

# Optimising Board Effectiveness: A Strategic Approach to Board Evaluation

**17 April 2025, Friday**

9.00am - 1.00pm

Speaker: PROF DR ZUBAIDAH ZAINAL  
ABIDIN FCIS (CS) (CGP)

Virtual

Course code: CG170425W1

**Closing date: 15 April 2025**

**4 CPD  
HOURS**

## Introduction

Effective governance is the cornerstone of organizational success, and the board of directors plays a pivotal role in steering an organization towards its strategic goals. To ensure that boards are functioning at their highest potential, regular evaluation is essential. A robust and well-structured board evaluation framework helps assess the performance of individual members, the entire board, and its committees. It provides valuable insights into strengths, areas for improvement, and opportunities for development.

This training program offers a comprehensive approach to board evaluation, providing a practical framework designed to enhance board effectiveness. Participants will gain the knowledge and tools necessary to implement a structured evaluation process that fosters accountability, strengthens decision-making, and improves overall governance. By aligning board performance with organizational objectives and best practices, this framework empowers boards to drive long-term success and sustainability.

Throughout the program, you will explore key components of board evaluation, including criteria, methodologies, and tools that ensure a thorough, fair, and constructive assessment. By the end of the course, participants will be equipped to lead impactful evaluations, strengthen board performance, and contribute to the continued growth and success of their organizations.

## Course objectives

The objective of this course is to equip board members, executives, and governance professionals with the tools, frameworks, and strategies needed to enhance board performance through effective evaluation processes. Participants will learn to:

1. Understand Board Dynamics: Analyse the role and structure of boards, including their strategic importance in organizational governance.
2. Develop Evaluation Frameworks: Design and implement comprehensive board evaluation frameworks tailored to organizational goals and governance standards.
3. Enhance Decision-Making: Identify and address areas of improvement to enhance board effectiveness, collaboration, and decision-making processes.
4. Foster Continuous Improvement: Leverage evaluation results to establish actionable insights and long-term development plans for board members.
5. Align with Best Practices: Align board evaluation practices with regulatory requirements, ethical standards, and industry best practices.

By the end of the course, participants will have the knowledge and practical skills to conduct meaningful board evaluations, driving organizational success and ensuring robust governance.

## Who should attend

Board Members, Corporate Secretaries and Governance Professionals, Governance Committee Members, Regulatory and Compliance Professionals, Consultants and Advisors

## About the trainer: Prof Dr. Zubaidah Zainal Abidin, PhD, FCIS

Governance Professional | Academic Leader | Corporate Practices and Sustainability Expert

Dr. Zubaidah Zainal Abidin is a distinguished expert in governance, sustainability, and corporate practices, with over 40 years of experience spanning the corporate and academic worlds. She has held key roles, including Group Company Secretary for Safuan Group of Companies and senior leadership positions at Perwaja Terengganu Sdn Bhd and Malaysia Mining Corporation Berhad, mastering regulatory compliance and governance frameworks. An accomplished academic, Dr. Zubaidah served as Deputy Vice-Chancellor (Academic and Internationalization) at Kolej Universiti Poly-Tech MARA and earned a Professorship at Universiti Teknologi MARA (UiTM), where she contributed significantly for over 25 years. She holds a PhD in Accounting from Curtin University and an MSc from the University of Southampton, reflecting her academic rigor. Her teaching and mentorship have guided countless professionals and students in subjects like corporate governance, boardroom dynamics, and corporate social responsibility. Dr. Zubaidah's areas of expertise include ESG and sustainability reporting, board governance, anti-money laundering compliance, and Section 17A of the Malaysian Anti-Corruption Commission Act. She is a Certified HRD Trainer, a Fellow of MAICSA, and a Council Member for the Chartered Governance Institute Malaysia Berhad. As a prolific author, her eight books and numerous research contributions have influenced governance practices nationwide. A sought-after speaker, she has addressed global forums on governance risks, sustainable leadership, and ethical practices. Currently, she serves as an Academic Fellow at Universiti Sains Islam Malaysia (USIM), advancing research and education in governance. Dr. Zubaidah's legacy lies in her commitment to ethical leadership, sustainable growth, and mentoring the next generation of governance professionals. Her transformative work continues to inspire organizations and individuals to navigate the complexities of modern governance with integrity and foresight.

## Course outline

### Module 1: Introduction to Board Effectiveness and Evaluation

- Overview of board roles and responsibilities in governance
- Importance of board evaluation in driving organizational success
- Key challenges in achieving board effectiveness
- The strategic value of regular and structured evaluations

### Module 2: Designing an Effective Board Evaluation Framework

- Principles of an effective board evaluation
- Components of a board evaluation process: purpose, scope, and methodology
- Tools and techniques for evaluation: surveys, interviews, and peer reviews
- Benchmarking and aligning with industry standards and best practices

### Module 3: Conducting Board Evaluations

- Preparing for the evaluation process: setting objectives and engaging stakeholders
- Roles of the board chair, CEO, and governance committees in evaluations
- Collecting data and ensuring confidentiality and transparency
- Common pitfalls and how to avoid them during evaluations

### Module 4: Analysing Results and Providing Feedback

- Synthesizing findings into actionable insights
- Presenting evaluation results to the board effectively
- Identifying strengths, weaknesses, and areas for improvement
- Creating a culture of open communication and constructive feedback

### Module 5: Developing and Implementing Improvement Plans

- Translating evaluation outcomes into measurable action plans
- Strategies for board development: training, succession planning, and role clarity
- Monitoring and revisiting action plans to ensure progress

### Module 6: Regulatory Compliance and Best Practices in Board Evaluations

- Aligning evaluation practices with governance codes and legal requirements
- Ethical considerations in board evaluation processes
- International perspectives: comparing practices across regions and industries
- Incorporating diversity, equity, and inclusion into board evaluations

### Module 7: The Future of Board Evaluations

- Emerging trends: technology and digital tools for board evaluation
- Adapting evaluation processes for dynamic and evolving board structures
- Building resilience and agility through continuous improvement

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Retired MAICSA member	170	170	170
MAICSA Member's staff***	400	400	400

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Tel: **03-2282 9276 (ext 805)**

**Attention: Ms Nor Falati**

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