

Future Challenges for Boards

Agenda 9 November 2020 – Hindsgavl Slot, Hindsgavl Alle 7, 5500 Middelfart

- 09:45 **Registration**
- 10:00 **Welcome** - Steen Buchreitz Jensen, Scandinavian Executive Institute
- 10:15 **Stanislav Shekshnia, INSEAD - Part I:**
External challenges facing boards
- 12:00 **Lunch**
- 12:40 **Stanislav Shekshnia, INSEAD - Part II:**
Board practices and board leadership
- 13:30 Short break
- 13:45 **Stanislav Shekshnia, INSEAD - Part III:**
CEO and Board interaction. How do CEOs develop the right skillset?
- 14:45 **Rounding-Off and end of Masterclass**
- 15:00 Thank you for today

SESSION DESCRIPTION

The board of directors is a centrepiece of a contemporary corporate governance system. It makes decisions which will shape the company for the years to come, it interacts with the company's shareholders and management, it decides what and when to communicate to other stakeholders. Although boards are there to bring continuity and stability to their organizations, they themselves are not immune from the forces shaping our world. In the first part of this workshop we will examine how external challenges such as fourth industrial revolution, geopolitical tensions, climate change, regulatory squeeze, shareholders activism and others change boards' agendas, composition and practices.

Building on mini-case studies we will discuss how boards in Denmark, other Nordic countries and the whole of Europe deal with those challenges. We will focus on original board practices and collective competencies to support them. Then we will discuss the evolving role of the board chair as a board leader and a link between the board on the one side and shareholders and executives on the other. We will review the role of the shareholders in the system of corporate governance and talk about attitudes and capabilities which are required to play this role effectively.



We inspire leaders

We will conclude by looking at the role of CEO in the governance system, the competencies which make chief executives effective today and formats and content of board-CEO interactions.

About professor Stanislav Shekshnia



Stanislav Shekshnia is a Senior Affiliate Professor of Entrepreneurship at INSEAD, co-director of Leading from the Chair and Scandinavian Executive Institute Executive Board development programs. His research concentrates on leadership, leadership

development and effective corporate governance at emerging markets and organizations. Shekshnia is the author, co-author, and editor of 11 books, including recently published *Leading a Board* (2019), *CEO School* (2018), *Athletic CEOs* (2018), and others.

Stanislav Shekshnia is a senior advisor at Ward Howell talent equity advisory with an office in Moscow. Stanislav provides advice and personal coaching to business owners, senior executives and executive teams.

Dr. Shekshnia is a Chair of the Board of Samolet Development and an independent director at Novolipetsk Steel (FTSE: NLMK). He has served as a Board Chairman of Russian Fishery, SUEK, Vimpelcom-R and a board member of several international companies.

In 1991-2002 Stanislav Shekshnia held positions of CEO, Alfa-Telecom, President and CEO, Millicom International Cellular, Russia and CIS, Chief Operating Officer of VimpelCom, Director of Human Resources, Central and Eastern Europe of Otis Elevator.

Stanislav Shekshnia has a Ph.D. and Master's Degree in Economics from Moscow State University, and an MBA from Northeastern University in Boston.

