

# Corporate Governance | Board Leadership



Training  
Advisory  
Consultancy  
**Services Portfolio**

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## OVERVIEW

PALGNET provides practical services to Boards, aimed at ensuring the development, understanding and application of good governance practices. Our corporate services are customized to the needs and objectives of our clients, to ensure the desired results are achieved. Our areas of focus are not limited to board management, board and governance training and compliance training but board secretarial, Board evaluation, recruitment of non-executive directors, board talent management and development and implementation.

We are continuously striving to deliver relevant interventions - training, events, mentoring, assessment and certification - that equip directors with the necessary knowledge and insights required to fulfil their duties and to appreciate the importance of good governance.

## SERVICES

### Training

- Individual
- Corporate

### Conferences

### Advisory and Consulting Services

- King IV Advisory Services
- Board Performance Evaluations
- Customized Board Development
- Find the Right Director (Board Recruitment and Succession)
- Board Secretarial Services

## PROGRAMS AND EVENTS

### Core programs

Foundational programs that equip a prospective or new director with the necessary skills to perform their directorship duty with skill, care and diligence.

### Specialist programs

In depth and focused programs on a particular competency area.

### Workshops and Case studies

Interactive workshops addressing specific case studies or programs.

### Snapshot sessions

Short, 2 hour sessions on topical matters.

### Conferences

2 Day Interactive high profile event, providing directors with new insights, expert guidance, and vital perspectives to help boards to operate effectively and with confidence.

### Annual Golf Day

Grab your lucky golf socks and get ready to tee off at the most epic event of the year. Booking is essential.

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## CUSTOMISED BOARD TRAINING

PALGNET offers formal director education programs designed for directors on topical governance issues affecting both directors and Boards. We invite you to explore all of our offerings to find the course and services that fits your needs. The focus of our Director Development offerings is to contribute to the development of better directors, and ultimately, better boards. The enhanced leadership and direction in turn delivered by these well-equipped boards will, we believe, yield better business.

Our programs ensure that you have the knowledge you need to make the best decisions in an ever-changing world. The content is invaluable for new and experienced directors alike as it provides an accurate shared understanding of concepts frequently used by directors. If you are in a leadership role or involved in managing a business, or play a supportive role to Governing Bodies, you will find value in our training programs. We believe that governance is simply good business practice and needs to be infused throughout the business.

- These programs can be offered on a face-to-face or digital approach, depending on the schedule and circumstances.
- Our customized programs provide boards with an opportunity to address areas of concern or knowledge gaps, discuss challenges specific to the organization and grow as a team, tailored to meet you specific governance needs, across all sectors and regions.
- Training is facilitated by independent facilitators/consultants are active directors with years of experience.
- Our facilitators/consultants have extensive corporate governance knowledge and their practical boardroom experience allows them to provide Boards with not just the fundamental training concepts but practical advice and application guidance.
- Training is offered to various group sizes, starting from a minimum of up to 10 delegates.

Benefits include:

- Customization
- Board interaction
- Confidentiality
- Independent facilitation
- Addresses challenges

## SNAPSHOT SESSIONS

- A Crucial Collaboration
- Board Performance and Succession Planning
- The Balance Sheet Unpacked
- The Income Statement and Cash Flow Statement Unpacked
- Unpacking Liquidity, Solvency and Going concern
- Detecting Deception in the Boardroom and Beyond
- Introduction to Strategy for SMEs
- Risk Governance for SMEs
- Cybercrime - The Unseen Threat Proposed Amendments - Companies Act

## WORKSHOPS

- Intro to Corporate Governance.
- The role of the governing body in ethics, strategy, performance and integrated reporting
- The role of the governing body in risk, compliance, technology & information and assurance.
- Increasing the effectiveness of and adding value to the governing body.
- Boardroom theory into practice
- Insights into King IV® Implementation and Disclosure
- Governance of Ethics
- Financial Insights for Non-Financial Directors
- Effective Audit Committees
- Effective Remuneration Committees
- Governance for NPOs
- Technology Governance
- Information and Cybersecurity Training for Boards
- Master class for Board Leadership
- Future Focused Leadership - Leading Innovation Excellence
- Compliance Risk Management
- ESG Master class
- ESG Overview for Directors - Shifting the landscape and responses (Part 1)
- ESG Overview for Directors - Director's roles and responsibilities (Part 2)
- Women on Boards - Foundation Program
- Exceptional Women on Boards
- Leading the Change: Building a Culture of Diversity, Equity, and Inclusion
- Blueprint to the Boardroom
- Board Bond (Team Building)
- International Directors Program
- Corporate Strategy for Board Members
- Crisis Management for Boards - NEW!
- Aspiring Directors Program
- Leading from the Chair
- Value Creation for Owners and Directors
- Chairing of the Boards
- Digital Transformation from the Boardroom
- Board Oversight of Artificial Intelligence (BOAI)
- Leading Digital Transformation
- Oversight of Cybersecurity in an Era of Digital Acceleration
- Fundamentals of Climate Governance

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## BOARD PERFORMANCE EVALUATIONS

We offer several evaluation options aimed at assessing overall board and individual performance and contribution against governance best practice and director expectations. Our action plan workshops provide assistance and advice on how to address areas of improvement. PALGNET can help you improve your board or committee's corporate governance application and understanding.

