

Executive School of Management,
Technology and Law



University of St.Gallen

EgonZehnder



22–24 June 2018

St.Gallen Board Retreat

Engage with Peers from Europe's Leading Boardrooms

*“From insight
to impact”* 

Preface	3
Key Benefits	4
Approach	5
The Retreat 2018	6
Advisory Board	8
Event & Application Details	9
Faculty	10
About St.Gallen & Egon Zehnder	11

Welcome to the St.Gallen Board Retreat 2018!



Unpredictable markets, political volatility, digitisation and deregulation: today board members face the challenge of a lifetime. How will these and other developments affect your business? What are their implications for the roles of the Chairperson and the Board of Directors?

The St.Gallen Board Retreat is a joint initiative by the University of St.Gallen and Egon Zehnder with the objective to increase board effectiveness. Using an innovative design in an intimate setting, Chairpersons and seasoned board members from large companies across Europe will work together with academic thought leaders and members of our high-calibre Advisory Board in order to exchange

Prof. Dr. Winfried Ruigrok

Dean,
Executive School of Management, Technology and Law
University of St.Gallen



insights and explore new board practices and solutions. The St.Gallen Board Retreat will feature a dedicated, interactive and highly customised 48-hour programme: Dedicated, in the sense that it will have a highly selective admission policy, thus resulting in an intimate rather than a large-scale event; interactive, by allowing for ample peer-to-peer communication among participants and discussion with the Advisory Board members; and highly customised, since the programme's content will be designed based upon the input of participants in the run-up to the Retreat.

The St.Gallen Board Retreat will set new standards in achieving board effectiveness. We look forward to welcoming you to the first edition in June 2018!

Dr. Thomas Allgäuer

Partner,
Egon Zehnder

Key Benefits

DESIGNED FOR EUROPE'S LEADING NON-EXECUTIVE DIRECTORS

The St.Gallen Board Retreat has been designed for Europe's leading Chairpersons and Non-Executive Directors to engage in discussion and advance boardroom excellence.

We invite you to experience a novel opportunity to liaise with your peers in a trusted and intimate environment outside your own boardroom. The St.Gallen Board Retreat provides a platform carefully curated by renowned governance scholars, global leaders in board consulting and the Retreat's high-profile Advisory Board (see page 8). All content is strictly tailored to the challenges facing your board. The two-day experience aims at facilitating peer exchange, sparking inspiration, conveying new insights and creating a positive impact in your boardroom.



BENEFITS FOR YOU

Engage with peers from Europe's most important boardrooms

At the St.Gallen Board Retreat you will meet your peers from boardrooms across Europe to discuss, reflect on and resolve challenges facing your board. Selective admission criteria ensure that you will meet relevant peers who can offer novel perspectives on your situation.

Get inspired by personal experiences and hear new evidence-based insights

Learn from the experiences of our Advisory Board members who will share their personal stories on how they overcame major obstacles. In addition, you will benefit from the governance expertise of leading academics and hands-on boardroom insights of seasoned consultants.

Obtain tailored solutions that will generate a positive impact in your boardroom

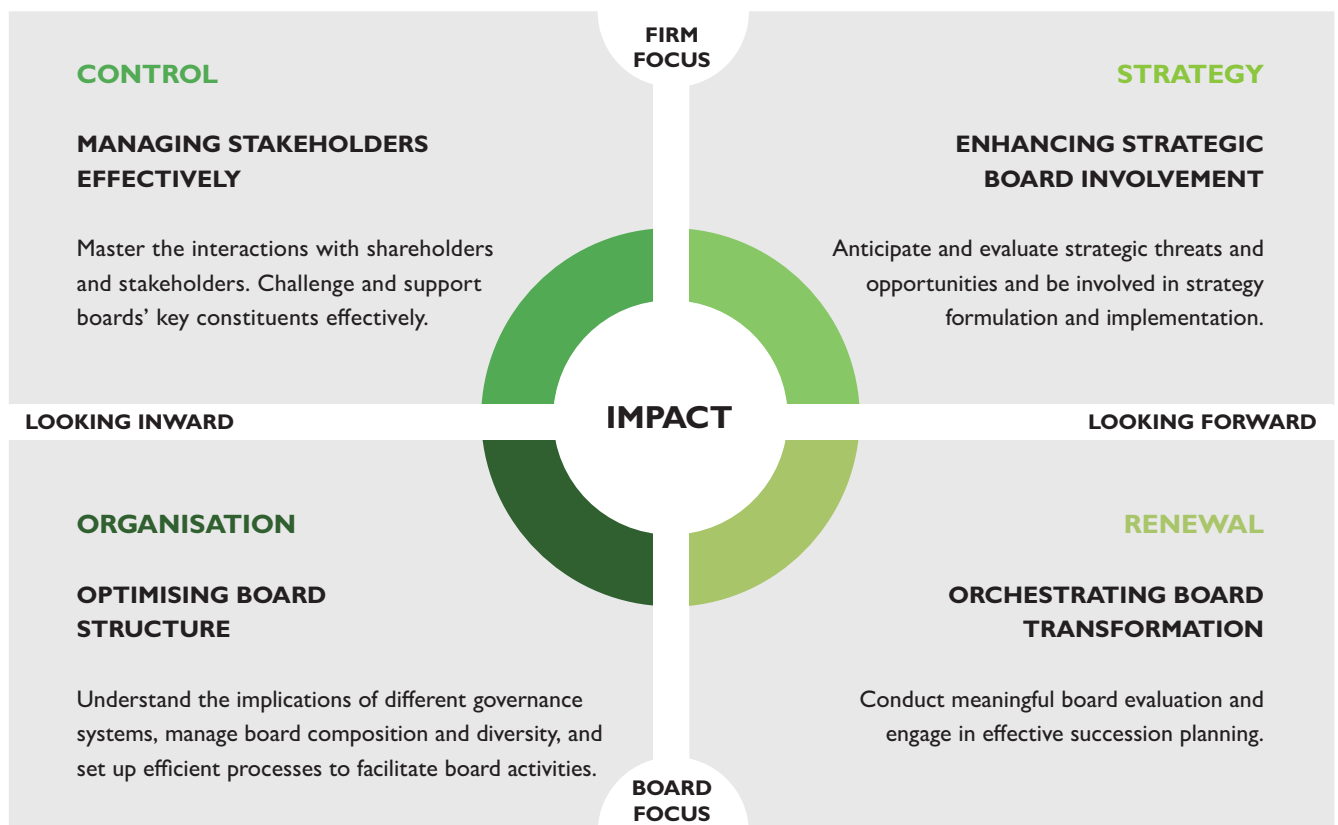
All of the Retreat's content will be tailored to the challenges facing your board. Prior to the programme we will ask you for your specific priorities and expectations. Based on these inputs, the St.Gallen Board Retreat will be designed to address the challenges that are most relevant to you.

