning
·Describe the business case and best practices for corporate responsibility and ethical behaviour
·Relate the board's role in strategy and risk to corporate responsibility and ethics

Director Development Programme

Module 5 - Leading Strategic Change

Overview

Organisations face numerous challenges in an ever-dynamic business environment. Change management in this context is important to reduce adverse effects on the business. Directors are in a unique position as leaders to drive the business change required by harnessing support from the different stakeholders.

This module of the Diploma explores the roles played by change agents in leading strategic change initiatives. Participants will be able to communicate for need for change in an effective manner by setting up a plan in consultation with all concerned parties. The establishment of specific support systems and the strategies to bring about effective change will be explored.

Objectives

By the end of the course participants will be able to:

- Provide leadership for mobilizing support and leading strategic change.
- Initiate the process for mobilizing support and leading strategic change.
- Communicate the benefits of improvements in corporate governance practices.
- Develop plans for implementing corporate governance change within their companies.
- Focus upon collective rather than individual action.
- Build support networks and use mechanisms to assist in implementing changes.

Director Development Programme

Module 6 - Intricacies and Challenges of the Board

Overview

As seen throughout the previous modules, the Board is critical in driving the performance of the business. The composition of the Board and the interplay between its individual members are crucial factors in determining any course of action.

This module focuses on the intricacies and challenges arising from this constant interplay and their impact on Board performance. In particular, the concept of dysfunctionality with respect to board performance is explored, and characteristics typical of dysfunctionality are identified. The module also discusses measures to correct and/or prevent dysfunctional behaviours while not stifling legitimate concerns and disagreements, and recommends ways of enhancing the Board's effectiveness.

Learning Outcomes

By the end of the module participants should be able to:

- Identify the characteristics of a dysfunctional board
- Identify measures to correct and/or prevent dysfunctional behaviours, while not stifling legitimate concerns and disagreements
- Articulate key elements of a board evaluation
- Identify ways of enhancing the Board's effectiveness

Scaling Your Private of Family Business Utilising a High-Performance

Overview

A practical workshop for those involved in privately-held companies and family businesses either looking to understand the value of an implement a board, or ensure you are getting real value from your existing board. Lead by a global expert and recognised board chairman, you will learn how a board can drive business growth and the key tools you must be aware of to make this possible.

Objectives

By the end of the workshop, participants will be able to:

·Discover how an effective board practically enables privately held companies and family businesses to truly scale
·Understand the importance and process in the selection of nonexecutive directors
·Understand the requirements and responsibilities of boards and directors
·Learn key tips for focusing the board agenda, getting value from discussion topics and leveraging the annual board plan
·Evaluate the board's effectiveness and the impact of the process around the board meetings themselves
Be able to utilise a practical approach to implementing your board process and fulfilling your role as a director using the Sirdar Enterprise Governance Compass

Improving both board performance and director engagement

MIoD

Overview

A practical workshop for any board or director looking to improve both board and director performance. Understanding the critical elements that provide a foundation for boardroom success. Then discover the measurement tools critical to ensuring board performance for both existing and new boards. Couple this with an understanding of the eight unique director types and how they impact board engagement, and your board will be set up for success in 2021.

Objectives

By the end of the workshop, participants will be able to:

·Discover key aspects of improving any boards performance
·Learn practical elements you can apply into your own board
·Be able to connect your board's activity to a relevant framework for your annual board evaluation
·Understand the different types of directors, what they bring to the table and how their style affects your board's performance

Corporate Governance Disclosure and Transparency: Quo Vadis

Overview

This workshop addresses this question in three parts. First, a review of international academic, practitioner and regulatory evidence on the consequences and implications of corporate governance disclosure practices for markets and stakeholders is presented i.e. does good corporate governance disclosure matter, and if so, to whom? Second, the workshop draws on these insights to identify key characteristics or features of effective and transparent corporate governance disclosure. Third, the workshop will provide the opportunity for interactions between participants in terms of sharing experiences, views and opinion on pragmatic and local approaches to corporate governance disclosure. The overall intention of the workshop is to encourage reflections on what types of corporate governance disclosure practice could be implemented in the local context, and the role that company directors, especially independent/non-executive directors can practically play in this process.

Objectives

By the end of the workshop, participants will be able to:

- Appreciate the international academic, practitioner and regulatory evidence on the effectiveness of corporate governance disclosure, notably in terms of its impact on market and stakeholder perceptions.
- Consider the particular dimensions and features of an effective and transparent corporate governance disclosure. In particular, this section will explore what role that company directors, especially independent/non-executive directors can play in practice in this process.
- Evaluate, from the attendees' experiences and observations, how local firms and boards have engaged with corporate governance disclosure and transparency expectations, taking into account pragmatic approaches relevant to the local context.

Improving both board performance and director engagement

Overview

A practical workshop for any board or director looking to improve both board and director performance. Understanding the critical elements that provide a foundation for boardroom success. Then discover the measurement tools critical to ensuring board performance for both existing and new boards. Couple this with an understanding of the eight unique director types and how they impact board engagement, and your board will be set up for success in 2021.

Objectives

By the end of the workshop, participants will be able to:

·Discover key aspects of improving any boards performance
·Learn practical elements you can apply into your own board
·Be able to connect your board's activity to a relevant framework for
 your annual board evaluation
·Understand the different types of directors, what they bring to the
 table and how their style affects your board's performance

Corporate Governance

Overview

1. Introduction and elements of Corporate Governance (30 mins)
2. The Mauritian Code of Corporate Governance
3. Board Responsibilities and Duties
4. Board Committees
5. Board dynamics and culture
6. Board Evaluation
7. Independent directors – what is so special?

Objectives

By the end of the workshop, participants will be able to:

1. Gained a better understanding of corporate governance and its application
2. Get an overview of general frameworks and the Mauritian Code of Corporate Governance
3. Discuss about their roles in Committees and on the Board
4. Assess board dynamics and culture to readjust as they consider proper
Understand the purpose of Board evaluation

Effective Board Meeting and Effective Board Communication

While the work of boards is incredibly important and complex, enhancing the quality of formal board meetings can make a considerable difference to a board's success. Just because meetings are a necessary and legal part of board governance does not mean that they cannot also be an enjoyable and productive part of the governance cycle. However, Board engagement remains a critical success factor. In this section, the facilitator will bring some practical guidelines for directors to limit disruption to board meetings and continue with essential governance to help set the stage for meetings that are strategic, outcome-oriented, and productive for all will be looked at. These will include the following:

§ Meeting structures to assist with deliberation and decision-making.
§ Designing flows of information for effectiveness and efficiency
§ Exploring the skills of 'thinking together' and how these can be facilitated.
§ Administrating meeting to ensure the best outcomes.

Moreover, Strong board communication skills are an asset for board directors and helps to build trust, improve branding, enhance decision-making, and protect the organisation's reputation. When communication is lacking in the boardroom, it can lead to serious problems or even a major crisis. All board directors should have the opportunity to have complete information with the benefit of full transparency. They should have the chance to have their questions answered fully and have ample opportunity to voice their concerns and opinions. Improving board communication combines communications skills with using the right communication channels at the right time to accurately reflect the information that should be relayed.

Is your board member communication strong? Or do directors just show up for a meeting, read the last meeting's minutes, and disappear entirely?

