Institute of Directors Ireland

IoD Ireland Bespoke Board Training

Your Trusted Partner in Board Development

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Foreword

Elevating Board Performance Through Tailored Board Development

At the Institute of Directors (IoD) Ireland, we recognise that every board operates within a unique context - and so, too, must their learning and development. That is why we offer bespoke board training tailored to the specific needs, maturity and strategic ambitions of each board. Whether it is enhancing collective decision-making, improving boardroom behaviours, or deepening directors' understanding of their responsibilities and stakeholder expectations, our board training offerings are crafted to build capability and confidence.

Our insight into what boards need for effective, ongoing development comes from working at the coalface of governance. Through our external board evaluation work combined with close, trusted relationships with our members and client organisations, many of them leaders in their sectors, we are embedded in real boardroom conversations across the economy. This proximity gives us early visibility of emerging challenges and ensures our governance expertise is practical, current and grounded in lived boardroom experience.

Our training is delivered by a team of seasoned practitioners, Chartered Directors and governance specialists who understand the nuance of effective governance and the challenges facing today's boards.

We are committed to supporting boards in developing their full potential - helping them navigate complexity, foster accountability and lead with integrity. In this spirit, our bespoke board training offering is not just a service - it is a partnership in strengthening governance and building long-term value.

This brochure outlines how IoD Ireland can support your board by delivering bespoke, confidential and effective board training. We would welcome the opportunity to discuss your board's needs with you.

Caroline Spillane CDir
Chief Executive Officer
Institute of Directors Ireland



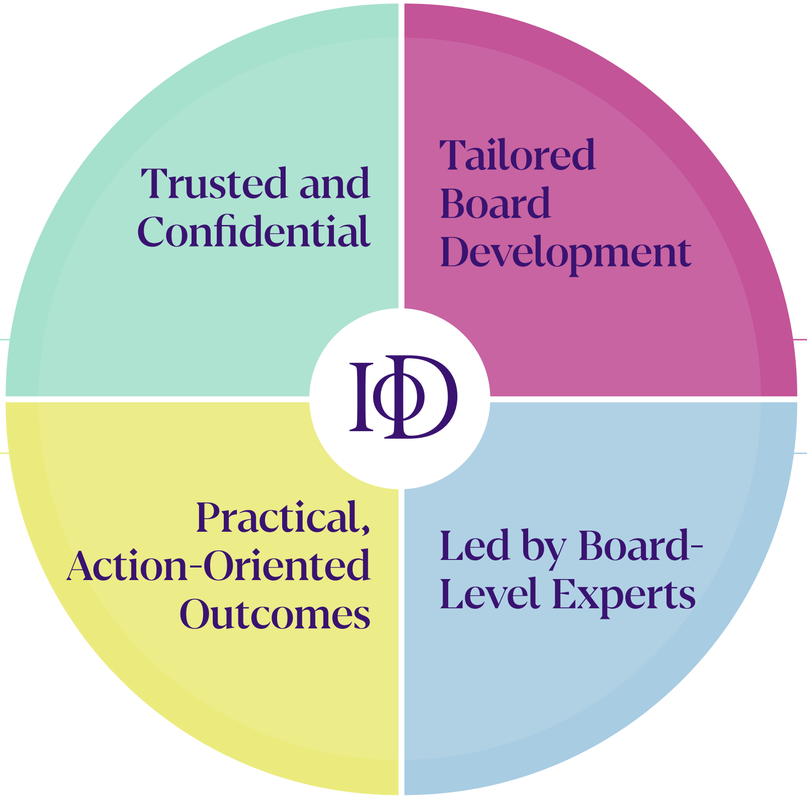
“The customised training was of a very high standard. IoD took the time to understand our governance structure and organisational mandate. The session combined practical examples with clear guidance on governance, oversight, and performance management. A highly beneficial programme.”

Cathal O’Toole, Board Director, BT Ireland

Why Choose IoD Ireland Bespoke Board Training?

A safe space for real board conversations.

Our bespoke board training is delivered within a highly confidential and trusted environment. From initial scoping through to delivery and follow-up, boards can engage openly, knowing discretion and independence are assured. IoD Certificates of Completion can be provided, with CPD recognition available on request.



Not off-the-shelf. Not generic.

Every engagement is shaped around your board's specific context, challenges and stage of development. We work with you to design a focused, relevant learning experience that supports stronger governance and more effective board decision-making.

Insight that translates into action.

We equip boards with clear, actionable governance insights and practical tools they can apply immediately. The focus is on improving board effectiveness, strengthening oversight and supporting sustainable organisational success.

Credibility that boards recognise.

Our facilitators, governance specialists and subject-matter experts bring lived boardroom experience across PLCs, private companies, SMEs, state bodies and not-for-profit organisations. This ensures discussions are grounded, informed and immediately relevant.

The Board Topics That Matter

From the fundamentals of corporate governance to navigating complex board dynamics, our bespoke board training addresses the realities of modern governance. We deliver flexible, practical and interactive learning tailored to your organisation's needs, strengthening boards, enhancing leadership and supporting sustainable success.

Governance Foundations

For boards new to governance.

- Principles of Corporate Governance
- Legal and Regulatory Frameworks
- Directors' Duties and Responsibilities
- Understanding the Role of the Board vs Management
- Governance Codes and Compliance

Board Dynamics and Effectiveness

Enabling more strategic and effective boards.

- Board Composition, Diversity, and Succession
- Board Culture and Dynamics
- Enhancing Boardroom Performance
- Navigating Boardroom Challenges and Dilemmas
- Matters Reserved for the Board and Delegated Authorities

Leadership Roles on the Board

Role-specific board training.

