

# فاعلية مجالس الإدارة - مسارك نحو عضوية مجالس الإدارة Board Effectiveness - The Path to a First Board Appointment



**27-28** Nov  
2026



**6000**



**RIYADH**

A two-day experiential program designed for senior executives who are preparing to transition from executive leadership into board roles. The program provides leaders with a practical understanding of how boards operate, including governance frameworks, board structures, director responsibilities, board dynamics, and decision-making at board level. Through interactive discussions, simulations, practical exercises, and reflection, participants explore what is expected from effective board members and how they can contribute strategically beyond their executive experience. The program also supports leadership in defining their board value proposition, strengthening their professional positioning, assessing suitable board opportunities, and building a clear personal pathway toward future board appointments.

## Target Competencies

- Corporate Governance
- Board Effectiveness
- Strategic Oversight
- Boardroom Decision-Making
- Board Dynamics & Stakeholder Management
- Director Duties & Responsibilities
- Board Positioning & Appointment Readiness

## Target Audience

- C-suite executives with at least 15 years of experience
- Executives seeking a first board position within one to three years

## Learning Outcomes

- Understand the shift from executive leadership to board-level governance.
- Understand board structures, governance frameworks, and director responsibilities.
- Navigate board dynamics, stakeholder relationships, and decision-making under pressure.
- Assess board opportunities and conduct appropriate due diligence before accepting a mandate.
- Develop a clear board value proposition and professional board positioning.
- Build a practical 12-month board journey plan with clear next steps toward a first board appointment.

# Trainers



**Dr. Axel Kravatzky**

He is an experienced corporate governance and leadership expert specializing in board effectiveness, organizational governance, and strategic leadership. He brings extensive international experience in advising boards and senior executives, with a focus on strengthening governance practices and creating sustainable organizational value.



**Hamish Madan**

He is a leadership and strategy expert with over 20 years of experience in executive development, board effectiveness, and organizational transformation. He has held senior leadership positions at internationally recognized organizations and worked with executive teams across multiple sectors and cultures, bringing extensive expertise in leadership development and strategic decision-making.

## DAY ONE

### From Executive to Director: Mindset and Mandate

27 November 2026

| SESSION                                           | TIME          | OPENING ACTIVITY                                                                                                                   | INPUT (20 MIN MAXIMUM)                                                                                                                                                                                                                                   | BOARD JOURNEY PLAN ENTRY                                                 |
|---------------------------------------------------|---------------|------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|
| 1 The Mindset Shift: From Executive to Governance | 08:30 – 10:15 | Agreement line on six statements about board life; one business decision taken twice, as an executive committee and as a board     | What it means to govern: setting direction (purpose, outcomes, value and for whom, limits, values), overseeing, correcting course and accounting, as distinct from developing and implementing plans; what the shift implies for responsibility and work | What draws me to a board role; executive habits to set aside             |
| 2 Board Structures and the Governance Framework   | 10:30 – 12:15 | Gallery of five board types (who appoints, what they look for, realistic first appointment); committee mapping of 12 board matters | The governance framework as a map; committees, independence and board size                                                                                                                                                                               | Board types to consider and decline; committees where my competence fits |
| 3 Roles, Responsibilities and Duties of Directors | 13:15 – 14:45 | Dilemma walk on four boardroom dilemmas; role cards for chair, CEO, directors and board secretary across six scenarios             | Duties of care and loyalty, conflicts, confidentiality, liability, indemnity and insurance; the mandate as an act of entrusting                                                                                                                          | Mandates I would accept; questions before accepting                      |
| 4 How Effective Boards Work                       | 15:00 – 16:30 | Board pack case in small groups: critical issues and the five questions a prepared director asks, ranked across groups             | What boards oversee; reading a board pack for what is missing                                                                                                                                                                                            | Board functions I can be entrusted with; competency profile              |

## DAY TWO

### Board Dynamics and Getting a Seat

28 November 2026

| SESSION                                        | TIME          | OPENING ACTIVITY                                                                                                                                                                                                     | INPUT (20 MIN MAXIMUM)                                                                                                                              | BOARD JOURNEY PLAN ENTRY                                                        |
|------------------------------------------------|---------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|
| Day 2 opening – Reflective walk (experiential) | 06:30 – 07:15 | Participants work in small groups to discuss what shifted on day 1 and what they each want individually. Back together as a whole group, we share these reflections and document our aspirations and current reality | The path of least resistance: movement comes from the tension between aspiration and current reality, in small and systematic steps                 | Aspiration and current reality, one sentence each, as the two poles of the plan |
|                                                | 07:15 – 08:30 | <b>Networking breakfast</b>                                                                                                                                                                                          |                                                                                                                                                     |                                                                                 |
| 5 Navigating Board Dynamics and Politics       | 08:30 – 10:15 | Observed team task with rotating chairs and competing stakeholder briefs; panel of experienced chairs and directors                                                                                                  | Trust as the currency of appointment, building on the morning walk                                                                                  | My trust profile; one dimension to build; one relationship to develop           |
| 6 Board Simulation: Decisions Under Pressure   | 10:30 – 12:15 | Two-round simulated board meeting on a contentious, time-sensitive issue, with observers                                                                                                                             | Debrief only: the risks a director takes on (reputational, legal, financial, relational) and the questions to add to due diligence before accepting | How I contribute; what I will practise; why a chair would put me forward        |
| 7 Getting a Seat: Your Board Value Proposition | 13:15 – 14:45 | The appointment process built on the wall from the chairs' accounts; aspiration worksheet; board resume extract; positioning statement                                                                               | What nomination committees look for; the board matrix; weak ties; due diligence before accepting                                                    | Portfolio objective; positioning statement; board biography version 2           |
| 8 Your Board Journey Plan                      | 15:00 – 16:30 | Network map; structural tension chart; feedforward in pairs; commitment circle                                                                                                                                       | Routes to a first seat; advancing structures                                                                                                        | Twelve-month plan with three first moves in 90 days                             |

## KEY OBJECTIVES

02

**Full governance content:** board structures, committees, roles and the board–executive relationship, taught from the candidate's perspective.

