BLACKBIRD FOR TRAINING

Secretariat of the Board of Directors and Committees Advanced Course

17 – 21 May 2027
Barcelona (Spain)

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Introduction

The board of directors plays a central role in ensuring effective governance, compliance, and oversight. Today, the duties and responsibilities of board secretaries are expanding as they support the board of directors committee structure and liaise with key committees such as the executive committee vs board of directors, the audit committee independent directors, and the board of directors governance committee.

This advanced program explores the board of directors, clarifies the board of directors definition, and explains in detail the board of directors' responsibilities. It also addresses the essential question: what does a board of directors do? By comparing the board of directors vs executive committee, examining the board of directors executive committee, and analyzing best practices in governance, participants will learn how to strengthen the role and functions of the board of directors and enhance their impact on stakeholders.

Course Objectives

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

- Comprehend the definition of a board of directors and its core responsibilities.
- Identify the differences between the executive committee and vs board of directors and understand the role of the board of directors' executive committee.
- Recognize the oversight role of the audit committee's independent directors in financial governance.
- Understand various board of directors positions and how secretaries can support them effectively.
- Strengthen the board of directors' governance committee's role in compliance and ethics.
- Recognize when to raise concerns about conflicts of interest to protect the board of directors' responsibilities.
- Develop a deeper understanding of the duties of the board of directors and how they apply across cultures and industries.
- Support and enhance healthy relationships between the board of directors and all stakeholders.

Course Outlines

Day 1: Governance, Culture, Ethics, and Technology

- Equality, diversity, and inclusion.
- Corporate culture and ethics.
- Employee engagement and the role of the board of directors.
- Asking the right governance questions.
- Director independence, competency, and behavior.
- Clarifying the board of directors' meaning in practice.

Day 2: Compliance, Reputation, and Social Impact

- ESG compliance and its effect on the duties of the board of directors.
- Reputation and corporate branding.
- Social impact of board decisions.
- Social media and stakeholder perception.
- Strengthening the board of directors committee structure.
- Enhancing transparency through the board of directors' governance committee.

Day 3: Crisis Management and Business Continuity

- Crisis management frameworks.
- Business continuity planning and disaster recovery.
- Climate change and the impact on the board of directors' responsibilities.
- Discussion: What does a board of directors do during crises?
- Long-term vs. short-term decisions at the board level.

Day 4: Technology, Fraud, and Risk

- The role of technology in the functions of the board of directors.
- Introduction to blockchain in governance.
- Fraud prevention and oversight by the audit committee, independent directors.
- Public vs private company governance models.
- The relationship between technology and the board of directors' executive committee.

Day 5: Financial Oversight and Case Studies

- Financial oversight by the board of directors governance committee.
- Role of audit committee independent directors in accountability.
- Case studies on financial governance.
- Participant presentations on related governance topics.
- Linking financial oversight to the duties of board of directors.

Why Attend this Course: Wins & Losses!

- Gain clarity on the board of directors' definition and the duties of board of directors.
- Understand the balance between the executive committee and vs board of directors in governance.
- Learn the role of the board of directors' executive committee in decision-making.
- Acquire knowledge of the board of directors committee structure, including the audit committee, independent directors, and the board of directors governance committee.
- Strengthen expertise in the role and functions of the board of directors in diverse contexts.
- Enhance your understanding of the board of directors' roles and responsibilities.
- Be able to answer confidently: What does a board of directors do?
- Develop strategies for compliance, ethics, and stakeholder engagement.

Conclusion

The duties of the board of directors are broad and demanding, and the role of the board secretary has never been more critical. This advanced training equips participants with the tools to support board of directors responsibilities, navigate differences between the executive committee vs board of directors, and strengthen the role of the board of directors' executive committee.

By exploring the board of directors committee structure and understanding how the audit committee independent directors and board of directors governance committee contribute to transparency and accountability, participants will master the role and functions of board of directors.

Ultimately, this course provides a complete foundation — from the board of directors meaning and definition to practical application of governance best practices — enabling participants to answer with confidence: what does a board of directors do?