By the end of this session, participants will have:
·covered how the best board meetings can leave them focused and energized,
·discussed the importance of setting clear goals of the meeting, motivating the team and driving a smooth process with well-defined outcomes.
·learned how to maintain good camaraderie and dynamics in the boardroom,
·learned to remain focused on the importance of good decision-making through effective communication.

Unlocking Board Performance

Unlocking Boardroom Performance improves company performance and profitability – and creates sustainable value for all stakeholders.

This workshop we will explore the elements of this statement – illustrating the links between boardroom performance and company performance along with identifying specific steps to improve or enhance performance in the boardroom with a view to influencing company performance.

Boardroom Performance consists of effective directors, working together in an effective team utilising an applied boardroom methodology to positively impact company performance.

Course Objectives
By the end of the workshop, participants will be able to:

- Identify the key differences between thinking as a 'governor' and why this is critical in any company.
- Explore the most importance next steps to take both to better link the performance in the boardroom with company performance.
- Clarify the key components of company performance.
- Assess their application and use of an effective applied boardroom methodology.
- Examine the composition and effectiveness of the team.
- Understand their own contribution to the performance of the team, boardroom performance and ultimately company performance.

Holding Directors liable for Conflict of Interest

A practical workshop for people acting as directors with cross shareholding and cross directorships as well as those having separate businesses or customers in the same line of business. This session looks at the specific issue of conflict of interest of directors and the extent to which one can go to bring them down with such liability.

Course Objectives
By the end of the workshop, participants will be able to:

- Understand basics of Director duties and liabilities
- Understand different aspects of conflict of interest for a director and cross director
- Understand risks of putting yourself in a position of conflict in relation to opportunities or making profits.

Becoming a Better Director and creating a better Board

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Overview

A practical workshop for the private or public companies operating with public funds or political appointees or under the aegis of a Ministry. This session looks at two specific aspects of the directorship - the roles and responsibilities a director and the efficiency of a Board of directors to deliver on its obligations.

Unlock your value by knowing how to manoeuvre as a Director on a Board and how to create and operate within efficient Boards.

Course Objectives

By the end of the workshop, participants will be able to:

- Understand basics of Director roles and responsibilities
- Understand the value which can be provided by a director on a board, committee or individually.
- Understand differences in Board Culture and Dynamics
- Evaluate yourself and your board – get a starting point to your future

Profile of participants

Executive Directors, Non-Executive & Independent Directors, Company Secretaries and other Senior Executives of parastatal, statutory and public companies operating under Government ownership or shareholding.

Succession Planning: The role of the Board and Top Management in nurturing talents

MIoD

Overview

- Introduction to Talent Management
- The Business Case for Nurturing Talent
- The Legal & Regulatory considerations
- Our role as Leaders in Nurturing Talent
- Culture change & the impact
- Integrating Diversity & Inclusion (D&I)
- Creating a Leadership framework
- Considering what your future business needs are.
- What is a leadership framework & competency model.
- Recruiting & Developing Talent
- Integrating a leadership framework & competency model
- Using it to support recruitment & development

Profile of participants:

Executive Directors, Non-Executive & Independent Directors, other Senior Executives

Boards: Drive Effective Decision Making

Overview

- Importance of effective decision making
- Understanding the challenges to decision making
- Determining what are the difficult decisions
- Mapping a decision journey
- Role of leadership
- Role of independent thinking
- Risks of influence, bias and agendas
- Trip wires to identify decision challenges
- How to deal with people related decisions
- How to get the correct succession planning journey in place
- How to consider effective due diligence
- How to challenge decisions post the event
- How to learn from decision making

Profile of participants

Executive Directors, Non-Executive & Independent Directors, Company Secretaries, and other Senior Executives who will ultimately be responsible for the effect of cyber risk experience on their headline business performance.

Drivers of boardroom performance diversity and performance

Overview

This workshop draws from the findings of the latest African board fees, diversity and performance for private and family business. Designed to deep dive into how business performance is positively impacted by gender and ethnic diversity. As well as consider the impact of board composition and engagement on boardroom performance.

Seeing is believing, and the 2020 survey (on which this talk is based) has key insights that connect these factors with EBITDA growth of the companies that participated.
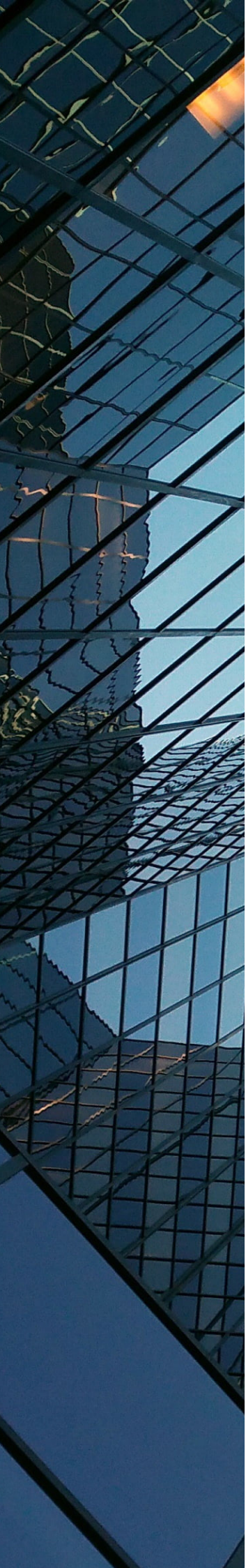
Objectives

By the end of the workshop, participants will be able to:

- See the direct connection between boardroom diversity and business performance
- Have reinforced how critical gender diversity in the boardroom really is
- Understand the key trends in board composition and rhythm from 2020
- Have practical steps to take to enhance the performance of your own boardroom

Profile of participants

Executive Directors, Non-Executive & Independent Directors, Company Secretaries and other Senior Executives.

FINANCE

Finance for Non-Finance Directors and Senior Executives (Level 1)

Overview

In today's business world, when every Director and every Senior Executives are held accountable for the bottom line, one has to be finance savvy!

Finance for Non-Finance Directors and Senior Executives is therefore, an essential subject for those who do not have a financial background—especially during challenging economic times when financial acumen is expected at every organisational level. Every Director and Senior Executive has to know how to justify a request, quantify contributions to the company and spot profit drains immediately. Because whether you are a wizard of finance or a non-financial director/senior executive, profits are a key performance measurement!

Offering an accessible overview of finance in business, this workshop untangles the web of mystery that surrounds financial and management accounting in the eyes of non-financial executive directors.

Objectives

At the end of this training session, you will be able to:

- Understand basic accounting principles
- Go through contents of main Financial Statements
- Determine how a transaction affects the Financial Statement
- Understand and manage the impact of your decision on business results
- Interact more productively with your finance-based colleagues
- Exert greater influence on decision making in your organisation

Profile of participants

Directors, C-Suite & Senior Management levels, Heads of Departments

Finance for Non-Finance Directors and Senior Executives (Level 2)

Overview

Finance for Non-Finance Directors and Senior Executives Level 2 is a workshop which aims to equip participants with a good basic but relevant financial knowledge with further tools and skills so that they may contribute meaningfully to discussions and decisions when finance items are on the Board Agenda.

