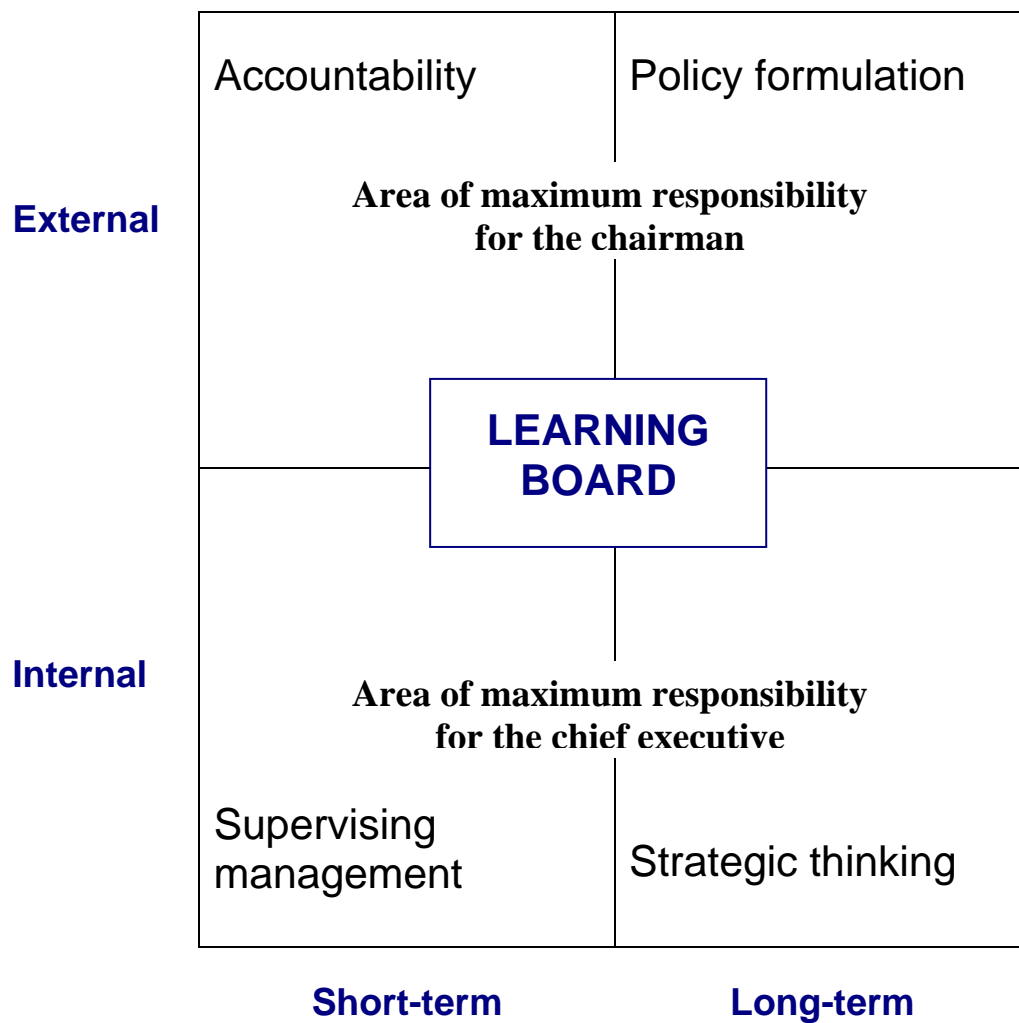


Simple sharing of the chairman and chief executive roles



The four 'Directorial Dilemmas'

1. The board must simultaneously be entrepreneurial and drive the business forward while keeping it under prudent control.
2. The board is required to be sufficiently knowledgeable about the workings of the organization to be answerable for its actions, yet to stand back from the day-to-day management and retain an objective, longer-term view.
3. The board must be sensitive to the pressures of short-term local issues and yet be informed about broad trends and competition, often of an international nature.
4. The board is expected to be focused upon the commercial needs of its business while acting responsibly towards employees, business partners and society as a whole.

