



IMD: 35+ YEARS OF BOARD  
EDUCATION EXPERIENCE



IMD GLOBAL  
BOARD CENTER

# The IMD Global Board Center



**“Board education is crucial because today’s chief executives are overstretched and confronted with an incredible rise in complexity from society, governments, alternative business models, global changes, new risks and opportunities and shifts in economic conditions. Even the very best executives cannot be expected to respond consistently to all these challenges.”**

Excerpt from “Corporate boardrooms are in need of education,” *Financial Times*, 9 January 2012

***Didier Cossin***

IMD Global Board  
Center Director  
Professor of Finance  
and Governance  
PhD Harvard University

# 35+ years of board education experience

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In a world of new business models and of increasing complexity and uncertainty – social, economic, political – the challenges facing executives are not always clear-cut. This makes quality board thinking more essential than ever. Corporate boardrooms are certainly not short of talent, yet the vast majority fail to perform as well as they could. What is lacking? Appropriate board education, support and monitoring.

## IMD Global Board Center

At IMD, we have dedicated our thinking and resources to improving board performance for more than 35 years.

The new IMD Global Board Center extends this even further. With a mission of supporting your company's long-term success through a strong board, it brings together world-class thought leadership and global best practices to help boards reach their full potential.

By specifically strengthening the skills and knowledge of board members, we help supervisory boards to:

- » Fully support their company and its executives
- » Foster business development in the company's social and economic environment
- » Contribute innovatively to company governance

## Supporting long-term corporate success through a strong board

Most governance research and education focuses on executive control – but misses the active role of boards in contributing to company management and governance.

The IMD Global Board Center takes a different approach, with the express aim of developing boards into the competitive advantage that the complexity of today's world requires. Both our research and education portfolio seek to strengthen the ability of board members to support, challenge and govern their company and its executives, including by:

- » Opening up new perspectives
- » Providing a 360° view
- » Sharing knowledge
- » Providing counterbalance
- » Monitoring

Our approach is not abstract or rules-based, nor wedded to any particular governance system. It is about developing boards into a key asset for sustainable success.



# Governance research

The IMD Global Board Center undertakes pioneering research into the diverse dimensions of governance challenges. We address real-world issues in ways that can be used by boards to improve their performance and play a strategic role in their company's success.

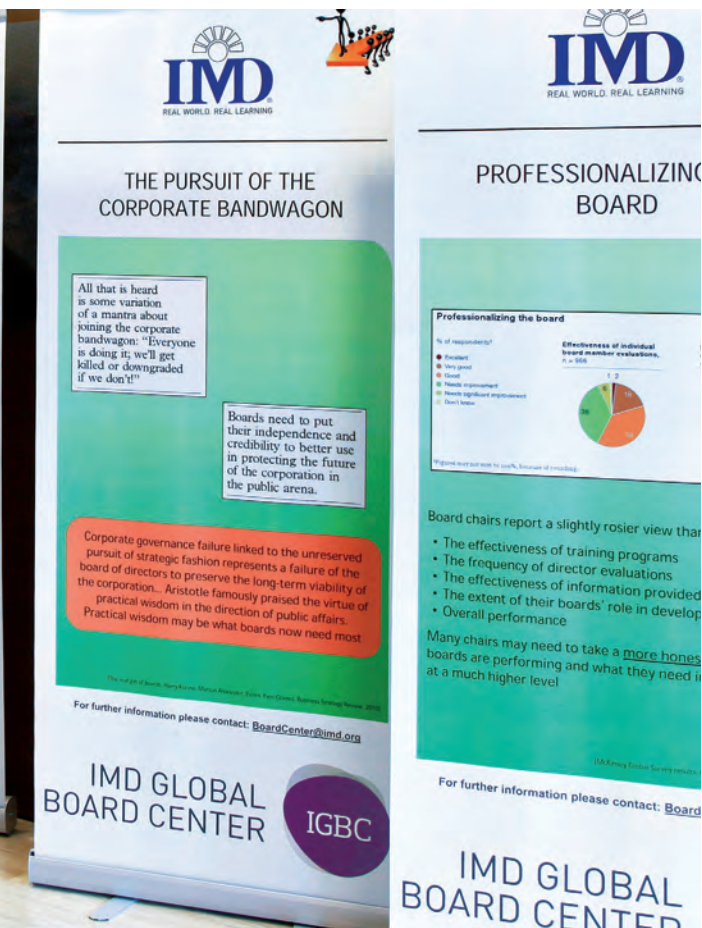
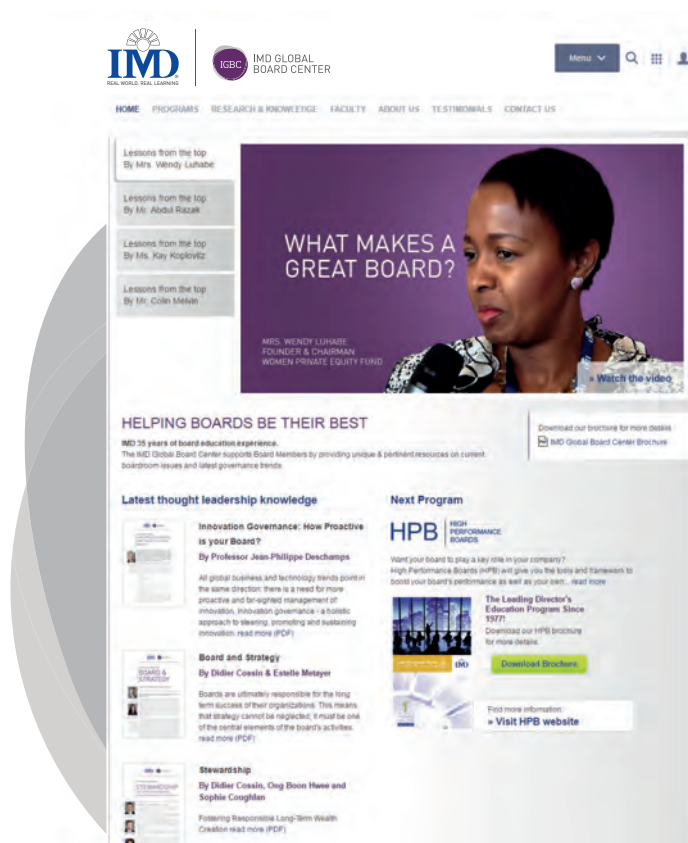
Our insights and thought leadership not only provide innovative material for our board education programs, but help set the agenda for better board practices and governance.