Objectives

The workshop will enable participants to look at the following:

- Demystifying accounting terminology
- What to look for in financial statements?
- Drivers of business
- Assessing financial performance using ratios
- Appraisal of Capital Intensive projects

Profile of participants

Directors, C-Suite & Senior Management levels, Heads of Departments

The Hierarchy of Financial needs & the associated planning

Overview

The session will cover:
- Maslows's theory of Hierarchy of Needs,
- Hierarchy of financial needs
- Impacts of Covid-19,
- Lessons learned
- Financial Planning based Needs, goals, objectives
- Income & Wealth Protection
- Retirement Planning

Objectives

By the end of the workshop, participants will be able to be aware of:

- The need to structure Personal Financial plan, Investments & saving
- Alternative solutions for Financial Planning & Protection of wealth,
- The need to have retirement plans

LEADERSHIP

Overview

The Woman Leadership Academy (WLA) is a 3-Day Programme that will help Women Leaders define their personal brand and step out of their comfort zone with confidence and assertiveness to claim their position as a Leader. This journey will help them create an executive presence, while developing a pool of strong women leaders to address the gender gap issue at the C-Suite level.

Defining Your Leadership Brand

Module 1: Developing Personal Leadership
- Distinguish between leadership and management
- Identify the drivers for success
- Describe leadership experience and values
- Conduct an "Interview" to open the lines of communication and build trust

Module 2: Vision, Mission, and Values
- Create organizational vision statements that are motivating and compelling
- Define mission statements that demonstrate a clear path to the vision
- Clarify organizational values to build alignment
- Communicate vision, mission, and values to stakeholders

Module 3: Build Trust, Credibility, and Respect
- Discern the differences between trust, credibility, and respect and how they interconnect
- Cultivate a trust-based work environment using proven principles
- Restore broken trust and maintain trusting relationships moving forward
- Appreciate how trust is cornerstone to employee engagement and retention

Module 4: Create Executive Presence
- Gain greater insight into five key factors by which image is created and maintained
- Assess image strengths and weaknesses

Visionary Leadership – "BE" the Answer

Module 5: Analyze Problems and Make Decisions
- Use defined processes to solve challenging problems
- Apply decision-making techniques to reach more sound decisions
- Apply principles for controlling stress and worry when making decisions and solving problems

Module 6: Communicate with Different Personality Styles
- Identify your own personality style and how you react under pressure
- Modify your behaviors to be able to connect with people of different styles
- Influence attitudes and behaviors of others

Module 7: Innovation
- Develop a vision of what "Should-be" on goals and objectives
- Analyze opportunities for improvement by examining critical factors
- Utilize an Affinity Diagram and Interrelationship Digraph to identify problems
- Exercise "Green Light" processes to brainstorm creative ideas

Module 8: Communicate to Lead
- Create opportunities for feedback to close the communication loop
- Demonstrate effective questioning and listening skills that strengthen relationships
- Consider various forms of communication and their impact

Present Your Leadership

Module 9: Planning Presentations
▪ Apply techniques for preparing presentations confidently
▪ Identify the foundational elements of all presentations
▪ Analyze the audience and customize delivery for maximum impact
▪ Choose evidence to support your points

Module 10: Present to Inform
▪ Plan for effective informational presentations
▪ Use a structure for making our ideas clear
▪ Reinforce our information using visual impact
▪ Solicit feedback to ensure the clarity of our message

Module 11: Present to Persuade
▪ Follow a proven structure for persuasion
▪ Apply the power of evidence
▪ Demonstrate the Three E's for convincing listeners
▪ Plan for a persuasive presentation

Module 12: Stand Up, Speak Up, Tell Your Story!
▪ Identify how storytelling captures the attention of your audience
▪ Enhance communication with memorable anecdotes and parables
▪ Use stories that creatively deliver key messages and takeaways
▪ Demonstrate storytelling skills that make an impact and prompt action

By the end of the workshop, participants will be able to:
Balance the skills between leadership and management and restore broken trust and building a trust-driven work environment | Create their Executive Presence |Understand the four dominant personality styles which will enable a greater understanding of others and build collaboration | Enhance their communications skills and handle difficult conversations and situations in a confident and diplomatic way | Engage with difficult team members |Analyze problems and make decisions easier |Spawn new ideas and elevate their presentation skills

Fostering Agility with a Learning Mindset

Overview

This workshop draws from the findings of the latest African board fees, diversity and performance for private and family business. Designed to deep dive into how business performance is positively impacted by gender and ethnic diversity. As well as consider the impact of board composition and engagement on boardroom performance.

Seeing is believing, and the 2020 survey (on which this talk is based) has key insights that connect these factors with EBITDA growth of the companies that participated.

Objectives

By the end of the workshop, participants will be able to:
- See the direct connection between boardroom diversity and business performance
- Have reinforced how critical gender diversity in the boardroom really is
- Understand the key trends in board composition and rhythm from 2020
- Have practical steps to take to enhance the performance of your own boardroom

Profile of participants

Executive Directors, Non-Executive & Independent Directors, Company Secretaries and other Senior Executives.

Humble Leaders: What defines them - How they unlock a high-performance culture

MIoD

Overview

Module: Unlock a High-Performance Culture

- Discover what is humility in Leadership
- Understand why humility matters for organizational success
- Exercise Humble Leadership

Objectives

By the end of the workshop, participants will be able to:

- Drive others to higher levels of performance
- Contribute to lower turnover, lower absenteeism, higher quality and stronger teamwork
- Make others feel important

Profile of participants

Executive Directors, Non-Executive & Independent Directors, Company Secretaries and other Senior Executives

Disruptive Leadership

Overview

Disruptive leadership pertains to the on-going quest for better solutions and ways to establish new processes and how to make an impact on the business as a whole, without worrying about shaking up things or altering the paths to obtain the necessary results.

Disruptive leaders like Jeff Bezos (Amazon) and Elon Musk (Tesla/Space X) have transformed companies, industries and entire societies while generating incredible wealth for themselves, their investors, their employees, as well as millions of other people.

This session will cover what is disruptive leadership, the additional benefits it can bring to a business and a comparative analysis with other more common leadership styles.
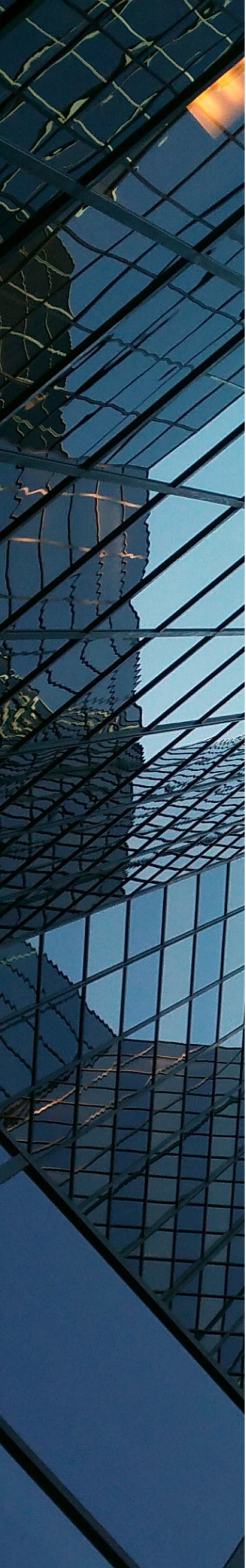
Objectives

