

STRATEGY GOVERNANCE FOR BOARD



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TRAINING CENTER



Introduction

Strategy Governance for Board Training Course prepares directors to govern strategy rather than merely approve it. Boards often receive a strategy presentation once a year, endorse it, and then lose visibility until results disappoint. This programme changes that pattern. It shows how boards shape strategy, challenge assumptions, and monitor execution through a disciplined governance cycle. It covers strategic oversight duties, capital allocation, risk appetite, and performance review. Furthermore, it connects governance codes and fiduciary standards to strategic decisions. In addition, participants work through a full board strategy cycle in simulation. As a result, they can govern strategy with real influence and accountability.

Strategy Governance for Board Course Objectives

- Apply director duties and fiduciary standards to strategic oversight.
- Distinguish governance of strategy from management of execution.
- Set strategic direction through structured board engagement.
- Challenge strategy assumptions, evidence, and options appraisals.
- Govern capital allocation and investment decisions.
- Align risk appetite and tolerance with strategic ambition.
- Establish strategy execution monitoring and review cadence.
- Evaluate management performance against strategic commitments.
- Govern transformation and major change programmes.
- Ensure disclosure and accountability for strategic outcomes.



Course Methodology

This course combines director-level presentations, governance case analysis, and immersive board simulation. Participants take part in a two-part simulated board cycle: shaping strategy in the first session, then reviewing execution and course correction in the second. In addition, facilitated debate develops challenge and appraisal skills. Board agendas, strategy dashboards, and peer review support immediate application.

Who Should Take This Course

- Board members, chairs, and non-executive directors.
- Board committee members and chairs.
- Executives presenting strategy to boards.
- Company secretaries and governance professionals.
- Senior leaders preparing for board appointments.

Strategy Governance for Board Course Outlines

Day 1: The Board's Strategic Role

- Director duties and fiduciary standards explained.
- Governance of strategy versus management of execution.
- Board composition and strategic capability requirements.
- The annual strategy governance cycle.
- Chair and CEO roles in strategy development.
- Governance codes and strategic oversight expectations.
- Case study: a board that lost strategic control.



Day 2: Shaping and Challenging Strategy

- Setting strategic direction and long-term ambition.
- Evaluating strategic options and evidence quality.
- Challenging assumptions and management bias.
- Scenario testing of strategic plans.
- Stakeholder and shareholder expectations.
- Approving strategy with clear conditions and checkpoints.
- Workshop: challenging a strategy submission.

Day 3: Capital, Risk, and Strategic Alignment

- Governing capital allocation priorities.
- Investment appraisal and hurdle rate oversight.
- Risk appetite, tolerance, and strategic risk oversight.
- Balance sheet strength and liquidity governance.
- Dividend, growth, and reinvestment decisions.
- Strategic risk registers and board reporting.
- Simulation: a capital allocation board session.

Day 4: Monitoring Strategy Execution

- Strategy dashboards and board reporting design.
- KPI and KRI selection for strategic oversight.
- Review cadence and milestone checkpoints.
- Identifying drift between strategy and delivery.
- Governance of transformation and major programmes.

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- Executive performance evaluation against strategy.
- Exercise: reviewing a strategy execution report.

Day 5: Accountability, Disclosure, and Board Effectiveness

- Disclosure obligations on strategy and performance.
- Communicating strategy to shareholders and stakeholders.
- Board and committee effectiveness evaluation.
- Board succession and strategic capability development.
- Governance of sustainability and long-term commitments.
- Course correction without destabilising management.
- Personal director action plan.

Conclusion

By successfully completing the Strategy Governance for Board Training Course, participants will have acquired the knowledge to shape strategy, challenge management assumptions, govern capital and risk, and monitor execution with clear accountability. They will understand how dashboards, review cadence, and milestone checkpoints keep strategy and delivery aligned. As a result, they can govern strategic direction with genuine influence. Gentex Training Center delivers this programme with practical frameworks directors apply immediately.

FAQs for the Strategy Governance for Board course





Q1 What is the "Strategy Governance for Board" course about?

It develops the board's ability to govern strategy rather than simply approve it. The course covers strategic oversight duties, challenging strategy submissions, capital and risk governance, execution monitoring, and disclosure obligations, so directors can influence strategic direction and hold management accountable for delivery.

Q2 What are the key benefits of the "Strategy Governance for Board" course?

Participants gain confidence to question strategy with evidence rather than opinion. The course improves the quality of strategic approval decisions, strengthens capital and risk governance, gives boards earlier sight of execution drift, and produces a governance cycle that keeps strategy visible between annual reviews.

Q3 What skills will I gain from the "Strategy Governance for Board" course?

Participants develop strategic oversight and director duty application, strategy challenge and options appraisal, capital and risk governance, and execution monitoring and accountability. These four skills form the core capability set the course reinforces through its simulation.



Q4 What tools, methods, or standards are covered in the "Strategy Governance for Board" course?

The course covers corporate governance codes and fiduciary duty standards, the annual strategy governance cycle, scenario testing of strategic plans, options appraisal and investment hurdle rate oversight, risk appetite and tolerance statements, strategic risk registers, balanced scorecard and strategy mapping, KPI and KRI selection, strategy dashboards, milestone checkpoint reviews, transformation programme governance, and board effectiveness evaluation frameworks.

Q5 How is the "Strategy Governance for Board" course applied in real-world practice?

Directors apply it by preparing challenge questions before strategy sessions, testing management assumptions with scenario analysis, and approving strategy with explicit conditions and checkpoints. They also review strategy dashboards quarterly, question capital proposals against hurdle rates, and evaluate executive performance against agreed strategic commitments.