

# ACHIEVING EFFECTIVE BOARD PERFORMANCE

A range of services for boards to achieve the governance and people performance that delivers their goals.

**CTP Global provides organisations in the financial services sector with a complete, expert support service that will:-**

- Ensure the governance structure supports the business and reflects standards in your jurisdiction
- Provide insight and analysis of the performance of the board
- Identify development needs for the team and individuals
- Provide executive coaching and training to address group and individual needs



## HOW WE WORK

Years of experience working with boards provides our consultants with the ability to distinguish good practice from poor and the skills to work with groups and individuals to gain positive commitment to change.

We don't just audit governance structures, our business acumen combined with disciplined investigation provides a firm platform to move forward and achieve the best possible performance for Stakeholders.

## OUR GOVERNANCE SERVICES

- **Board Governance structure reviews** –making sure that the shape of the board and its committees still support the organisation
- **Board Evaluations** -bespoke methods to enable you to see clearly how you are performing and what needs to change
- **Board Performance support** - helping a board to enhance performance to achieve optimum performance
- **Essential skills for Directors** - from CPD programmes to Executive Coaching to help new and experienced Directors to fulfil their role.

## WHY ENGAGE US?

Perhaps what our customers say about us is more compelling than our own words:-

*"Very, very useful – superb guidance"* CEO, Lloyd's Broker

*"Refreshing knowledge and identifying future issues"* NED, Stockbroker

*"Excellent up to date perspective, facilitator has a great knowledge of the industry,"* Director, Conglomerate

*"A good, interesting and lively presentation"* Finance Director, Major insurance Company

# BOARD GOVERNANCE REVIEWS



One of the key lessons from the international financial crisis has been the importance of an appropriate structure of governance. Having clear and workable lines of direction, authority and decision making that are followed in practice is essential. There are a number of areas that Boards should ensure are working at their most effective.

Our approach is to agree with you the purpose of the review and the scope of the work. Often reviews will be driven by an external agency, such as the regulator, or prompted by a major event of some sort. In these cases we can liaise with those agencies and are sometimes engaged by them to maintain the independence of the review.

We undertake the review by identifying the statutory, codes and regulatory standards set in your jurisdiction. We then compare your governance structure and create a "gap analysis" with suitable recommendations, taking into account your size, scale of activities and location.

Reports, analysis and recommendations are discussed fully with the designated sponsor of the project, normally the Chairman or a Non-Executive Director. We always provide evidence of our findings and practical recommendations for change where it is needed.

## Questions for your board

- ? Do issues fall between cracks or is there duplication
- ? Is the structure, TOR of Committees and constituency up-to-date and appropriate
- ? Are Board Committees appropriate and effective
- ? Are decision making and authorisation levels clear and followed
- ? Is there the right balance of key business functions represented on the board

# BOARD EVALUATIONS



For many years Boards were very much self governing. However, in recent years the OECD review, Combined Code, Walker Review and UK All Party Parliamentary Corporate Governance Group, amongst others, have all sought to raise the standards of corporate governance, stating that Boards' performance should be evaluated formally with specific outcomes in mind. Many Boards choose to use some form of external support to alleviate the work-load and maintain a modicum of independence.

CTP Global can help you design and manage your Board's evaluation, provide full external facilitation or help you to ensure that the results are effectively followed-up. Our approach is tailored to your brief and goals for the review. We use techniques such as:-

- Individual interviews with Directors
- Questionnaires
- Observing the board and committees in action

## Questions for your board

- ? What has been the whole board's contribution to strategy and risk management
- ? Are inside and outside board relationships working effectively (group relationships are important here)
- ? How has the board responded to problems or crises and could they have been foreseen
- ? What is the relationship between the board and its committees
- ? Has the board set itself clear performance objectives and how well has it performed against them



## TEAM PERFORMANCE

This section addresses the people aspects of performance and the way in which your board co-operates, commits and delivers performance against its goals. Whether as a result of a Board Evaluation or in anticipation of an evaluation it's never too soon to raise the standards of your Board.

