



THE EFFECTIVE DIRECTOR PROGRAMME

Delivered in partnership by University of
Strathclyde Business School - UAE &
Financial Times Board Director Programme



A UNIQUE COLLABORATION

A partnership aligned on excellence in board level education

The Effective Director Programme is a three day workshop, representing a unique collaboration between two globally respected institutions: the **Financial Times** and the **University of Strathclyde**.

With over 15 years of experience delivering **The Effective Non-Executive Director Programme** in the UK and Hong Kong, the **Financial Times** offers a programme with a distinct focus on providing practical insights from faculty with extensive real-world boardroom experience.

The FT's distinct emphasis on soft skills and interpersonal dynamics equips delegates to navigate complex stakeholder relationships and enhance overall board effectiveness. Combined with the FT's renowned business analysis, strategic insight, and authoritative commentary, this programme provides the tools and perspective needed to tackle today's most pressing boardroom challenges.

Strathclyde Business School is internationally recognised for its excellence in business education, proudly holding the prestigious triple accreditation from AMBA, AACSB, and EQUIS. Strathclyde has been delivering its MBA programme in the UAE for over 30 years and was the first international university in the region to be licensed and accredited by the UAE Ministry of Higher Education and Scientific Research.

The School is renowned for its strong and effective engagement with business, industry, and the public sector—both in Scotland and across international locations, including the UAE. In Dubai, the campus serves as a vibrant hub for the executive community. It brings together students, alumni, and global practitioners from diverse sectors to connect, collaborate, and grow professionally.

Secure your place 



Start date: Tuesday 23 September – Thursday 25 September 2025
Duration: 3 days



Location: Strathclyde Business School, Dubai Knowledge Park



Course fees: AED 18,375 (incl. VAT)



ABOUT THE EFFECTIVE DIRECTOR PROGRAMME

In an era defined by disruption, regulatory scrutiny, rising stakeholder expectations and shareholder demands, the role of a director has never been more critical - or more complex. The Effective Director Programme is designed to equip current and aspiring board members with the insight, tools, and confidence to lead with impact and navigate governance challenges in a fast-evolving business landscape.

Delivered by experienced facilitators and seasoned board professionals, both from Strathclyde Business School and the FT, this immersive programme blends practical case studies, peer learning, and expert guidance to sharpen your understanding of strategic oversight, risk management, fiduciary duties, and boardroom dynamics. You'll explore contemporary topics including ESG integration, digital disruption, ethical governance, shareholder expectations and stakeholder engagement - all within the context of today's boardroom pressures.

Key Learning Outcomes

Strengthen Strategic Oversight and Governance Acumen

- Participants will enhance their ability to provide strategic guidance, ask the right questions, and ensure accountability, all while balancing short-term performance with long-term value creation.

Deepen Understanding of Director Responsibilities and Legal Duties

- Participants will develop a clear understanding of the legal, regulatory, and ethical responsibilities of a director, equipping them to manage risk and ensure robust governance practices, all while balancing short-term performance with long-term value creation.

Navigate Complex Boardroom Dynamics with Confidence

- Attendees will gain practical insights into board behaviours, group decision-making, and stakeholder engagement, improving their effectiveness in influencing, collaborating, and leading within the boardroom.

Apply Contemporary Governance Trends to Real-World Challenges

- Learners will explore key issues shaping modern boards - such as ESG, digital transformation, and reputational risk - and apply frameworks and tools to respond effectively in their own board contexts, all while balancing short-term performance with long-term value creation.

Who is this workshop for?

Whether you are:

- Newly appointed
- Preparing for your first board role
- Seeking to refine your influence and decision-making at board level

The Effective Director Programme offers the platform to develop core capabilities, enhance board effectiveness, and expand your professional network here in the Middle East. The course is designed for mid to senior level executives with significant experience in leadership roles and seeking to advance their board effectiveness.

Methodology

- Our teaching philosophy centres on applied, experiential learning, critical reflection, and real-world application.
- By using live examples and relevant case studies we help directors to lead with confidence, integrity, and strategic foresight in today's complex and dynamic environment.
- Learning is participant-centred, drawing on diverse peer experiences to foster insight and debate.

