

Senior Talent Development (Leadership Masterclasses)



5.8 The Board as a Strategic Engine

Power, Purpose and Performance

An Executive Masterclass on Strategic Leadership at Board Level

These masterclasses are designed for senior leaders whose decisions shape culture, performance and organisational direction. They are not skills programmes in the traditional sense. They are strategic interventions for people who already carry consequence.

Each masterclass creates space to think beyond the urgent, to confront the realities of leadership at scale and to sharpen judgement in the areas that matter most. They operate at the intersection of culture, strategy and human behaviour. The intent is not to add another tool, but to strengthen how leaders see, think and choose when the stakes are high and the path is unclear.

Course Overview

In many organisations, governance has eclipsed leadership. Boards work hard, manage risk and discharge oversight duties, yet still fail to create real direction. They can be busy without being impactful.

This masterclass reframes the board as a strategic engine: a collective leadership system that shapes purpose, sets direction and enables performance. It is not a session on compliance or governance mechanics. It is about how boards think, challenge and decide when the organisation's future is at stake.

Participants examine how board agendas, dynamics and behaviours either generate strategic clarity or reinforce drift. They explore the difference between supervision and enterprise leadership, and what it takes for a board to act as a coherent force rather than a set of capable individuals.

Typically delivered as a full-day, face-to-face executive intervention, this masterclass can be shaped to suit organisational context and strategic priorities.

Executive Lens

The Reality

- Good governance is essential, but it is not the same as strategic leadership.
- Board time is finite and attention is the scarcest resource.
- Strategy requires choices, not presentations.

The Risk

- Risk management replaces direction-setting.
- Boards confuse activity with impact.
- Group dynamics dilute challenge and weaken decision quality.

The Opportunity

- The board becomes a coherent engine for strategy and performance.
- Challenge becomes sharper, decisions become clearer.
- The organisation benefits from stronger direction and confidence.

Senior Talent Development (Leadership Masterclasses)



In Practice Participants Will Explore

- Where board attention is consumed, and what it displaces
- How agendas either drive strategy or default to oversight
- The difference between “updates” and decisions that matter
- How board dynamics shape challenge, courage and clarity
- What it takes to act as one strategic engine, not individual contributors

Strategic Focus

Participants will examine:

- The board’s role in shaping purpose and direction
- Decision quality: how boards think, challenge and choose
- Strategic focus: what gets prioritised and what gets crowded out
- Constructive tension: challenge without dysfunction
- Board effectiveness as a collective system
- Translating strategy into performance oversight without micromanagement

Course Objectives

By the end of this masterclass, participants will be able to:

- Distinguish clearly between governance activity and strategic leadership
- Identify where board focus is diluted or misdirected
- Strengthen strategic challenge and decision-making discipline
- Improve board dynamics to increase clarity and impact
- Refine agenda focus to prioritise the choices that shape the future
- Define practical shifts that increase board effectiveness as a strategic engine

How Certification is Earned

Upon successful completion of this course, participants will be awarded a certificate of attendance from Expleo Academy.

Training Methodology

This Executive Masterclass is delivered as a facilitated senior-level conversation blending insight, structured dialogue and board-relevant case exploration. Participants examine real board tensions, test assumptions and work with practical scenarios that sharpen collective judgement.

The emphasis is on strategic clarity, decision quality and the behaviours that enable a board to operate as a coherent engine for performance.

Contact

Patricia McGuire

Director Expleo Academy

Expleo Technology Ireland Ltd

M. +353 (0)87 235 5902

W. expleoacademy.com

pat.mcguire@expleogroup.com

academy-uki@expleogroup.com