

# Corporate Secretaries Training-of-Trainers Program

26 – 28 May 2015

Capital Markets Licensing and Training Agency (SPL)  
19 Mayıs Mahallesi Samanyolu Sokak No:70  
34360 Osmanbey, Şişli, İstanbul  
Training Room 1

## 1. Background

The Advisory Services under the Corporate Governance Project of the International Finance Corporation (IFC) in Europe and Central Asia (ECA) Region is organizing a Training of Trainers program for Corporate Secretaries which aim to develop the capacity to build skills and facilitate the future delivery of training to Corporate Secretaries and potential Corporate Secretaries, and update the understanding of Corporate Secretaries' role and function as governance professionals.

Participants are selected based on their interest in acquiring or upgrading the skills to facilitate future training events, their commitment to corporate governance, and their reputation as individuals within the company sector and achievement in taking the corporate governance reform agenda forward, with a particular focus on the role and function of the Corporate Secretary.

IFC has been providing corporate governance training programs in over 50 countries since 2008, based on its Corporate Governance Board Leadership Training Resources and accompanying training supplements. **The Corporate Secretaries Toolkit** supplement has been developed in collaboration with The Corporate Secretaries International Association (CSIA), comprising all the leading professional bodies on corporate secretaries' practices globally. **The Corporate Secretaries Toolkit** supplement is specifically designed to support the training of corporate secretaries in their work, providing practical guidance on their role and function drawing on good practices from around the world.

## 2. About the Corporate Secretaries Training Resources

The Corporate Secretaries Toolkit is designed to:

- **Enhance corporate secretary function development** by helping participants become familiar with the toolkit and learning how to use these resources;

- **Engage adult learners** by emphasizing interactive activities that draw on the diverse, relevant experiences of participants;
- **Enhance corporate governance reforms** by instilling in participants leadership values that help them in working within their companies to adopt best practices, especially in relation to the work and role of corporate secretaries; and
- **Build long-term relationships** with those in similar corporate secretary roles most likely responsible for implementing corporate governance best practices within the companies and organizations in which they work.

### 3. Purpose

This 3-day workshop objective is to develop the skills to deliver training workshops to other Corporate Secretaries in the ECA region. Participants will learn how to facilitate training sessions using The Corporate Secretaries Toolkit. The materials will provide participants with information, recent case examples, and exercises to develop corporate secretary skills, techniques and methods of operation. Participants will also analyze an approach to adult learning and training that draws on the experience and interest of Corporate Secretaries, practice the techniques that engage adult learners, and build their capacity to respond to the challenging demands of their work as governance professionals within their organizations.

### 4. Invited Participants

Invited participants will have the following profile:

- Be a Corporate Secretary or have the possibility to fulfill that role within their organization;
- Have an interest/experience in learning the skills to deliver corporate governance workshops to Corporate Secretaries;
- Have a knowledge leadership in corporate governance and Corporate Secretary practices; and
- Demonstrate interest/experience in Corporate Secretary work.

### 5. Trainers

#### Mrs. Alison Dillon Kibirige

Mrs. Kibirige is a global expert on corporate governance (Governance, Ethics, CSR and Risk Management). She is Managing Director of AMDK Consultancy & Training Services Limited (AMDK), a business she set up in early 2007, which focuses on improving corporate governance practices in all sectors (private, public and not-for-profit) globally. Her work at AMDK has taken her throughout Africa, the Middle East and Asia.

Alison has served as a member of Boards, Committees and industry working groups since the early 1980s. She is currently Chair of the Uganda Branch of ICSA (Institute of Chartered Secretaries and Administrators), a member of the ICSA Professional Standards Committee,

company secretary of aBi Trust and aBi Finance Limited and a Director of the Leadership Team Uganda Ltd.

Alison has worked for the IFC/Global Corporate Governance Forum on projects in Mongolia, Zambia, Nigeria, Rwanda and Malawi. She has developed a series of workshops for IFC for corporate secretaries in developing and emerging markets, Directors of Banks in Nigeria and for SME Governance. Alison has also worked for the African Peer Review (APRM) in Uganda and at the APRM Secretariat in South Africa reviewing the Corporate Governance portion of the APRM Country Self-Assessment Questionnaire.

