

GOVERNANCE & COMPLIANCE | COURSE BROCHURE

Board Effectiveness and Evaluation

5 days | Classroom training | English

SMART HORIZON

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Amsterdam
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Course content

Why attend

Effective boards add strategic value; ineffective ones become rubber stamps or obstacles. This course covers how to evaluate and improve board effectiveness: evaluation methods, skills matrices, board dynamics, information flow, meeting effectiveness, director development and acting on evaluation results.

Regular, honest board evaluation is a hallmark of good governance. You will learn how to run evaluations that lead to real improvement.

Professional Problems This Course Is Designed to Solve

• Difficulty translating subject knowledge into practical workplace decisions.
• Inconsistent approaches to the activities covered in the course outline.
• Lack of a structured plan for applying and reviewing new skills.

Course methodology

Evaluation design workshops, board meeting simulations, case studies and skills matrix exercises.

Course objectives

By the end of this course, participants will be able to:
• Explain the drivers of board effectiveness
• Choose board evaluation methods
• Build and use board skills matrices
• Improve board information and meetings
• Address board dynamics and behaviours
• Implement evaluation action plans

Target audience

This course is suitable for:
• Board chairs and directors
• Company secretaries
• Governance professionals
• Senior executives working with boards
• Board advisers



Course content

Target competencies

Participants will develop competencies in:

- Evaluation design
- Skills assessment
- Meeting effectiveness
- Board dynamics
- Action planning

Course outline

Day 1: Board Effectiveness

09:00–10:08	What effective boards do
10:08–11:00	Common weaknesses
11:00–11:30	**Coffee break**
11:30–11:45	Common weaknesses (continued)
11:45–12:53	Self-assessment
12:53–14:00	Exercise

Day 2: Evaluation Methods

09:00–10:08	Questionnaires and interviews
10:08–11:00	External evaluation
11:00–11:30	**Coffee break**
11:30–11:45	External evaluation (continued)
11:45–12:53	Individual director review
12:53–14:00	Workshop

Day 3: Skills and Composition

09:00–10:08	Skills matrices
10:08–11:00	Diversity
11:00–11:30	**Coffee break**



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11:30–11:45	Diversity (continued)
11:45–12:53	Succession
12:53–14:00	Exercise

Day 4: Meetings and Dynamics

09:00–10:08	Board papers
10:08–11:00	Agendas
11:00–11:30	**Coffee break**
11:30–11:45	Agendas (continued)
11:45–12:53	Behaviours
12:53–14:00	Simulation

Day 5: Improvement

09:00–10:08	Action plans
10:08–11:00	Director development
11:00–11:30	**Coffee break**
11:30–11:45	Director development (continued)
11:45–12:53	Follow-up
12:53–14:00	Action plan

The timings provided are estimates and may vary depending on the number of participants and the discussions taking place during the sessions. They are indicative only and do not constitute a binding commitment.



Course content

Dates, venues and fees

Current published course plans. Fees are per participant in EUR, excluding unconfirmed taxes.

Venue	Start date	End date	Fee (EUR)
Barcelona Confirmed dates	16 Nov 2026	20 Nov 2026	**€2,840.–**
Online Confirmed dates	16 Nov 2026	20 Nov 2026	**€1,250.–**
Cape Town Confirmed dates	30 Nov 2026	4 Dec 2026	**€1,890.–**
Online Confirmed dates	30 Nov 2026	4 Dec 2026	**€1,250.–**
Vienna Confirmed dates	4 Jan 2027	8 Jan 2027	**€2,940.–**
Online Confirmed dates	4 Jan 2027	8 Jan 2027	**€1,250.–**
Kuala Lumpur Confirmed dates	25 Jan 2027	29 Jan 2027	**€1,450.–**
Online Confirmed dates	25 Jan 2027	29 Jan 2027	**€1,250.–**
Dubai Confirmed dates	15 Feb 2027	19 Feb 2027	**€3,150.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	15 Feb 2027	19 Feb 2027	**€1,250.–**
Cape Town Confirmed dates	8 Mar 2027	12 Mar 2027	**€1,890.–**
Online Confirmed dates	8 Mar 2027	12 Mar 2027	**€1,250.–**
Rome Confirmed dates	22 Mar 2027	26 Mar 2027	**€2,450.–**
Online Confirmed dates	22 Mar 2027	26 Mar 2027	**€1,250.–**
Paris Confirmed dates	12 Apr 2027	16 Apr 2027	**€2,860.–**
Online Confirmed dates	12 Apr 2027	16 Apr 2027	**€1,250.–**
Amsterdam Confirmed dates	3 May 2027	7 May 2027	**€2,540.–**
Online Confirmed dates	3 May 2027	7 May 2027	**€1,250.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Vienna Confirmed dates	24 May 2027	28 May 2027	**€2,940.-**
Online Confirmed dates	24 May 2027	28 May 2027	**€1,250.-**
Rome Confirmed dates	14 Jun 2027	18 Jun 2027	**€2,450.-**
Online Confirmed dates	14 Jun 2027	18 Jun 2027	**€1,250.-**
Istanbul Confirmed dates	28 Jun 2027	2 Jul 2027	**€2,650.-**
Online Confirmed dates	28 Jun 2027	2 Jul 2027	**€1,250.-**
London Confirmed dates	19 Jul 2027	23 Jul 2027	**€2,450.-**
Online Confirmed dates	19 Jul 2027	23 Jul 2027	**€1,250.-**
Rome Confirmed dates	9 Aug 2027	13 Aug 2027	**€2,450.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	9 Aug 2027	13 Aug 2027	**€1,250.-**
Cape Town Confirmed dates	30 Aug 2027	3 Sept 2027	**€1,890.-**
Online Confirmed dates	30 Aug 2027	3 Sept 2027	**€1,250.-**
Barcelona Confirmed dates	20 Sept 2027	24 Sept 2027	**€2,840.-**
Online Confirmed dates	20 Sept 2027	24 Sept 2027	**€1,250.-**
Frankfurt Confirmed dates	4 Oct 2027	8 Oct 2027	**€2,650.-**
Online Confirmed dates	4 Oct 2027	8 Oct 2027	**€1,250.-**
Dubai Confirmed dates	25 Oct 2027	29 Oct 2027	**€3,150.-**
Online Confirmed dates	25 Oct 2027	29 Oct 2027	**€1,250.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
London Confirmed dates	15 Nov 2027	19 Nov 2027	**€2,450.-**
Online Confirmed dates	15 Nov 2027	19 Nov 2027	**€1,250.-**
Dubai Confirmed dates	6 Dec 2027	10 Dec 2027	**€3,150.-**
Online Confirmed dates	6 Dec 2027	10 Dec 2027	**€1,250.-**

Plan your next step

Dates, availability, exact venue, taxes, inclusions and payment terms require written confirmation. This brochure is not a quotation, registration, booking confirmation or visa invitation. Participants receive a Smart Horizon certificate of attendance; programmes are not externally accredited and do not award a professional qualification or designation. Confirm arrangements before booking travel.

For group or in-house training, contact our learning team to discuss your objectives and delivery arrangements.

Contact Smart Horizon

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