04

**Tangible products:** a board value proposition, board biography, positioning statement and a 12-month plan.

01

**Experiential design:** every session runs action or simulation, observation, reflection, insight and transfer, with facilitator input of no more than 20 minutes.

03

**Direct access to chairs:** a panel of experienced chairs and directors on how appointments are made in Saudi Arabia.

05

**Follow-through:** online lessons and two coaching calls at 30 and 60 days against the plan.



## WHO SHOULD ATTEND?

### Board Directors

Current and aspiring Board Directors who aim to enhance their understanding of board effectiveness, strengthen collective leadership, and improve strategic decision-making.

### Chief-level Executives

Chief-level Executives who aim to strengthen their strategic leadership capabilities, enhance collaboration with the Board, and drive sustainable organizational value.

### Senior Leaders and Financial Sector Professionals

Professionals who aim to strengthen their strategic thinking and contribute to effective board governance.



## About The Financial Academy

### Excellent Work Groups

Training at the Financial Academy gives you the opportunity to join and interact with carefully-selected groups of peers, who work at different organizations and job levels. This pool of diverse perspectives will enrich your learning experience and expand your professional network within the financial sector.



### An Optimal, Have-It-All Learning Environment

The Academy's facilities offer a unique learning environment, featuring high-quality training rooms equipped with cutting-edge technologies, spacious shared lounge areas, latest technology, dining facilities and a variety of other amenities. Prayer rooms for men and women are available as well.



### Easy-to-Reach Offices

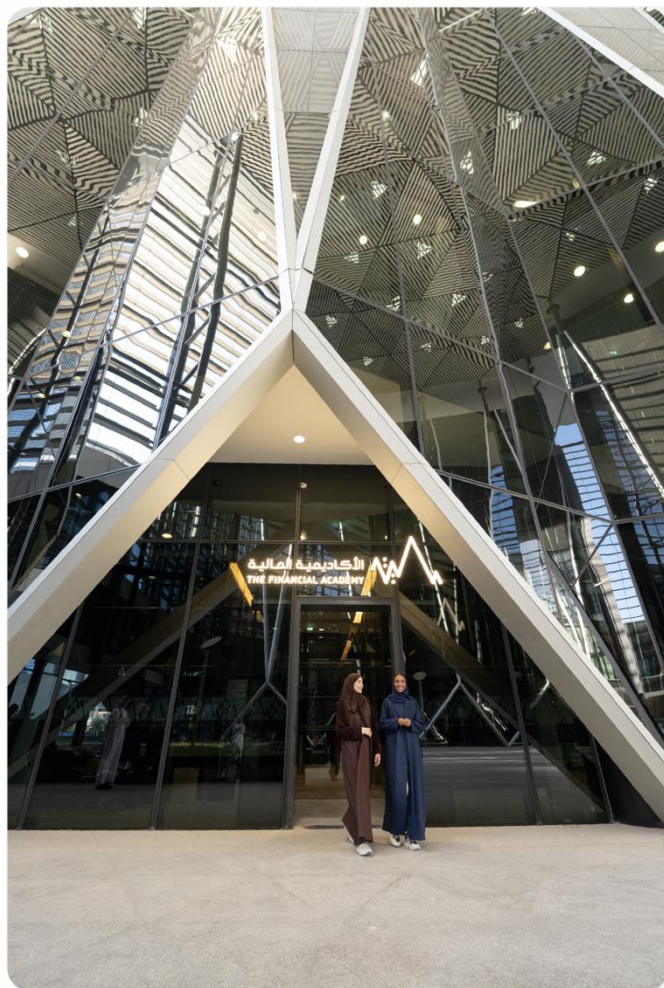
The Financial Academy is easily accessible, being directly connected to King Abdullah Financial District (KAFD) Metro Station via a pedestrian bridge. It is alternatively easy to reach using ride-hailing apps or private cars: Once you get to KAFD, head to Building No. 2.07 through Area 2.



### At the Heart of KAFD

Being situated at KAFD where most of the financial sector organizations are near, the Financial Academy's location is unique and strategic. Plus, the place is known for being a business and entertainment hub where many cafes and restaurants are located, making the learning experience more thrilling and enjoyable thanks to the exciting surroundings.





## Connecting and Learning

Though it comes from within, transformation often requires a catalyst. And for many business leaders, the Financial Academy (FA) professional training programs and development activities have been that catalyst. Here, you're fully immersed in a transformational living-learning experience, networking with gurus from around the world, and engaging in programs led by prominent local and international financial industry experts . It's a holistic experience that will enrich and develop your career - and your life.

### ADMISSIONS

We admit candidates to specific sessions on a rolling space available basis, and encourage you to apply as early as possible. Although most programs have no formal educational requirements, admission is a selective process based on your professional achievement and organizational responsibilities.

### FOR MORE INFORMATION

<https://fa.gov.sa/en?language=en>

### FOR A PERSONALIZED CONSULTATION

The Financial Academy

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