Right:  
Access the latest thought  
leadership knowledge  
at [www.imd.org/boardcenter](http://www.imd.org/boardcenter)

IMD research indicates that board practices are not always attuned to the new responsibilities demanded by today's business environment. In particular, boards often fail to perform well on:

- » People quality, focus and dedication
- » Information architecture (formal and informal)
- » Structures and processes
- » Group dynamics/governance culture (within the board and with the CEO)



## Research agenda

- » International comparison of governance effectiveness
- » Drivers of director commitment/engagement
- » Board dynamics: a cultural comparison
- » Boards and strategy: co-creation and support
- » Measures of corporate social impact

# Board education portfolio

Our unique combination of open enrollment and custom programs aims to empower board members and enhance board performance against a backdrop of pressures from society, government and an increasingly globalized and complex world.

## Helping boards be their best

Each program is founded on cutting-edge research and the extensive experience of IMD Faculty, and inspired by the board practices of leading organizations in Asia, Europe, the Americas and the Middle East. With a heavy emphasis on experiential and discussion-based learning, our programs also draw on the diverse perspectives of guest speakers and participants – your peers from around the world.

Our open enrollment programs additionally offer numerous opportunities for high-level networking.







“Diversity of knowledge is important,  
not merely diversity of gender and geography.”



**Andrew Gould**

Chairman  
BG Group  
UK

# HPB | HIGH PERFORMANCE BOARDS

## HOW BOARD DIRECTORS MAKE A REAL DIFFERENCE

The leading director education program since 1977

All participants receive the IMD High Performance Boards Program Certificate

3.5 days

Offered twice per year in Lausanne, Switzerland

[www.imd.org/hpb](http://www.imd.org/hpb)

# BB | BOARD BOOSTERS

## CUSTOMIZED PROGRAMS TO DRIVE YOUR BOARD'S PERFORMANCE TO THE NEXT LEVEL

2 days minimum

Offered on request in Lausanne, Switzerland, or at your company

[www.imd.org/boardcenter](http://www.imd.org/boardcenter)

# BR | BOARD RETREATS

## MEET AND SHARE EXPERIENCES WITH TODAY'S TOP LEADERS

2 days

Offered in diverse locations

[www.imd.org/boardcenter](http://www.imd.org/boardcenter)



IMD's High Performance Boards program examines issues related to corporate governance and board effectiveness and provides you with the skills, tools and framework to boost your board's performance – as well as your own.

During this open enrollment program, you develop an action plan to address your own board's challenges then follow up personally with the Program Director after the program. You also receive a program synthesis for sharing learnings with your board.

**FIRST**  
IN  
**OPEN PROGRAMS**  
**WORLDWIDE**  
*Financial Times rankings, 2012*

Our Board Booster programs are designed to meet the specific learning and development needs of your board.

We work with you to define the overarching topic and dimensions to be addressed, then create custom sessions tailored to your board's issues, situation and context.

After the program each participant receives a personalized roadmap for their own work, as well as for setting up new practices for the board as a whole in light of the program discussions.

#### Example topics:

- ▶▶ Board effectiveness
- ⚙ Board and strategy
- 🔍 Board risks & opportunities
- ⚙ Board dynamics
- 🌐 Board economic & social environment awareness
- 📋 Board rules & processes benchmarking

Held in different locations around the world, these two-day retreats explore tangible challenges and opportunities associated with particular board governance issues.