By the end of the workshop, participants will have covered the following:

- What is disruptive leadership
- How disruptive leaders are able to disrupt their own frames of reference and unproductive mindsets
- How disruptive leaders look for information, insights, and inspiration in unexpected places
- How their businesses deliver value for their customers and how the value created outweighs the significant short-term negative consequences
- Disruptive Leadership v/s other leadership styles

Profile of participants

Executive Directors, Non-Executive & Independent Directors and other Senior Executives

RISK

Risk Identification – the emerging risks that matter

Overview

Boards are concerned to know about the Key risks associated with the achievement of the organisation's objectives. In this module we will take the perspective of emerging risks that matter to the formulation of the organisations strategy. We will focus on tools and techniques that assist a Board in the constructive challenge of an organisations future risk identification. This will include a grounding in techniques such as horizon scanning, scenario analysis, stress testing and pre mortems. Our module will focus on: (1) Identification of future risks and the implications for strategy, (2) Lessons learnt from significant past events, (3) Tools and techniques for Horizon scanning.

Objectives

By the end of the workshop, participants will be able to:

- Understand the best practice methods for risk identification
- Challenge the organisation on the robustness of its risk identification, particularly for future risks
- Develop an appreciation of the benefits and challenges when incorporating lessons learned in an organisation
- Develop an understanding of the strengths and weaknesses of forward-looking risk identification methods

Profile of participants

Executive Directors, Non-Executive & Independent Directors, Company Secretaries and other Senior Executives.

Governance of Risk

Overview

A holistic approach to corporate governance and risk management. The course will present how to establish a risk management framework, integrated into the management systems of the organization and aligned with its good governance standards.

Objectives

By the end of the workshop, participants will be able to:

- Gain an understanding of the importance and interaction of good governance and risk management
- Acquire key concepts in order to mitigate risks
- Conduct a review of your company's existing risk management framework
- Implement a risk management framework and processes aligned with the strategic objectives
- Draw a concrete risk management framework that will help identify and manage enterprise-wide risks
- Highlights the best practices of corporate governance
- Learn ways of strengthening governance through developing an effective risk management culture

Culture through a Risk Lens

Overview

The Culture of our organisation defines us and how we operate. The Board is ultimately responsible for setting the appropriate Tone from the Top. We will explore, through a risk lens, how different cultures influence behaviour and using a culture model examine what the Board and Senior Executives should now be doing to understand its organisational culture.

Objectives

By the end of the workshop, participants will:

- Understand what is meant by culture and how it influences risk decisions
- Be familiar with the risks an organisation can face due to poor culture
- Know what culture responsibilities Board Directors have, individually and collectively
- Gain a deep understanding of the key elements needed in an organisation to make a culture effective
- Know how the Board can obtain assurance around the culture that operates within the organisation

Risk Management

Module 1: The Practical Insights to Risk Management
The workshop will cover:

- The different reasons why risk incur
- How to identify, map and quantify a risk
- How risk appetite is determined and how risk attitude is calculated
- How to control risk – Enterprise Risk Management (ERM), Risk and Corporate
- How Governance and Embedding Risk Management is an important tool

Module 2: Risk Management Strategy and Framework
The workshop will cover:

- Risk Management Process – Identification, Assessment, Planning and Monitoring
- Risk Mitigation - TARA (or SARA) – Transference (or Sharing), Avoidance, Reduction/Mitigation and Acceptance
- Risk Management Strategies – Risk Policy formulation, Monitoring Risk and Dealing with Risk
- Risk assurance - Risk register, Risk reports and responses and Ethical dilemmas associated with risk management

Module 3 - Developing your Risk Management Action Plan
The workshop will cover:

Group work and discussions using Case studies dealing with

- ·Enterprise risk
- Strategic risk
- Internal controls
- Ethical dilemmas in risk management

Risk Resilience and Sustainability now and into the future

Overview

The Board has a responsibility for its organisation's sustainability both now and into the future. In this module we will examine how sustainability and resilience intersect and how they influence the funding strategies of investors and the journey from CSR to ESG and beyond. We will also explore how to test an organisation's resilience both short-term and long-term. We will assess how the organisation is funded and what requirements investors are now seeking to have in place under Climate Change financing disclosures (TCFD).

Course Objectives

By the end of the workshop, participants will be able to:

- Identify the key components of organisational resilience and understand the relationship between resilience & agility
- Constructively challenge and seek assurance from Management on Organisational Resilience
- Develop an understanding of the implications of Sustainability for Organisations

How much Risk should we take? A perspective on Risk Appetite

Overview

The Board is responsible for setting appropriate levels of risk taking (Appetite) in their organisation. This is usually revisited as part of the annual business plan. However, exceptionally Risk Appetite should also be reviewed when a major event occurs. This module will help Board Member attendees to reflect on and discuss the areas they should focus on and questions they should pose for the Executive to address.

Over the last 12 months the risk profile of our organisations will inevitably have changed. COVID will have brought new or changed risks into focus. In our module we will examine how recent changes in risks have impacted on the risk Appetite and Tolerance levels that operate. We will tease through how these risk Appetite and Tolerance levels should be formally reassessed.

Course Objectives

By the end of the workshop, participants will be able to:
- Understand what Risk Appetite and Tolerance are and the difference between them
- Develop an understanding of how Risk Appetite and Tolerance operate in an organisation
- Discern and direct how much risk is taken in an organisation
- Develop an appreciation of the benefits of positive risk taking

SUSTAINABLE STRATEGY:
MOTIVATION, DEFINITION AND IMPLEMENTATION

ESG and the Future of Sustainability for Business

Overview

Stakeholders of all kinds are demanding greater accountability and transparency from businesses across the world, including in the GCC. As customers, investors, and others grow increasingly concerned about the impact of business activities on the environment and on social outcomes, organisations must realise that they owe it to themselves, and the wider community, to improve upon their sustainability practices in order to address risks, grab opportunities, and cement their organisation as a true business leader. E, S, and G are inextricably linked to one another and must not be thought of in silos. ESG is no longer a "nice to have", but an essential component of corporate responsibility. There are demonstrable positive financial outcomes for organisations who take ESG seriously. Thus, companies need to think more carefully about their ESG and sustainability mandates, about what they can do in the present to build goodwill and reduce negative socio-environmental impacts, and what this could mean for their long-term business cases. But because there are so many ways in which ESG activities can be adopted, where should organisations look to start on the right foot?