We approach these assignments with a clear understanding of the goals the team wish to achieve in terms of improved performance. Past exercises have ranged between specific such as developing new strategies and setting risk management frameworks. Broader mandates have involved residential team events that allow team members to recognise each other's profiles, how best to communicate with each other and commitments on behaviour for the future.

A useful tool at the outset is to undertake a profiling exercise so that the team recognise the individual styles of their colleagues. In our experience this quickly creates a language to describe team roles and communication styles so that past irritations and barriers to progress quickly evaporate and the team can focus on how they use this information to perform better as a group.

### Questions for your board

- ? Do we know each other's strengths/ challenges and style of management
- ? Can we describe the culture we are seeking to build in the business consistently
- ? Is everyone pulling in the same direction
- ? Are corporate messages being distorted as they are cascaded through the company
- ? Does everyone contribute to debate or are some drowned out



## INDIVIDUAL PERFORMANCE

In order to run an effective Board, with appropriate structure and governance served by qualified individuals and high quality directors, there are essential skills and knowledge that are required. Regulatory eyes have never been more keen on observing and censuring Boards for failings and shortcomings so ensure your Board is at the top of its game now.

It is often the case that individuals who excel in their area of expertise are promoted to board level with little or no support to help them top up those areas of knowledge or skills that they need to contribute effectively at board level. People may be reluctant to disclose their need for help and may continue throughout their career with only a superficial understanding of some key business competencies. Through executive coaching we help individuals establish where they need additional skills or knowledge to fully participate in the role on the board and develop a comprehensive plan that can combine:-

- Courses of our own or at recognized management schools
- Reading and practice of agreed techniques
- Coaching by specialists in technical areas, such as, financial reporting or risk management
- Undertaking meetings or practising behaviours they have found challenging in the past

### Questions for you

- ? Did you have a broad spectrum corporate education ahead of your appointment
- ? Are you confident you understand and can identify risks from information in the board pack
- ? Do you know the theory and practice of strategic management
- ? Are you sometimes silent on topics at the board where you are unclear about the issues

# ABOUT CTP GLOBAL



The Financial Services Industry is unique. At CTP Global we have a combined financial services industry experience of more years than we want to calculate; we understand your challenges and constraints and provide solutions to help you achieve your aims in good governance and great performance.

Clearly we are doing something right as we have over 120 in-house corporate clients of whom 80% have returned for more of the same! We do not advertise, but run open courses so that people have the opportunity to experience our approach. This is where we often meet clients for the first time. Of course, our existing clients are also kind enough to refer other people to us. Clients choose us for their board development, open courses, in-house and bespoke courses, as well as consultancy and executive coaching.

Our vision is to be recognised as the leader in the Financial Services Sector for supporting and delivering organisational change through learning and development solutions. We champion the compliance culture and are proud that CTP won the **Best Training Services** Award in the 2008 OStCaR (Outstanding Service to Compliance and Regulation) Awards. We are also accredited for the quality of our training by the Financial Services Skills Council in the UK.

## Our Values

- We only work when and where we add real value.
- We are obsessed with quality.
- We are different and daring. We challenge the status quo.
- We are passionate. We believe in what we do. We care.
- We act with integrity in whatever we do.
- We believe in action – time is money!

# OUR PEOPLE



The global team comprise people experienced at working with boards and with exceptional communication and interpersonal skills. They come from a diverse range of backgrounds to bring the following skills and knowledge that we consider essential:-

- Worked at executive level in business, most often financial services
- Know the standards set for governance at international and local level
- Have consultancy experience that enables them to recognise best practice
- Have a qualification or experience in a range of coaching disciplines

Our main concern is that we find the right consultant for the client and are very willing to arrange for interviews of a number of consultants before you make your choice. It is imperative that you have the person that suits you and that your board needs.

Visit our website at [www.ctpglobal.com](http://www.ctpglobal.com) to see more details about the consultants we use.

To find out more and to discuss how to tackle the challenges your board faces contact us  
on **+44 (0) 20 3170 5779** or e mail [info@ctpglobal.com](mailto:info@ctpglobal.com)

Visit our website at [www.ctpglobal.com](http://www.ctpglobal.com) to discover more essential support services