### Board Performance Evaluation Options

#### 1. Board Self-evaluation

Conduct an overarching evaluation of your board's performance against key areas which impact board effectiveness and governance best practice. This evaluation covers, among other things, board composition and culture, the board's roles and responsibilities, board committees, and key role players on the board. Our report includes both quantitative and qualitative elements.

#### 2. Committee self-evaluations

Conduct a specific self-evaluation of the performance of the committees of the board. These evaluations are customized to the specific objectives and mandate of the committee and measure general best-practice outcomes.

#### 3. Peer Evaluations

Reinforce board member strengths and identify development areas through a peer evaluation. A Peer Evaluation is recommended especially during the member re-election process as it assesses individual member performance and contribution to the board.

Peer Evaluation options:

- Each individual board member
- Chair of the board
- Company Secretary

#### 4. Action Plan Workshop

A half-day facilitated workshop to ensure the board has a tangible plan to address all performance gaps identified during the evaluation process.

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## KING IV ADVISORY SERVICES

Our tailored King IV advisory services provide practical advice and recommendations on the interpretation and application of King IV to your board and organization. Our experienced consultants assist with the development and understanding of King IV as it pertains to your business environment with a view to improving overall corporate governance. Our services include comprehensive King IV assessments and workshops as well as board or committee charter reviews.

PALGNET provides bespoke King IV advisory services to organizations across sectors which focus on the understanding and application of King IV to our clients' specific business environments with a view to the overall improvement of their corporate governance landscape, these include:

- Drafting and review of board/committee charters
- King IV Governance Assessments
- ED independence assessments
- Bespoke King IV facilitated workshops



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## BOARD RECRUITMENT AND SUCCESSION

### ***Looking for a director to serve on your governing body?***

Before you can start your search you first need to understand your board composition requirements. King IV Principle 7 provides that "the governing body should comprise the appropriate balance of knowledge, skills, experience, diversity and independence for it to discharge its governance role and responsibilities objectively and effectively."

Once you have your criteria for the vacancy, we assist you with finding the right director for your board by conducting a CV search or advertising your board/committee vacancy. PALGNET provides the following services and resources to aid organizations in their search for finding a director to serve on their board/governing body, these include:

#### **1. Independent Interview Panelist Services**

Our Consultants can serve as an independent person on your interview panel or nominations committee, to bring objective questions and recommendations to the interview and selection process.

#### **2. Director Competency Framework**

The Director Competency Framework sets out the key competencies required of a director from both a governance and soft skills perspective. This serves as a good guide when considering what to look for in a director during both application and interview process.

#### **3. Director Due Diligence**

It is important for the governing body to conduct a proper due diligence on a potential candidate it is considering for a board position. Conversely, it is also important for a potential director who is considering the position to do the same in respect of the organization. Our guidance paper will assist you on what to consider in your due diligence process.

#### **4. Individual Director Peer Review Questionnaire Template**

Evaluating each individual director/member's performance and contribution on the board/governing body is imperative to ensure an effective board. Such evaluation results should be used when considering whether or not to re-nominate a director who is up for re-election.

#### **5. Delinquent Director Register**

Part of your director due diligence process should be to check that the candidate up for consideration has not been disqualified to serve as a director.

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## GOVERNANCE SPECIALISTS

PALGNETs' Governance Specialists, who deliver our corporate services, are not only experts in corporate governance and their specific fields but are seasoned and experienced directors who bring deep practical knowledge. Through this, we can relate to any governing body in any governance-related service we conduct.

Our Governance Specialists have specialist expertise in corporate governance and its application, and have extensive corporate governance practical knowledge in order to advise clients not only on the fundamental concepts to ensure understanding but also on practical application within their specific business circumstances.

## CORPORATE SERVICES PALGNET TEAM

Depending on the request our process will involve having a briefing session to better understand the background to the request as well as the specific objectives to be achieved, before submitting a proposal. Based on the requested information and this briefing session, we will advise on the best way to address your specific needs and/or achieve the desired outcome.

Should you be happy with the proposed scope and fees, a Services Agreement is then provided for signature before the commencement of the project.

Contact us via [training@palgnet.com](mailto:training@palgnet.com) for further information.