Objectives

By the end of the workshop, participants will be aware of:
- The most critical ESG trends
- Stakeholder expectations on ESG and value at stake
- Climate risks and the role of corporates in mitigating these
- Novel value pools in a sustainable world (like plastics sustainability, decarbonization, hydrogen use)
- ESG reporting best practices and tracking

# Update on ESG and climate change reporting

Overview

This course addresses the participants with an update on main areas of interest regarding governance and Board matters. This give awareness for Environmental, Social, and Governance and Climate Change Reporting

Objectives

By the end of the workshop, participants will:

- Have better understanding of the frameworks and guidelines for ESG.
- Able to determine the suitable strategy in enhancing ESG components
- Able to discuss the ESG Standards.
- Consider good practices, trends, case studies and the impact of events including of COVID-19 that will shift perceptions and expectations
- Discover ways that international, regional and local initiatives could influence activities
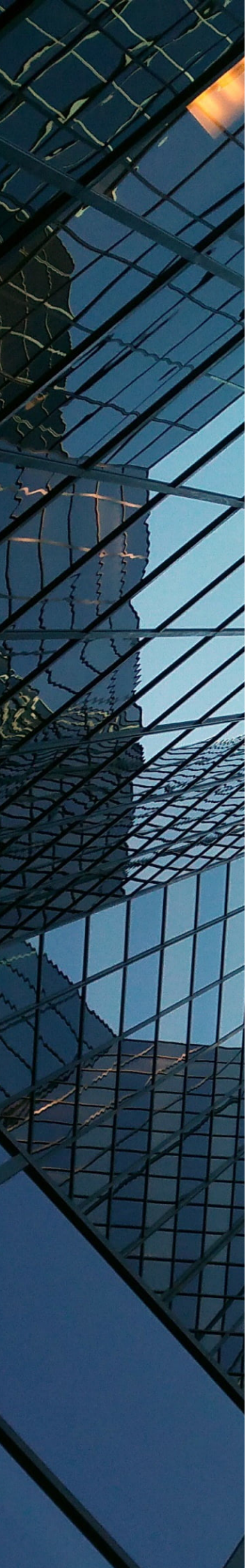
TECHNOLOGY

Myths and Legends about Digital Transformation: What Success Looks Like

MIoD

Overview

Digitization, Fourth Industrial Revolution, Millennials, Online … are all parts of the same reality. Information Technology, Cloud and AI are changing the face of businesses, forcing companies to reinvent themselves to survive. Dinosaurs disappeared from the face of the Earth, while sharks survived. Do you want to be a dinosaur or a shark? How are you digitally transforming your business without putting it at risk?

This half-a-day workshop will allow business owners, board members and directors:
·to understand the myths, legends and reality of digital transformation;
·to have a holistic view of their business to define where to apply digital;
·to take one or two steps back to see the big picture of their digital transformation;
·to put their company on the right digital track.

Going over current and future technologies and business strategies, the facilitator will use a case-study approach to learn from past successes and failures.

Objectives

At the end of the workshop, participants will be able to:

- Have a deep understanding of where to apply digital transformation
- Come with ideas, strategies, and tactics to apply digital transformation
- Be able to predict their future

Profile of participants

Directors, C-Suite & Senior Management levels, Heads of Departments

Board-level Strategies for Managing Cyber Risk Effectively

Overview

Cyber risk is now a leading board-level concern. Incidents are occurring with increasing regularity and losses can often be too great to absorb on the balance sheet easily. Many business leaders are increasingly uncertain as to whether their organisations are safe and unsure as to whether they are supporting the right risk management decisions in a world where cyber-attack leading to data breaches, fraud and extortion are crimes that are on a steep increase and reputational harm can easily flow from a cyber incident.

Board members are increasingly asking whether their organisations are resilient to cybersecurity incidents? Are they sufficiently strategizing to support management and specialists in IT, legal, compliance and other roles in their tactical and operational efforts to manage cyber risk? Is cyber insurance worth considering? "Tactics without strategy is the noise before defeat". Sun Tzu.

Objectives

- Up-to-date and 'Board-level relevant' picture of current cyber risks.
- The problems of understanding cyber risk in the boardroom
- How seven key business strategies can be used to support the management of cyber risk including:
- The origin of optimal cyber risk management strategy.
- The championship approach.

This workshop enables board-serving executives to cut through the jargon, understand the imperatives and formulate a strategy for effective cyber risk management which they can oversee with confidence that risks are being managed well.

Profile of participants

Executive Directors, Non-Executive & Independent Directors, Company Secretaries, and other Senior Executives who will ultimately be responsible for the effect of cyber risk experience on their headline business performance.

Data Strategy Building a Data-Driven Business

Overview

Moore's law tells us that computer power doubles every eighteen months and have been doing so since World War II. Data is even growing faster! For the last thirty years, the volume of generated data has been doubling every twelve months and will reach 175 zettabytes by 2025. In case you ask, a zettabyte equals 1021 bytes, that is a one billion trillion, the estimated number of stars in our universe!

All our software, internet interactions, and connected devices are at the source of this data creation. However, are we capturing, cleansing, and leveraging these data? Most companies do not! Those who do enjoy faster growth, increased resilience and improved bottom line. In this workshop, we will look at your company data strategy and how to move from little to no data to a fully data-driven organization.

Objectives

At the end of the workshop, participants will be able to:

- Define a high-level data strategy;
- Identify the various data sources;
- Structure their data team;
- Put in place the right data governance.

After a presentation of the state-of-the-art of the technology, a case-study approach will be used to apply data to real business challenges.

Productivity in a 'new normal' era- The Acceleration of the Future of Work

Overview

The COVID-19 pandemic has had and is still having a massive impact on many industries. Technology has played a key role in many organisations to allow people to work from home and still be productive. However, moving from an office organisation to a remote one is not an easy task to keep productivity and innovation as it used to be.

This half-a-day workshop will allow business owners, directors, HR practitioners and IT managers:

- to understand the elements of a productive remote workplace.
- to put process and procedure in place to continue innovation.
- to implement HR strategies to increase retention and manage work/life balance.
- to understand how AI will continue to influence the workplace.

Objectives

At the end of the workshop, participants will be able to:

- implement strategies to allow employees to strive remotely.
- Understand the landscape of the remote communication and collaboration technologies.
- Understand the impact of the new productivity tools and processes.

The Digital Boardroom- Creating a digital organisation from the Top

Overview

A recent Harvard Business Review article indicated that "63% of executives say that the partnership of the board is critical to the success of [digital] transformation efforts, only 27% report that the board serves as an advocate for current strategies." Another recent article from Forbes tells us that "84% of companies fail at digital transformation". Can we link one with the other?

This is what this workshop will answer and will show a way for the board to show the way, adopt a digital approach and help mitigate the risks involved with any digital transformation project.

Objectives

At the end of the workshop, participants will be able to:

- understand where they are on their journey to a digital boardroom;
- plan their way on becoming a fully integrated digital company;
- increase their robotic quotient and digital savviness.

We will alternate state-of-the art technology discussion with case studies and how a digital approach from the top helps to stir the organization into a digital future.

The Cloud Fundamentals

Overview

The coronavirus and the subsequent lockdown have accelerated cloud adoption for most businesses. Even the most sceptical CEO and/or Directors did not have much choice if they were to allow their operations to continue at a time when most of the employees were confined at home.

Cloud, indeed, helped businesses setup the necessary 'Work from home' infrastructure quickly. However, the urgency did not, necessarily, allow everybody to get a clear understanding of the underlying technologies, the benefits, or the risks.

The objective of this workshop is to give you a detailed introduction to the different aspects of cloud technologies, practical guidance for cloud adoption and address the major concerns.