Alison has worked globally for over 25 years as a company secretary, previously as Secretary to the main Boards of Unilever and Barclays in London. She has also set up and worked as a Director in several SMEs and subsidiaries of multinationals and been involved in numerous consultations with governments, regulators and industry and professional bodies in Africa, Europe and the US.

She is a Fellow of ICSA and a UK solicitor. Alison was awarded the 2013 ICSA President's Medal for Meritorious Service, the inaugural ICSA Company Secretary of the Year award in 2005 and has also won awards globally for her work with shareholders.

## Brenda Bowman

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Brenda Bowman specializes in the neuroscience of Emotional Intelligence (EQ), communication and adult learning. As lead facilitator and trainer of trainers for the Global Corporate Governance Forum in Africa she has designed and facilitated governance training programs for board directors, introducing an approach that enhances the experience of adult learners, creates knowledge and leads to high levels of performance and leadership.

Her clients include bankers, entrepreneurs, civil society leaders, government officials, executives and company secretaries. She is an authority on organizational capacity assessment and the development of governance systems for Non-Government Organizations in eastern and southern Africa.

She has written governance manuals for boards of directors, bankers, regulators, corporate secretaries and senior managers, and manuals on Supportive Supervision for Managers that target the development of an efficient and productive workplace environment.

She sits on the board of an American NGO that works in partnership with the US Department of Agriculture and the Government of the Republic of Congo to improve food security in central Africa.

She holds a Bachelor of Education (B.Ed.) degree from Makerere University in Uganda and a Masters in Applied Linguistics (M.Sc.) from Edinburgh University, Scotland.

## 6. Agenda

### **Day 1**

8:30 – 9:00 Registration

9:00 – 10:30 Welcome

Workshop Goals and Agenda, Participant Expectations, Overview of Materials and Approach

**Session's Objective:**

Discuss the goals and features of the Corporate Secretaries Toolkit

10:30 – 11:00 Coffee Break

11:00 – 12:30 Adult Learning and Leadership

**Session's Objective:**

Explain the challenges and rewards of working with adult learners.

Examine the role of Emotional Intelligence (EQ) in the adult learning experience.

12:30 – 13:30 Lunch break

13:30 – 17:00 Module: The Corporate Secretary–The Governance Professional

**Session's Objectives:**

Demonstrate a module from the Corporate Secretaries' Toolkit

Analyze the organization of the materials and the experiential approach to adult learning

17:00 – 17:30 Action Ideas and Daily Evaluation

### **Day 2**

9:00 – 10:30 The Experiential Learning Cycle (ELC)

**Session's Objectives:**

Analyze the impact and influence of learning style preferences on effective training.

Describe the four steps of the Experiential Learning Cycle in session design and delivery

10:30 – 11:00 Coffee Break

11:00 – 12:30 Module: The Corporate Secretary – Board Dynamics

**Session's Objectives:**

Demonstrate a module from the Corporate Secretaries' Toolkit

Analyze the organization of the materials and the experiential approach to adult learning

12:30 – 13:30 Lunch

13:30 – 16:00 Training Activities

**Session's Objectives:**

Describe the features and advantages of a variety of experiential learning activities

Practice techniques for participatory learning

16:00 – 16:30 Coffee Break

16:30 – 17:00 Preparing for Training

17:00 – 17:30 Action Ideas and Daily Evaluation

## **Day 3**

8:30 – 10:30 Training Simulation: Teams 1 and 2

### **Session's Objectives:**

Demonstrate knowledge of the kit's materials

Demonstrate knowledge of session design

Use inter-active learning techniques that strengthen leadership skills

Receive feedback to sharpen training skills

- Participants will team up in threes to give a 45 minute training simulation on a governance topic of their choosing

- 15 minutes will be allocated for providing feedback

10:30 – 10:45 Coffee Break

10:45 – 12:45 Training Simulation: Teams 3 and 4

12:45 – 13:45 Lunch break

13:45 – 15:45 Training Simulation: Teams 5 and 6

15:45 – 16:00 Coffee Break

16:00 – 16:45 Next Steps

### **Session Objective:**

Present strategies to monitor and evaluate the impact of training workshops on Corporate Governance.

16:45 – 17:30 Workshop Closure, Action Ideas and Final Evaluation