LEARNING CONTENT

Day 1

- Corporate Governance
 - International Best Practice
 - UAE Company Law
 - Board Director duties and responsibilities
- Key Board Roles
 - Executive Directors
 - Non-Executive Directors
- Board sub-committees
- The Role of the Chair
- The ESG Competent Board
 - Directors' Responsibilities
 - Strategic Alignment

Day 2

- The ESG Puzzle
- Strategic Direction and The Role of the Board
- Board Simulation
- Stakeholder Management

Day 3

- Characteristics of Effective Boards
- Personal Behaviour on a Board
- How to Challenge Effectively



THE FT NON-EXECUTIVE DIRECTOR CLUB: SUPPORTING YOUR SUCCESS POST-WORKSHOP

Whilst the workshop content has been designed to provide you with a holistic understanding, including the soft skills and behaviours needed to be an effective board member, we remain committed to supporting your career development after the workshop has concluded.

After the event has come to a close, you will gain exclusive access to the Financial Times Non-Executive Director Club where you will be invited to our regular networking evenings including speaking sessions with recognised thought-leaders, as well as monthly digital newsletters which include the latest updates in legislation, governance news and job opportunities.

FT Non-Executive Director Club members benefit from:

- Being part of a growing, dynamic and diverse Board Member community. Your valuable, durable network and catalyst for powerful collaboration.
- Increasing confidence and credibility as a NED. Continue to grow your knowledge, increase your influence and get uniquely practical and relevant insight from a range of expert speakers.
- Actively and positively influencing board effectiveness. Constantly develop, challenge and update your strategic thinking with the FT NED club.



As a result of attending the Programme I have: expanded my network with course faculty and other participants, a much greater appreciation for what it takes to be a successful board director and the essential differences vs an executive role, and a greater self-awareness from the questionnaire output discussion. Thoroughly recommend this course to both existing and aspiring board directors.

Mark
VP, Shell

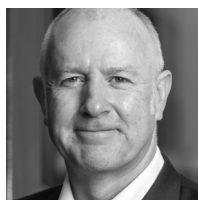


I can thoroughly recommend the course for anyone looking to enhance their effectiveness on a board, or to understand the role and responsibilities of Directors if joining for the first time.

Tania
CEO & Founder, La Maison Couture



OUR FACULTY



Phil Considine

Director of Executive Education,
Strathclyde Business School,
University of Strathclyde

Since joining the Higher Education sector, Phil has been leading Executive Development Programmes, Senior Leadership Programmes and managing external corporate relations for a wide range of organisations from global multi-nationals to SMEs, NGOs and public sector bodies.

Phil's teaching focuses on the challenges of governance, specifically ESG factors, managing change in multicultural contexts and the role of directors and senior managers in creating purpose driven organisations. His PhD focused on the benefits that can accrue from the strategic application of socially responsible strategies in a range of organisational settings.

Phil's approach to teaching governance shifts the focus from compliance to a whole system approach underpinned by grand challenges, sustainability, and a strong sense of values. His research continues to examine this theme and he has published and presented papers at conferences on this topic in the UK and Internationally. He teaches extensively overseas, particularly in Europe, the Middle and Far East.

He is an experienced Director having served on boards as a Non-Executive and an Executive Director in both the private and third sectors. He holds fellowships of the Higher Education Academy, the Royal Society of Arts and visiting faculty roles in several other Universities.



Murray Steele

Portfolio NED & Chair,
Octopus Apollo VCT,
Surface Generation

Murray has delivered NED development programmes for over 12,000 Board members, both in the UK and internationally. His work is underpinned by over 30 years of Chair and NED experience. He has held over 20 Chair and NED positions covering virtually every type of organisation.

Currently he is Chair of Octopus Apollo VCT plc – the UK's second largest VCT which is a FTSE listed company investing in UK unquoted tech SMEs and Surface Generation – an advanced manufacturing technology company.



Sarah Boulton

Chair,
Healthy Boards

Sarah Boulton has held a variety of non-executive board roles over the last fourteen years and she also provides governance advice and board support to a range of public, private and not for profit organisations through Healthy Board Services and Capsticks. Her Board experience to date has included serving as non-executive director, Audit Committee Chair and Chair of five different NHS trusts. These have included local, regional and national roles and include Commissioner, Provider and Regulator responsibilities.

In 2011 she became Chair of NHS Midlands and East Cluster which was responsible for health provision for 15 million people in the West and East Midlands and East of England with a budget of £26 billion. Prior to this appointment she was the Chair of the East of England Strategic Health Authority, one of the top performing SHAs in the country. This followed her time as Chair of Bedfordshire PCT which was responsible for improving the health and health services for a local population of 450,000. She has been the Chair of East of England Ambulance Service since 2014 and is also a member of the Octopus Healthcare Advisory Board.



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