The three **parallel streams of training and development** includes:

1. The training and development of individual directors;
2. The training and development of the board as an effective working group, and finally
3. The continuous development of the enterprise as a whole.

Personal qualities relating to specific aspects of company direction can be classified into six groups:

1. Strategic perception and decision-making
2. Analytical understanding
3. Communication
4. Interacting with others
5. Board management
6. Achieving results

Knowledge specific to the board includes:

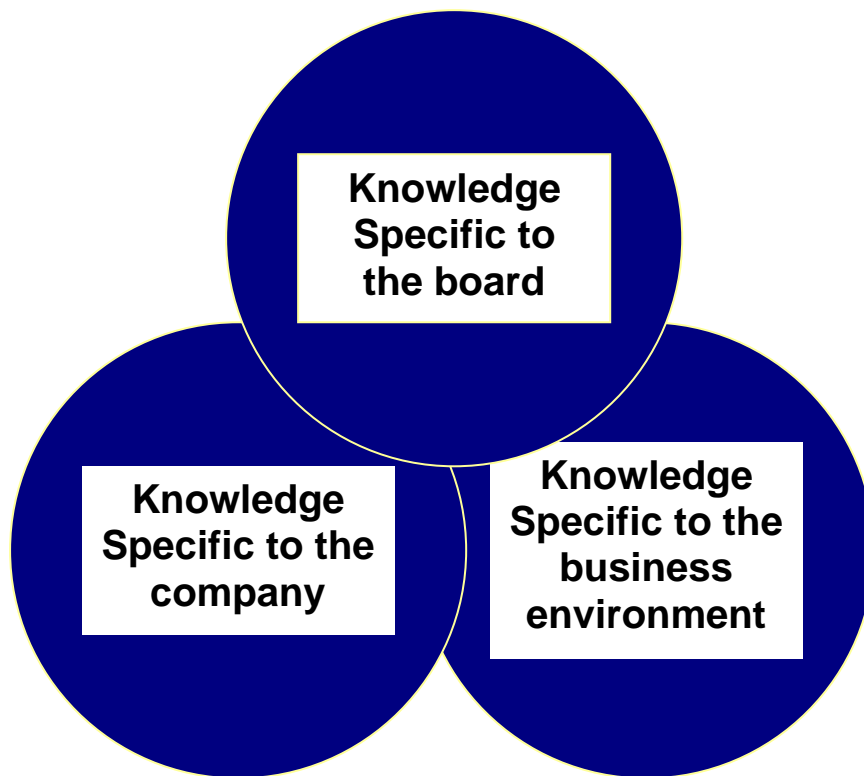
- Corporate governance –conformance issues such as regulatory, fiduciary, legal and ethical duties;
- Board roles, relationships and processes – including leadership, group roles and dynamics, decision-making, problem-solving, communication and networking;
- Board standards of good policy and practice (following sound business practices and displaying honest behaviour);
- Corporate finance and accounting principles and practice.

Knowledge specific to the company:

- Evaluating strategic options and risks – including market strategy, technology strategy, HR strategy, etc;
- Strengths and weaknesses of the company;
- Selection, appraisal and development of directors;
- Company Memorandum and Articles of Association.

Knowledge relating to the business environment:

- Current thinking and developments – in business leadership, management practices and organizational behaviour;
- Public affairs and corporate communication;
- Political, economic, social, cultural and technology influences;
- Key trends in the company's environment.



The four **Competency Levels**

Information	I have heard of it. I am aware of it. I can recall information. I have been exposed to the information and can respond to questions, tasks, etc.
Knowledge	I understand and can explain it. I comprehend and understand what is being communicated and can make use of the ideas. I can translate the information into my own words and can make an example to demonstrate my learning. I can compare and contrast this information with other information.
<i>Know-How:</i>	I can do it. I have the ability to use the ideas, methods, concepts, principles and theories in new situations. I solve problems on my own.
<i>Wisdom:</i>	I can evaluate it and I apply it in the most appropriate ways. I have the ability to judge and appreciate the value of the ideas, principles and theories. I can discuss or debate an issue with information gained through application and back up my viewpoint. I can explain, give examples and teach this to someone else.

(Based on the work of Tribus and Langford)