Objectives

By the end of the workshop, participants will be able to:

- Understand the different cloud terminologies.
- Assess the cloud benefits and risks.
- Address the main security & compliance concerns.
- Major cloud vendors and their offerings
- Best practices for cloud adoption

The Aftermath of a Cyber Incident

Overview

Cyber risk is now a leading board-level concern. Incidents are occurring with increasing regularity and losses can often be too great to absorb on the balance sheet easily. Many business leaders are increasingly uncertain as to whether their organisations are safe and unsure as to whether they are supporting the right risk management decisions in a world where cyber-attack leading to data breaches, fraud and extortion are crimes that are on a steep increase and reputational harm can easily flow from a cyber incident. Board members are increasingly asking whether their organisations are likely to suffer from a cyber incident and if so, then what will be the impact on the business. Are they ready for the inevitable cyber incident, who will be involved in the response and how can the impacts be minimised? Is cyber insurance worth considering? "Tactics without strategy is the noise before defeat". Sun Tzu.

Objectives

The workshop will cover:

- Up-to-date and 'Board-level relevant' picture of current cyber threat landscape.
- Jargonless, business-focused walkthrough of common cyber incident scenarios and resultant business impact.
- Explanation of two possible response activities; poorly executed and well-executed, each with associated impact outcomes.
- A look at the regulatory obligations and the reputational harm that will likely flow from a cyber incident.
- How to ensure a well-executed response to the inevitable cyber incident
- ·Key safeguards to protecting your business from cyber-crime.

This workshop enables board-serving executives to cut through the jargon, understand the imperatives and formulate a strategy for response, investigation and recovery which they can oversee with confidence that risks are being managed well.

An Introduction to Innovation

Overview

In some areas, the COVID-19 improved innovation. Unfortunately, on average innovation dropped and most organisation entered survival stage when they should have rebooted and started a new wave of innovation. It's not too late and innovation can the leading factor to reboot and reinvention of the organisations.

This half-a-day workshop will allow business owners and directors:

- To understand the innovation process.
- To set innovation at the core of their business development.
- To develop new ideas in a fast and cost-effective way.
- To move from idea to production

Objectives

At the end of the workshop, participants will be able to:

- Rethink the innovation process.
- Set a new innovation-centred organisation.
- Have a more agile and innovative organisation.

Through a presentation of best practices and case-studies, participants will be able to better see how to apply this approach to their business, irrespective of the industry they are in.
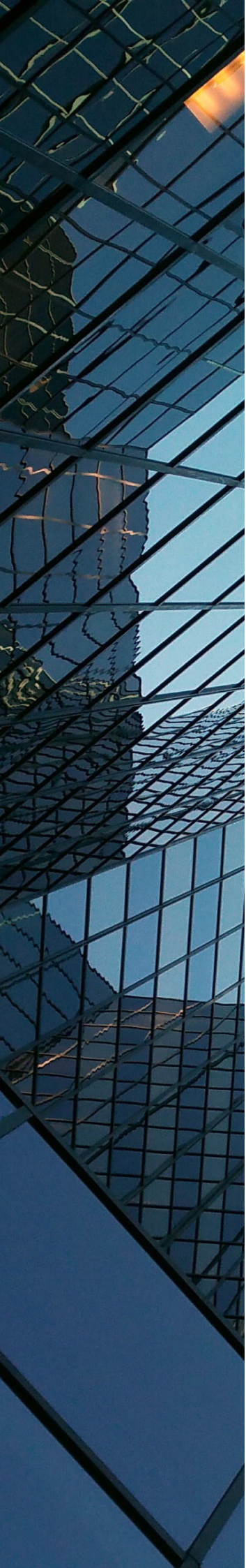
OTHERS

Developing our online presence

Overview
This workshop is being conducted by Dale Carnegie (Mauritius) for the MIoD with the aim for participants to learn how to break the mold of boring webinars and set the standard for Online Presentations and help them focus on the visual, vocal, and verbal components of presentation delivery so that their message has the intended impact on their audience.

Objectives
At the end of the workshop, participants have learnt:

Module 1: How to Present Online by:
- Establish trust, credibility, and respect with an online audience.
- Identify differences between online and face-to-face presentations.
- Engage the online audience with strong visuals and maximum interactivity.
- Use technology to open, close, and deliver a strong message with impact.

Module 2: Present with Impact
- Recognize how structure, content and delivery together create impact.
- Examine the importance of verbal and nonverbal cues to your message.
- Use the correct opening and closing to match your message.
- Leverage seven tips for delivering a message with greater impact.
- Examine a variety of methods and tools to strengthen your message.

Communication Strategies in the New Normal

The COVID-19 pandemic has severely impacted the way people communicate with each other. The business world has not been spared by this pandemic either. Today, businesses are still struggling to establish new customer communication strategies in order to continue to serve their customers.

This workshop will cover the main elements that can help individuals and businesses communicate more effectively with their customers whilst adhering to the set precautionary measures and sanitary protocols. In the end, we want the world to remain a safe place for everyone.

Course Objectives
By the end of the workshop, participants will be able to:

- Understand the new communication strategies to help businesses to effectively maintain the appropriate communication level with customers
- Identify ways to improve their existing customer communication strategies
- Identify new ways that they can design, internally or with the assistance of experts in the field, to demark themselves from the competition
- Identify barriers to communication and how to overcome them

Problem solving and decision making
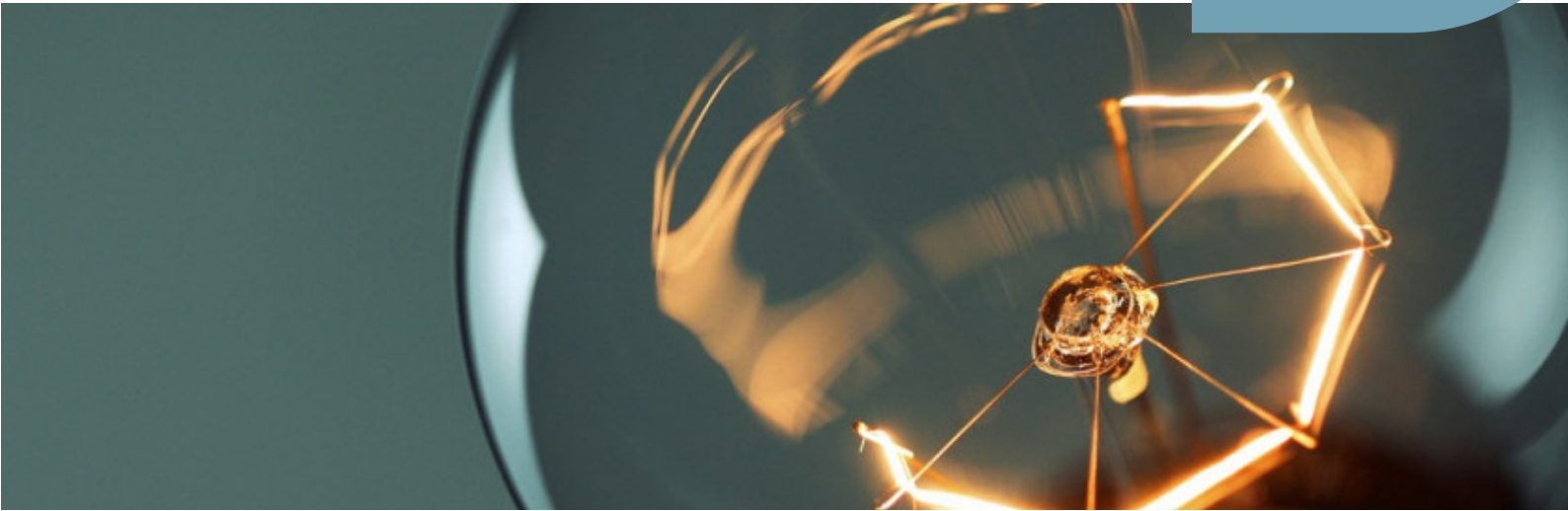
Overview

