



winmark

Board
Leadership
Certificate

Contents

- **Board Leadership Certificate**
- **Masterclasses**
 - The C-Suite & Careers
 - Executive to Non-Executive Director
 - Investors & Financial Markets
 - High Performing Boards
- **Faculty, Timings & Certification**

Board Leadership Certificate

The Board Leadership Certificate is designed to equip C-Suite Executives with a comprehensive understanding of board dynamics, pathways to board roles, and the essential competencies needed to excel in board positions, empowering them to make impactful contributions at the highest levels of governance.

This will enable them to:

- recognise the principles of good governance
- know how to ask the right questions
- foster collaborative relationships
- contribute meaningfully to board discussions and decisions

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The C-Suite & Careers



Agenda & Contents

Today's C-Suite

Corporate Governance
C-Suite Knowledge & Skills
Department models and structures

Career Paths

Career Paths & Choices
Privilege
Internal vs external
The CEO Role

Future C-Suite

The Future C-Suite
What Boards want from C-Suite Executives

John Jeffcock – Your Trainer

Introduction



John Jeffcock

MA MBA DipM FCIM MMRS CCMi

T +44 (0) 20 7605 8000

M +44 (0) 7957 831 284

E john.jeffcock@winmarkglobal.com

Education:

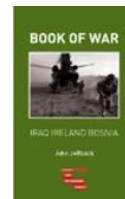
- Stanford EMP & Boston University (US)
- Oxford Brookes (MBA)
- London Business School, Cranfield & Henley
- Royal Holloway (MA)
- RMA (Royal Military Academy) Sandhurst

Career:

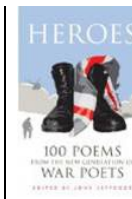
- Chief Executive, Winmark 1996 - Present
- Deputy Chair, The IMPACT Programme 1999 - 2003
- Consultant, ProSource 1995 - 1996
- Captain, Coldstream Guards 1989 – 1994

Other roles:

- Visiting Lecturer - Imperial College (University of London)
- Industrial Fellow – University of East London (UEL)
- Chartered Management Institute - Companions Board (CMI) & Awards
- Governor x2, Charity Trustee x2



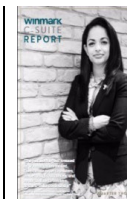
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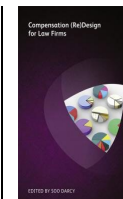
Editor
2011



Editor
2012



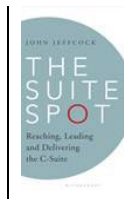
Auth & Edit
2016+



Chpt Author
2016



Chpt Author
2019



Author
2022

Executive to Non-Executive Director



Agenda & Contents

Considerations

- Personal Fit
- Board Diversity
- Tech & Boards

Finding a NED Role

- Getting Your First Role
- Advice on How to Look for a Role
- Connections & Networking
- Transition Support

Application Process

- Your Application
- A NED CV
- Application Forms

Successful NEDs

- What Good NEDs Look Like
- The NED Role
- Trustees & Governors
- Effective Board Behaviour

John Jeffcock – Your Trainer

Introduction



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M +44 (0) 7957 831 284

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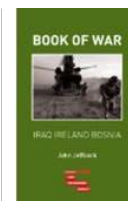
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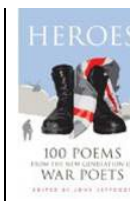
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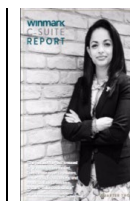
Author
2009



Editor
2011



Editor
2012



Auth & Edit
2016+



Chpt Author
2016



Chpt Author
2019



Author
2022

Helene Usherwood – Your Trainer



Helene Usherwood

M +44 (0) 7719 322 669

E helene.usherwood@andersonquigley.com

About:

- Helene has over 25 year' recruitment experience and has appointed to senior roles within the education, arts, and health sectors as well as local and central government.
- Over the least 14 years, she has supported a wide range of organisation to appoint Chairs and non-executives, governors and trustees; from the very local to national bodies.
- Developing excellent networks across the UK and beyond, she recognises the benefits of enabling Board to be representative of the communities that they serve, drawing on skills from multiple sectors.
- Helene is regularly asked to provide opinion in sector related press on equality, diversity and inclusion in the Boardroom and believes strongly in supporting new talent into NED roles.

Career:

- | | |
|------------------------------------|----------------|
| • Senior Partner, Anderson Quigley | 2018 - Present |
| • Partner, Gatenby Sanderson | 2011 - 2018 |
| • Consultant, Veredus | 2008 - 2011 |
| • Consultant, Execucare | 1999 – 2008 |

Other roles:

- Independent Governor

Investors & Financial Markets



Agenda & Contents

Corporate Finance Foundations

- The Corporate Lifecycle
- Finance sources
- What investors look for
- Optimizing investor engagement
- The changing economy

City, PLCs & Investors

- Investors
- Cost of capital
- The role of brokers & analysts
- Prioritising competing projects
- Internal rates of return, net present value and payback

Financial Markets

- Shareholders & what they look for
- Interpreting financial information
- Drivers of your Share price
- Valuing your company

Insights & Discussion

- Financial decisions to optimize value
- Interactive discussion
- Q + A

Alice Tsang – Your Trainer

Introduction



Alice Tsang

Finance Director (ACMA, CGMA)

