

Module 10

Understanding boardroom dynamics and interaction

In collaboration with
Nyenrode Business University

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CFA Society VBA Netherlands

Why this module ?

As investment professional you interact with a wide variety of stakeholders in various arenas: within your organization, with your clients and possibly a wide variety of stakeholders in society. In this module we focus on the dynamics in the boardroom where investment decisions are taken. Boardroom dynamics comprises of the combined behaviour of all individuals in a group, the way this behaviour is perceived and how it is responded to. Being aware of your behaviour and how it is perceived by others and understanding the dynamics involved in this interaction will help you to maximize your contribution to the board and increase your chances of achieving your goals. This module will greatly help you understanding how boards work or why they fail.

About this module

The subjects that will be addressed have a direct link with the day-to-day practice of the investment professional. The module starts with how psychological influences and biases affect investment decisions, without being consciously aware of it. Knowing these biases can help you dealing with them. Next, we address the transition to the platform economy and its consequences on ways of management. Old management techniques used in industrial organizations need to be revised to apply to organizations in the platform economy. Part of behaviour is how you communicate with the people around you. We therefore take a closer look into (mis-)communication between expert and generalist, as well as manager and board member. The second day of this module starts with a deep dive into the investment processes and governance of your customers. How can you assess these elements such that this enables you to provide your customers with the best service? We finish this module with an overview of typical investment dilemmas of a wide range of stakeholders.

Learning objectives

- Awareness of the existence boardroom dynamics and the theoretical underpinning of boardroom dynamics; identifying biases as elements of behavioural finance, System 1 and System 2 thinking, how to improve decision making processes
- Management techniques that apply to today's organizations
- The communication paradox, basic communication
- Tools to assess investment processes and governance of customers
- Lessons learned from investment dilemmas in the boardroom

Study load & format

This module consists of two days that include interactive lectures and workshops. The time spent during these days is 16 hours. In addition, 8 hours of self-study, preparation, pre-reading etc. will be required, depending on pre-education, work experience and training/courses on this topic.

Attendance of classes is mandatory to successfully pass this course. Classes will be offered at the Nyenrode campus in Breukelen.

Participation in the peer-to-peer intervision cycle and presentation of a personal leadership case during enrolment in the LEAD pillar of the RBA program is mandatory for participants in the full RBA program.

Classes & info

Dates

Friday, November 18, 2022	10:00-21:00
Friday, December 9, 2022	10:00-17:00

Lecturers

Prof. dr. Leen Paape
Dr. Peter Kolthof
Ronald Heijn RBA EPP
Guest lecturers

Registration & admission

If you would like to apply for this module or the complete RBA program, a short motivation letter and resume are requested. Admission will be based upon your pre-education and the level of relevant work experience.

Please send your application to:
annemarie.munnik@cfavba.nl

Designed for you?

Ideally you are a mid to senior career professional. Typically you work as:

- Investment manager
- Portfolio manager
- Risk manager
- Investment advisor
- Fiduciary manager
- Client manager in a similar position

Participants could also work in a capacity of trustee or hold a supervisory position.

Colophon

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