- Introduction and orientation
- How a problem is defined
- Stress related to problems and the effect of it
- Requirements of problem solving
- Situation analysis
- How to define the problem and different ways of looking at it
- Understanding the scope and seriousness level of a problem
- The need to be creative
- Application of creating thinking skill
- Selection of a solution
- Evaluation of an idea
- Decision making
- Cognitive, Emotional and Behavioural shifts
- Creating an action plan
- Monitoring a decision

ABOUT OUR
FACILITATORS

Our Facilitators

Anuradha (Vimi) Appadoo

With more that 25 years' leadership experience as a Business Leader in several sectors and more that 5 years experience as a Master Trainer and Executive Coach, Anuradha is Public/Keynote and TEDx Speaker. She is actively involved in developing Women Entrepreneurs across the Indian Ocean. She has been invited as Guest Speaker on various local platforms and has delivered trainings in Kenya/ Madagascar/ Seychelles/ Comores & Senegal.

Bruneau Woomed

Bruneau Woomed, Managing Director of Go Meta Ltd, has had a long career in the financial sector, more specifically in insurance and pensions. He was a Senior Manager at La Prudence Insurance and the General Manager of Feber Associates, a pensions management company until 2006 when he chose to be his own boss. He is an experienced trainer in management related fields (e.g. strategy, finance, communication, creativity, entrepreneurship) and he is an accredited trainer in Corporate Governance for MIoD. Bruneau is a Certified Meta-Coach, a Master NLP Practitioner and an International Neuro-Semantics Trainer certified by the International Society of Neuro-Semantics.

Clairette Ah-Hen

Clairette is an advisor to Boards on Governance, Finance, Risk and Compliance matters. She is called to be a speaker / resource person at several international conferences and workshops. She qualified as a Chartered Accountant in England and Wales in 1986 and as a Management Accountant with the Chartered Institute of Chartered Accountants, UK in 1987. She also holds a MPhil and a BA (Hons) Accounting and Finance. She is currently a Non-Executive Director of Absa Bank (Mauritius) Limited and chairs the Risk Management Committee and of Vivo Energy Mauritius Limited where she chairs the Corporate Governance Committee. She has served on Boards and Committees both in and outside Mauritius and chaired national committees. She was a member and convenor on the National Committee for Corporate Governance, responsible for the first Code of Corporate Governance for Mauritius (2003) and a member of the Directors Forum of the Mauritius Institute of Directors (MIoD) which published several Best Practice Guidelines. She was a member of the Financial Stability Board (FSB) Regional Consultative Group for Sub-Saharan Africa and of the Committee 1 (Committee on Issuer Accounting, Audit and Disclosure) of International Organization of Securities Commissions (IOSCO), and Vice-president of the Committee of Insurance, Securities and Non- Banking Financial Authorities (CISNA) of Southern African Development Community (SADC). Over the course of her career she has carried out lectures, training sessions as well as has been speaker / panel members at conferences worldwide

Our Facilitators

Emer McAneny

Emer is a high impact contributor who consistently delivers pragmatic solutions for her Clients. Utilising her risk management, data mining and business intelligence expertise Emer has worked in the Agri, FMCG, Distribution, Manufacturing, Retail, Real Estate and Public Utility sectors. Emer designs Corporate Governance and Risk courses for delivery through various professional training bodies.

Jane Valls

Jane has over 15 years of international experience in corporate governance and working with boards of directors. She is an accredited corporate governance trainer with the International Finance Corporation (IFC), part of the World Bank Group, and is an accredited trainer with the Ethics Institute, as well as being a Certified Ethics Officer. Jane holds a BA Hons in French and Italian from Birmingham University, UK. She was awarded an Honorary Doctorate Degree by the University of Middlesex for services to business, women's empowerment and social justice and she was decorated by the Republic of Mauritius as a Commander of the Order of the Star and Key of the Indian Ocean (CSK) for services to corporate governance.

John Crawley

John is an energetic leader with a proven track record in driving business strategy, leading edge Risk Management Consulting &Training and Business Turnaround. As an out-of-the-box thinker, John has a proven ability to devise wide-ranging solutions for resolving complex organisational issues. An Accountant by profession, John has been running and advising organisations in the Public and Private Sector, both as an advisor and a non-Executive Director since 2003. Prior to that John spent 23 years in various Executive positions with the Ulster Bank / Natwest Group.

John Trimbos

John Trimbos studied law at St. John's College, Oxford and qualified as a solicitor in 1988. John started his professional life with the Treasury Solicitor's Department, before moving to the private sector in the early 1990s. He has worked at Norton Rose and Denton Wilde Sapte as a transactional lawyer, and as in-house training manager at Ashurst and Norton Rose (again). In the mid 1990s he began lecturing at the Oxford Institute of Legal Practice before moving back to the City. He has worked with the top City law firms as a transactional lawyer and latterly as an in-house training manager. In recent years he took the decision to specialize in skills and management training for professional service firms: Lawyers, Engineers and Accountants. His many professional clients recommend his courses as interactive, practical and engaging. He has designed and delivered training to banks, law firms and accountancy firms across Europe and Asia.

Our Facilitators

Marc Israel

Marc Israel is the CEO of Aethis and a thought leader with more than 30 years of success across the technology, IT and IoT Industries. Leveraging extensive experience in technical leadership and product marketing for global organisations. Marc is a valuable asset for business and social organisations with TECH, financial communication, business intelligence, manufacturing and energy companies requiring expert assistance with next stage development, business planning, competitive positioning, and value added IT strategies. Throughout his executive career, Marc has held leadership positions with organizations including Microsoft Africa. In his current role as CEO of Aetheis Ltd, Marc is in charge of growing this startup to a sizable entity, delivering technology projects across Africa. Marc attained his degree in Robotics and Engineering from École Superieure d'Ingénieurs en Électrotechnique et Électronique in Paris. He has completed INSEAD and Wharton Executive Education (with distinction) programs.

Neil Hare-Brown

Neil has specialised in information risk and investigations for over 30 years. As founder of the first commercial digital investigations team in the UK in 1996, he has led hundreds of investigations into a range of digital crimes. Neil is architect and co-founder of the ReSecure cyber breach response team for insured clients. An innovator in information risk, Neil has developed and championed various methodologies to assess cyber risk in Financial sectors as well as Manufacturing, Healthcare, Legal, Property & Marine. His latest projects include CYBER3-Rapid Risk Review, Cyber|Decider policy comparison tool and Cyber|Seven a strategic board-level executive self-assessment.

