

The INSEAD logo is a green circle containing the word "INSEAD" in white, serif, all-caps font. A white horizontal line with a small downward-pointing curve is positioned below the text.

INSEAD

Executive  
Education



## International Directors Programme

**INSEAD** is one of the world's leading and largest graduate business schools with campuses in France, Singapore, Abu Dhabi and San Francisco. With 165 renowned faculty members from 42 countries, INSEAD brings a global perspective and cultural diversity in all aspects of its research and teaching and to become "The Business School for the World." Every year, more than 11,000 corporate leaders and executives participate in INSEAD's various educational offerings. The INSEAD Corporate Governance Centre harnesses INSEAD's expertise in multiple disciplines for a comprehensive and sustainable response to the challenges facing directors today.

### Participant profile

This programme is designed for participants who are:

- Chairs and directors (executive and non-executive) of listed and private corporations
- Family members and controlling shareholders of large family companies
- Directors of government and non-profit organisations
- Senior professionals from institutional investors
- Senior partners of professional firms who serve boards

Participants should have sufficient exposure to board matters to fully benefit from and contribute to a programme that involves role-play, simulations and exchanges with other participants. They must also demonstrate that they possess the credibility and competence required to assume board-level responsibilities.

**The Singapore Institute of Directors (SID)** is the national association of company directors. It works closely with regulators and other stakeholders of the corporate ecosystem to uphold and enhance the highest standards of corporate governance and ethical conduct. SID supports the professional development of all directors (private, listed, international and nonprofit) in their directorship journeys (aspiring and new directors to board chairmen). SID also provides thought leadership on corporate governance and directorship issues through research, publications, and the Singapore Corporate Awards.

### Excellence in Board Practices

The Singapore Institute of Directors has partnered with leading business school INSEAD and the INSEAD Corporate Governance Centre (ICGC) to bring the acclaimed International Directors Programme to Asia. The International Directors Programme seeks to develop more effective directors for the increasingly-complex governance challenges presented by dynamic global markets.

The programme consists of three modules of three days each. The International Directors Programme is designed to take directors to the next level by going beyond compliance and focusing on excellence in board practice. Upon completion of the programme, participants may apply for the INSEAD Certificate in Corporate Governance, the first truly international qualification for board members from an academic institution.

**In association with:**



Institut Luxembourgeois  
des Administrateurs



The Business School  
for the World®

**Founding partners:** PWC, Institut Luxembourgeois des Administrateurs, Russell Reynolds, Singapore Institute of Directors

## Programme content

### Board fundamentals: responsibility, effectiveness, decision making, and strategy

- Fundamentals of director and board effectiveness
- Fiduciary duty and shareholder supremacy
- The main governance challenges
- Effective decision making in the board room
- The Strategy imperative
- Value Creation at board level

### Board dynamics, efficiency and the role of committees

- CEO-Board dynamics and conflicts
- The Director as political actor & the question of power
- Fair Process Leadership – a model for the board
- CEO selection, oversight, evaluation, and succession
- CEO Remuneration
- Financial statements and red flags in reporting

### Developing directors and their boards

- Boards and Organisations in Crisis
- Fraud as a consequence of poor governance
- The challenge and opportunity of board diversity
- Putting it all together through a board simulation
- 360 evaluation of director strengths and development opportunities
- Group coaching techniques for director improvement
- Reflecting on roles and commitments

### Emerging topics in business today

As the business environment changes at an increasing speed and subjects such as decarbonization and equality take greater prominence on business agendas, it is imperative that the education of board members follows suit. The International Directors Programme includes emerging topics in business today such as **ESG (Environmental, Social & Governance), Ethics and Digital Transformation**, building upon and complementing the usual foundational topics.

## Dates & fees

The International Directors Programme takes place over 3 modules with a total of 10 days on campus. Also included are two short inter-modular Live Virtual touchpoints.

**Module 1:** 10-13 June 2024 in Singapore, 3.5 days

**Module 2:** 18-21 September 2024 in Fontainebleau, 3.5 days

**Module 3:** 9-11 December 2024 in Singapore, 3 days

**Module 1:** 17-20 June 2024 in Singapore, 3.5 days

**Module 2:** 7-10 October 2024 in Singapore, 3.5 days

**Module 3:** 12-14 December 2024 in Singapore, 3 days

Please visit our website [www.insead.com/international-directors-programme](http://www.insead.com/international-directors-programme) to see all available sessions.

## Join our network of international directors

Each cohort comprises participants from a mix of countries across the world, representing the settings of today's global boards. Since its launch in 2011, some 1,200 directors from more than 72 countries have completed this world-class programme from INSEAD.



**Colin Low (IDP-C)\***

*Global International Board Director  
& Chairman of the Board*

"In addition to the theoretical frameworks and practical applications in class, the lifelong network that you build in such a "United Nations" class at INSEAD enriches your own access and further understanding of cultural contexts in managing companies and boards in various parts of the world. This is the best investment I have made in my being a Global Board Director."



**Dr Lee Bee Wah (IDP-C)\***

*Former Member of Parliament, Nee GRC*

"The practical frameworks offered by the IDP has greatly augmented my current directorship competencies, along with its teaching faculty who have been most constructive in stretching the participants intellectually beyond our comfort zones. Apart from the learning, another equally invaluable aspect is the sharing of knowledge among the participants. I have been exposed to a rich and diverse range of perspectives from participants from different countries, experience and expertise, and the knowledge I have gained is both broad-based and in-depth. I would definitely recommend it to fellow directors."



**Kay Pang (IDP-C)\***

*Independent Director at Nera Telecommunications Ltd*

"Greatly instrumental in bolstering my directorship skillsets, particularly in terms of critical-thinking and decision-making. The IDP's competent teaching faculty complements its rigour. I found it intellectually stimulating and thoroughly enjoyed learning from and sharing ideas with the international cohort we had. The diversity of the participants in terms of experience, culture and background added tremendously to the richness and depth of our discussions. I would definitely recommend it to fellow directors seeking to broaden their perspectives and bring their directorship skills to a richer level."

## Contact us

For further information and to apply to the **International Directors Programme**, please contact:

### INSEAD

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\*(IDP-C) Certified from the International Directors Programme.