

MICG has teamed up with Beverly Behan, author of *Great Companies Deserve Great Boards* and *Becoming a Boardroom Star* to offer interactive workshops for your entire Board or for your Governance Committee on a range of governance topics. The workshops will be 2 hours in duration, conducted via Zoom; Confidentiality Agreements will be signed in advance to facilitate an open and candid discussion that is really worthwhile for your board.

The New Boardroom Landscape: This workshop focuses on the underpinnings of board effectiveness, the transitions most boards made over the past two decades from the fall of Enron through COVID-19, five board archetypes that characterize most boards today (and which one best describes your board) and the necessary pre-requisites to make the shift nearly every board worldwide now wants to achieve.

Board Leadership – Hallmarks of a Boardroom Champion: What sets board champions apart when it comes to board facilitation, working relationship with the Chief Executive Officer and keeping a “finger on the pulse” of the board? We’ll discuss the importance of well-considered “board choreography” in leading tough decisions in the boardroom and the key role of the Chair/Lead Director in both board and director effectiveness – including some basic tools to help you optimize both.

Optimizing Board Composition – from Board 2.0 to Director Orientation: This workshop takes a comprehensive and forward-looking approach to the issue of board composition, including a working session on designing Board 2.0 for your own board. It covers the use of director expectations, director recruitment packages, strategies to optimize diversity recruitment objectives and upgrading your director orientation program, including the New Director 360, a 2019 innovation from a Fortune 100 board.

CEO Succession Planning – the Board’s Most Critical Decision: The most important decision any board will make is nearly always the choice of Chief Executive Officer. That’s why the board needs to be firmly in the driver’s seat on CEO succession planning – orchestrating a comprehensive CEO succession plan that incorporates insights from every member of the board and the sitting CEO. We’ll introduce the CEO succession roadmap – and two critical steps your board needs to take before calling a headhunter.

Board Evaluation – The Biggest Secret in Creating a Great Board: Most board evaluations are a squandered opportunity. But redesigned, board evaluations can become a watershed exercise that takes your board “from good to great”. We’ll outline what’s required to make this shift – including the use of structured, Zoom based interviews rather than surveys –whether (and how) to incorporate management feedback and a range of other issues. And we’ll answer practical questions about pros/cons of introducing these new elements to your current board evaluation process.

Director Performance Management – Stepping up to the Most Awkward Issue Many Board Leaders Face: This workshop focuses on four Director Performance Management Tools every board champion should know about. We’ll discuss the importance of tailoring your approach to the performance issue at hand – behavioral issues vs expertise issues need to be addressed in different ways. The session will be designed to include plenty of time to confidentially discuss any director performance issues currently on your mind. We sign Confidentiality Agreements in advance.

Trainer's Profile



Beverly Behan has the greatest job in the world. She's had the privilege of working with Boards of Directors of the S&P1500 and listed companies around the globe for the past 25 years – some of the smartest, nicest, most fascinating and most accomplished people in the world, who keep her at the top of her game. Her clients are typically boards that want to get to the top of their game – and stay there. To date, she's worked with nearly 200 boards, ranging from recent IPOs to the Fortune 500 – from New York and Toronto to Bogota and Kuala Lumpur.

Beverly has interviewed thousands of directors in conducting board and director evaluations, dating back to 1996 when undertook the first director peer review for a major North American bank. In 2001, she incorporated management input into board evaluations for a Fortune 500 publishing company. In 2015, she conducted the first board and director evaluations for one of the largest conglomerates in Southeast Asia – overcoming the concern that individual director evaluations couldn't be effectively adapted to Asian business culture. Over the past decade, she's worked with a number of boards on the development of Board 2.0, an innovation to help boards optimize their composition and manage that transition effectively. And in 2019, she worked with the board of a Fortune 100 company to create what became the New Director 360, an innovation in director evaluations that has both an evaluative and developmental component. The insights she gained from this work, focusing on the effectiveness of boards and of individual directors, has been the foundation for "Becoming a Boardroom Star".

Beverly is the author of *Great Companies Deserve Great Boards* (Palgrave MacMillan, 2011) named Governance Book of the Year by *Directors & Boards* magazine and ranked #1 for four weeks on the *Globe & Mail* business best seller list in Canada. During the COVID-19 lockdowns in 2021, Beverly authored "Board and Director Evaluations: Innovations for 21st Century Governance Committees" which debuted as the #1 New Release in Corporate Governance on Amazon in August, 2021. Her latest book, *Becoming a Boardroom Star* should be available worldwide by mid-October, 2021 in Amazon Kindle, Paperback and AudioBook formats. A former partner at Mercer Delta in New York and Global Managing Director of the Hay Group's Board Effectiveness practice, Beverly started her own firm, Board Advisor, LLC, in New York in 2009.