Aimed at chairpersons, executive and non-executive board members and CEOs, the sessions advance your thinking and help you move to specific actions to improve your board's performance.

#### Example topics:

- 🕒 Benchmarking the most effective boards
- ⚙ The strategic board
- ⚠ Risk thinking at the top
- 🔍 Boards in crisis
- 🌐 Social issues & stakeholders

# Testimonials

**Flemming Besenbacher**

Chairman  
Carlsberg &  
The Carlsberg Foundation  
Denmark



"In the past, many boards have served a check and balance function – but usually after the event. The focus needs to shift to the future. Boards should be supporting management to bring value to the business, through engaging in constructive dialogue on strategy and risk management. The program gave me many new ideas for this."

"The three days were extremely inspiring and useful. The teaching and coaching were not theoretical, but based on real cases and so very concrete."



**Geert Versnick**

Chairman  
Eandis  
Belgium

**Sanjiv Rai**  
Managing Director & CEO  
ITNL Enso Rail Systems  
India



"The program gives an excellent perspective of the current business environment. Every board member needs to attend every so often, no matter how many years he or she has been a director."

**Hashem Al-Rifai**  
Chairman  
KOGC  
President  
PMI-Arabian Gulf Chapter  
Kuwait



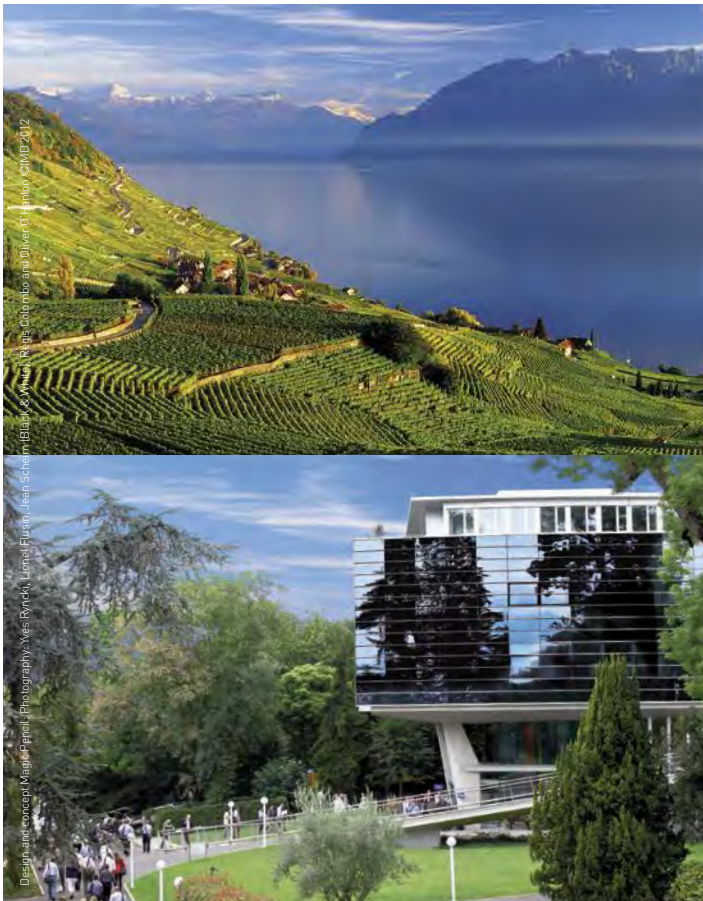
"A 'must attend' program for every board member, irrespective of position, industry or tenure."

A portrait of Gerard Kleisterlee, an older man with grey hair, wearing a dark blue suit, white shirt, and patterned tie. He is gesturing with his right hand while holding a pen in his left hand. The background is a plain, light-colored wall.

**"The best diversity is 'diversity of perspective'."**

***Gerard Kleisterlee***  
Chairman  
Vodafone Group  
UK





### Contact us

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### Affiliate with the IMD Global Board Center

- » Access a wealth of cutting-edge information on board and top leadership issues – including publications, research articles, reports, information papers and analysis on governance and business topics
- » Receive our bimonthly board feature-article highlights on timely issues
- » Request information on topics of specific interest

Affiliation is free – simply visit [www.imd.org/boardcenter](http://www.imd.org/boardcenter)



### The IMD Difference

IMD is a top-ranked business school. We are the experts in developing global leaders through high-impact executive education.

#### Why IMD?

- » We are 100% focused on real-world executive development
- » We offer Swiss excellence with a global perspective
- » We have a flexible, customized and effective approach

### The IMD Global Board Center

The IMD Global Board Center is committed to supporting your company's long-term success through its board performance.

Our unique combination of open and customized board education programs aims to develop your board's competitive advantage and realize its full potential.

These programs bring together world-class thought leadership, our own cutting-edge governance research and inspiration from best board practices of leading organizations in Asia, Europe, the Americas and the Middle East.

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