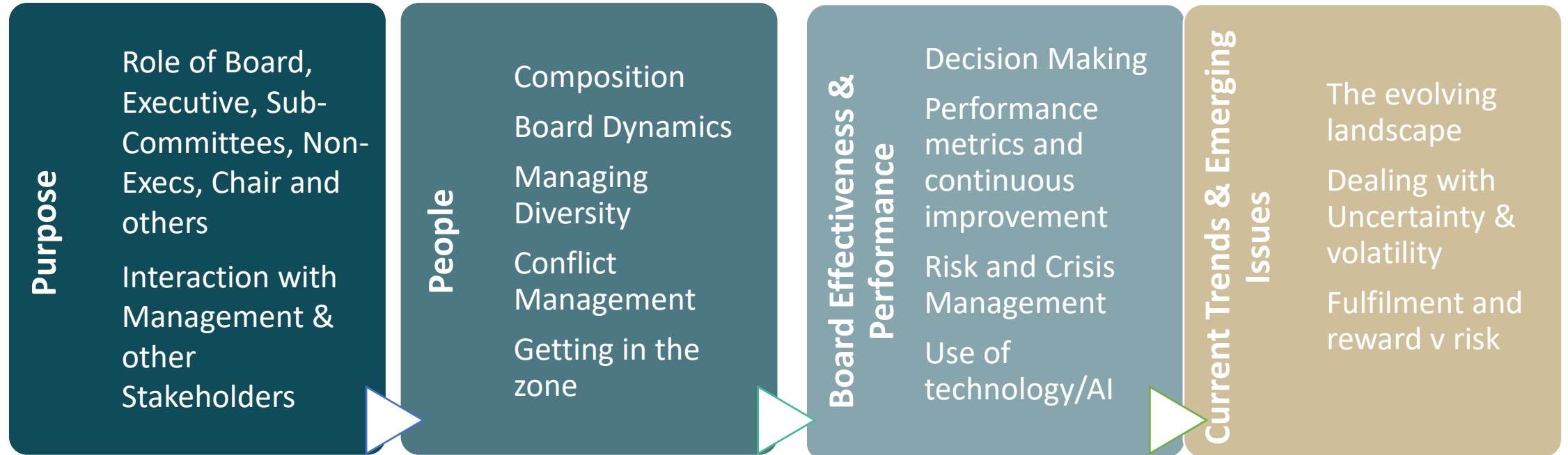
Alice is a Finance Director (ACMA, CGMA) who has worked in senior positions for over 30 years in corporate organisations such as Philips Electronics, Hays Specialist Solutions and Assurant Inc.

For the past 5 years, Alice has worked as a Fractional CFO with SME's and Start-ups to advise and support their growth, funding, and M&A ambitions.

High Performing Boards



Agenda & Contents



Patrick Dunne – Your Trainer

Introduction



Patrick Dunne OBE

Chair Boardelta, Royal Voluntary Service] &
ESSA – Education Sub Saharan Africa
<https://www.linkedin.com/in/patrickdunne2/>

- Chair with extensive experience of working with boards in Europe, Africa, Asia and North America
- Executive experience Air Products and FTSE 100 3i Group plc where he was Communications Director, a member of its Operating committee and Chair of its Operational Risk forum.
- Visiting Professor Cranfield University and Author of award winning “Boards”, co-author of “Five generations at work – How We Win Together for Good as well as member of Higgs Review
- Former Chair D3O, EY Foundation, Leap Confronting Conflict and board member of University of Warwick, Chartered Management Institute

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The Board Leadership Certificate Faculty



John Jeffcock
The C-Suite & Careers;
Executive to Non-
Executive Director



Helene Usherwood
Executive to Non-
Executive Director



Alice Tsang
Investors & Financial
Markets



Patrick Dunne
High Performing Boards

Time & Dates

The Board Certificate Masterclasses are scheduled as 3.5hr half-day sessions, running from 09:00-12:30 GMT

- | | | |
|---|---|-------------------------------------|
| Wednesday, 14 th March 2025 | - | The C-Suite & Careers |
| Wednesday, 4 th June 2025 | - | Executive to Non-Executive Director |
| Friday, 26 th September 2025 | - | Investors & Financial Markets |
| Friday, 7 th November 2025 | - | High Performing Boards |

Pricing (per delegate)

Masterclasses	Members	Non-Members
One	Free of charge	£300
Two	Free of charge	£550
Three (Certificate)	Free of charge	£800
Four (Adv Certificate)	Free of charge	£1,000

“Team pricing and in-company courses are available”

The Overall Offering

Certificate

Awarded on completion of 3 of any of the 4 Masterclasses

One Free

All BC Masterclasses are free to every full Winmark member.

CPD

Each Masterclass is 3.5 CPD points, all four being 14 points

CV

Enhance your CV and LinkedIn profile with the Certificate

Your Academies Contacts

Delivery

John Jeffcock, Chief Executive Officer

Call: +44 207 605 8000

Email: john.jeffcock@winmarkglobal.com

Enquiries

Paula Archbold, HR & Academies Executive

Call: +44 207 605 8000

Email: paula.archbold@winmarkglobal.com

Email: hello@winmarkglobal.com or call +44 (0) 207 605 8000

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Winmarkglobal.com

Winmark Global
7 Berghem Mews
Blythe Road
London
W14 0HN
United Kingdom