Roger Hitchcock

Roger has worked for over 30 years across the full range of organisations from both large corporate environments through to small business environments. This includes exposure to and input and insight into the public sector throughout Africa as well as non-profit entities. RMuch of the work Roger has done has been at the most senior level in organisations (boards and senior management), he does also have experience working with a diverse group of people. His speciality in teaching is in making complexity understandable by unpacking clearly and practically concepts and ideas and bringing his vast experience to play in facilitating robust solutions by making the intangible tangible. He is passionate about assisting organisation of all types and individuals find their clear strategic direction and purpose – and helping them to take steps in implementing this purpose in an effective way. Over the past 30 years Roger had facilitated a range of events including (amongst other things) corporate strategy sessions, team dynamics and behaviour workshops, conflict resolution interventions and multi-day high impact events.

Our Facilitators
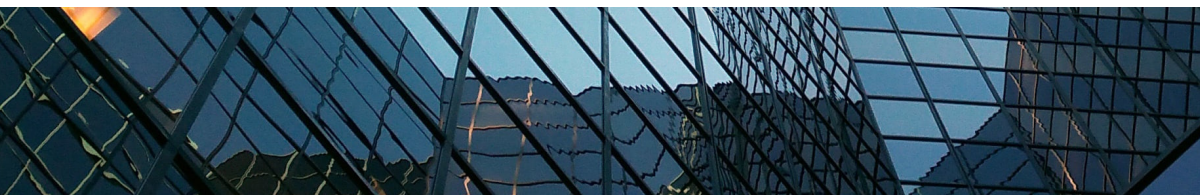
Sharon Constançon

Digitally advanced and entrepreneurial Non-Executive Director (NED) with more than 25 years direct Board level experience. Held high profile roles as Chairman of legal entities, UK FCA regulated financial services Chairman of the Culture & Conduct Committee, Board Committee member of Risk, Nominations, Remuneration and Asset & Liability Committees and held several designated finance and treasury related Control Functions, risk leadership and digital development related roles. An experienced and skilled Chairman, Chief Executive and Board governance and risk specialist. Regulated for the provision of foreign exchange services by the South African FSCA (SMF1 equivalent). Serving Chairman of the Council of Foreign Chambers of Commerce and Chairman of the South African Chamber of Commerce both based in London. Digitally advanced and entrepreneurial Non-Executive Director (NED) with more than 25 years direct Board level experience. Held high profile roles as Chairman of legal entities, UK FCA regulated financial services Chairman of the Culture & Conduct Committee, Board Committee member of Risk, Nominations, Remuneration and Asset & Liability Committees and held several designated finance and treasury related Control Functions, risk leadership and digital development related roles. An experienced and skilled Chairman, Chief Executive and Board governance and risk specialist. Regulated for the provision of foreign exchange services by the South African FSCA (SMF1 equivalent). Serving Chairman of the Council of Foreign Chambers of Commerce and Chairman of the South African Chamber of Commerce both based in London. Deep expertise in risk, governance, finance, treasury and international trade and relations. Adept at consulting, advising and influencing senior business leaders, regulators, high commissions, embassies, politicians, SMEs and the media.

Sharon Ditchburn

RMs Ditchburn is a Fellow of the Governance Institute of Australia, CPA Australia and the UK Chartered Governance Institute, and holds a Degree in Law and an MBA specializing in Corporate Governance, Entrepreneurship and Strategy. She is one of the few individuals in the GCC certified by the IFC/World Bank to deliver their Director Development Programs and is a Committee member of the Centre of Excellence for ESG for CPA Australia (a global body with over 160,000 members). Sharon is the founder and owner of Capital Advantage Consultants. Sharon is the founder and owner of Capital Advantage Consultants. Since 2004, she has delivered corporate governance advisory, evaluation and training programs for a broad range of listed, private and government owned enterprises in the MENA and Asian regions, including financial institutions, stock exchanges, private industrial firms, government departments, sovereign wealth entities, and family owned businesses. Key projects include SWF redevelopment programs, inauguration and reassessment of governance frameworks for listed companies, board evaluations for large Banks and Telco firms, IPO preparation, and governance assessments forming the basis for key policy changes. She also founded and Chaired the ICSA Gulf Forum. Prior to 2004, Sharon had wide ranging experience at Senior Management Level, including CFO, inhouse Legal Counsel and Company Secretary to Boards on a variety of public and private companies in Australia and the UAE, including banks and financial services, mining, energy, IT, and engineering.

Our Facilitators
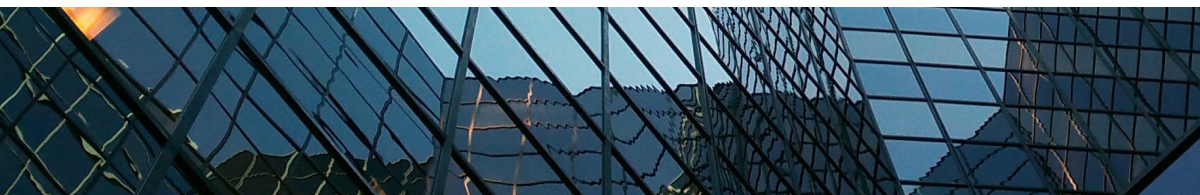
Afroditi Boura

Afroditi has more than 20 years of experience in Risk Management and Compliance across Europe and MENA. As a certified Compliance and Risk Consultant has handled multinational and national organizations, regarding Risk Management (COSO, ISO 31000:2018), and Compliance. Prior to joining Capital Advantage, Afroditi acted as Head of Compliance and Risk Management for the National Health Insurance Company in Qatar (state owned organization which implemented the national healthcare system in Qatar). Prior to NHIC, Afroditi acted as Head of Credit, Surety/Bond and Political Risk covering Europe, Middle East, Turkey, Russia and Africa for Matrix SA (insurance and re-insurance Lloyd's broker). Prior to joining Matrix SA, Afroditi acted for 8 years as Senior Account Executive, Head of the Credit department (Greece and Cyprus) and Leader of the Food & Beverage Industry for Marsh & McLennan companies. She was responsible for the biggest companies and she was handling the biggest multinational companies in many industrial sectors in Greece and abroad, such as Food & Beverage, Catering, Aviation, Construction, Healthcare, Wholesale/Retail multinational companies, Energy, etc. Prior to Marsh, Afroditi was working for the Greek Government for more than 10 years providing risk management and compliance services to public authorities and national events, such as Olympic Games, Construction, etc. Afroditi is specialized in delivering training courses and assisting organizations in implementing Compliance, Risk Management, and Corporate Governance into their management systems. Additionally, Afroditi is specialized in a wide range of ISO, such as ISO 31000:2018 Risk Management, ISO 19600:2014 Compliance Management Systems, ISO 22301:2019 Business Continuity Management Systems, ISO 37000:2021 Guidance for the Governance of Organizations, ISO 37001:2016 Anti-Bribery Management Systems, ISO 37002:2021 Whistleblowing Management Systems

Saheel Khoyratty

Saheel Khoyratty is a seasoned Technology Executive who held multiple business and technical roles for the past 20 years. His last job was with Microsoft where he was advising and accompanying customers in Sub-Sahara Africa and the Indian Ocean Islands on their cloud transformation journey. Over time, he has established himself as a strong 'technologist' who can go deep with a technical audience while, at the same time, demonstrate the value of technology to CxO and Business Executives.

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