- Chairing the Board: Skills, Challenges and Best Practices
- Leading Board Committees (Audit, Risk, Remuneration, Nominations)
- Becoming a Non-Executive Director

The Board Topics That Matter contd.

Governance Across Structures

Tailored to different board structures.

- Governance for Subsidiary Boards
- Governance for Family-Owned or Founder-Led Companies
- Setting Up and Governing a Newly Formed Board
- Governance in Joint Ventures or Public Sector Entities

Risk and Strategy Oversight

Training for strategic and risk oversight.

- Effective Risk Management at Board Level
- Scenario Planning and Strategic Foresight
- Crisis Governance and Resilience Planning
- ESG and Sustainability Governance

Finance & Capital Oversight

Financial insight for board oversight and accountability.

- Finance for Non-Financial Directors (board-focused)
- Reading and Questioning Financial Statements
- Audit, Internal Controls and Financial Risk
- Capital Allocation and Investment Decisions
- M&A, Disposals and Major Transactions (board oversight)
- Financial Resilience, Solvency and Going-Concern Risk

Board–Executive Team Collaboration

Strengthening leadership alignment and performance.

- Building Effective Board–Executive Relationships
- Clarifying Roles: Board Oversight vs Executive Delivery
- Creating a High-Functioning Leadership Interface
- Strategy and Risk Oversight Collaboration

Board Lifecycle Support

Programmes to support boards at key stages.

- Comprehensive Board Induction Programmes
- Director Refresh and Development Planning
- Evaluating and Improving Board Performance
- Transitioning to a Board Role (for executives)

Specialist Topics

Contemporary governance issues.

- ESG and Sustainability Governance
- Artificial Intelligence and Emerging Technologies
- Regulatory and Compliance Oversight
- Crisis Management and Reputation Risk
- Culture, Conduct and Behavioural Risk

Sectors We Work Across

Our approach recognises that while sector contexts differ, the core responsibilities of directors remain constant, accountability, stewardship, strategy, risk and culture. We tailor our bespoke training to reflect each organisation's regulatory environment, ownership structure, maturity and strategic ambition, ensuring meaningful impact at board level.

- Financial Services
- Professional Services
- Food, Agri-Business & FMCG
- Technology, Digital & Innovation-Led Businesses
- Life Sciences, Healthcare & MedTech
- Energy, Utilities & Infrastructure
- Manufacturing & Engineering
- Construction & Property
- Retail, Consumer & Hospitality
- Transport, Logistics & Supply Chain
- Media, Communications & Creative Industries
- Education & Research Institutions
- Charities, Not-for-Profit & Voluntary Sector
- State Bodies & Semi-State Organisations
- Family-Owned, Private & Scaling Enterprises

"Our brief was to deliver a bespoke session for our Director clients, and IoD Ireland took the time to thoroughly understand the specific governance structure of our target audience. The customised training delivered was of an exceptional standard."

Nicola Reynolds, Head of FINEX at WTW

Our Bespoke Board Training Process

1



Assess

We begin with a focused consultation to understand your board's composition, context and strategic challenges. Together, we identify clear development priorities aligned to your governance responsibilities and objectives.

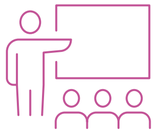
2



Design

Using these insights, we create a bespoke programme tailored to your board. This may include targeted workshops, facilitated strategy discussions, scenario-based exercises or briefings on emerging governance issues — all practical and directly relevant to the boardroom.

3



Deliver

Programmes are led by an experienced faculty of Chartered Directors, practising board members and senior governance practitioners. Sessions are designed to encourage open dialogue, constructive challenge and meaningful reflection.

4



Embed

Training is delivered in-person, virtually or in hybrid format, as a standalone session or a structured series. We align delivery to your board's schedule and priorities, ensuring engagement, relevance and impact.

5



Review & Evolve

We review outcomes against the agreed objectives, reflect on the impact of the engagement and, where appropriate, identify possible next steps to support the board's ongoing development over time.

Flexible Delivery

Our customised board training programmes are designed for maximum flexibility, relevance and impact. We tailor delivery to your board's schedule, location and dynamics, ensuring a high-quality learning experience in every format.

All sessions are tried, tested and led by experienced board-level facilitators, with a seamless experience whatever the delivery mode.

Delivery options include:

In-person at an agreed venue
Ideal for focused, interactive discussion in a dedicated setting.

Fully virtual
Enabling participation across locations without compromising engagement or quality.

On-site in your boardroom
Bringing the learning directly to your organisation for maximum relevance.

Hybrid delivery
Combining in-person and online attendance to ensure flexibility and full inclusion.

Participants can receive a Certificate of Completion for bespoke board training programmes. CPD recognition can be provided, where required, to support ongoing professional development.

Our Expert Faculty and Practitioners


Dr. Margaret Cullen


Carol Bolger CDir


Prof. Simon Haslam


Dr. Weike Scholten


Garvan Callan


Dr. Valerie Lyons


Caroline Kirrane CFA


Jim Breslin

Our team are Chartered Directors and corporate governance experts who bring hands-on experience from working at the board level across a wide range of organisations, from multinational corporations and SMEs to private enterprises and not-for-profit bodies. Whatever your context, our faculty have the industry and governance expertise.

Find Out More

We understand that every board is unique.

Our Board Training programmes are customised, confidential and designed to address the specific challenges and development needs of each board.

To learn more about how Bespoke Board Training can support your organisation, please contact a member of our team.

www.iodireland.ie



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“We were impressed by the professionalism and insight brought to the bespoke committee training. The facilitation was dynamic, well structured, and aligned to the evolving demands of modern governance. Management highlighted the relevance of the scenarios and the practicality of the advice. Highly recommended.”

Aoife Ní Mhaoláin, Executive Committees Governance Manager, AXA XL

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