AN ADAPTIVE CURRICULUM TO ADDRESS YOUR CHALLENGES

The St.Gallen Board Retreat builds on a designated Board Effectiveness Framework that is organised along four domains essential to board effectiveness.

Using the Board Effectiveness Framework as a basis, we will align the St.Gallen Board Retreat curriculum in accordance with your preferences and priorities. The framework provides structure and conceptual clarity, enabling you to easily synthesise insights across the different domains. It will help to integrate individual topics and challenges in an effort to distil the solutions that will have the greatest impact in your boardroom.

BOARD EFFECTIVENESS FRAMEWORK



INSPIRATION • INSIGHT • IMPACT

Based on the Board Effectiveness Framework, our highly experienced Advisory Board members will share their personal experiences as part of an initial inspiration stream (see pages 6-7). These experiences will be complemented by an insight stream where scholars will provide novel tools and concepts to strengthen boardroom excellence. Finally, a large part of the Retreat will consist of small-group discussions within the highly tailored impact stream. The impact stream will draw on participants' collective insights and will be closely facilitated by members of St.Gallen's faculty, Egon Zehnder's board experts and the Retreat's distinguished Advisory Board members.

The St.Gallen Board Retreat 2018

FRIDAY, 22 JUNE – SUNDAY, 24 JUNE

The final curriculum will be based on the priorities identified by participants.

FRIDAY // MORNING

Travel & Arrival

Introduction



FRIDAY // AFTERNOON & EVENING

BOARD ORGANISATION

POSSIBLE TOPICS
Trends in global governance, managing board diversity, boardroom culture, incentivising Non-Executive Directors

INSPIRATION STREAM (Chairperson's experiences)

INSIGHT STREAM (faculty input)

IMPACT STREAM 1 (peer exchange)	IMPACT STREAM 2 (peer exchange)	IMPACT STREAM 3 (peer exchange)	IMPACT STREAM 4 (peer exchange)
------------------------------------	------------------------------------	------------------------------------	------------------------------------



SATURDAY // MORNING

BOARD CONTROL

POSSIBLE TOPICS
Leading the audit committee, dealing with shareholder activism, effective crisis management, setting executive pay

INSPIRATION STREAM (Chairperson's experiences)

INSIGHT STREAM (faculty input)

IMPACT STREAM 5 (peer exchange)	IMPACT STREAM 6 (peer exchange)	IMPACT STREAM 7 (peer exchange)	IMPACT STREAM 8 (peer exchange)
------------------------------------	------------------------------------	------------------------------------	------------------------------------





SATURDAY // AFTERNOON & EVENING



BOARD STRATEGY

POSSIBLE TOPICS

Dealing with regulators, advancing cyber resilience, managing corporate transformation, formulating strategy in the boardroom

INSPIRATION STREAM (Chairperson's experiences)

INSIGHT STREAM (faculty input)

IMPACT STREAM 9
(peer exchange)

IMPACT STREAM 10
(peer exchange)

IMPACT STREAM 11
(peer exchange)

IMPACT STREAM 12
(peer exchange)



SUNDAY // MORNING



BOARD RENEWAL

POSSIBLE TOPICS

Board evaluation, CEO succession planning, leading the nomination committee

INSPIRATION STREAM (Chairperson's experiences)

INSIGHT STREAM (faculty input)

IMPACT STREAM 13
(peer exchange)

IMPACT STREAM 14
(peer exchange)

IMPACT STREAM 15
(peer exchange)

IMPACT STREAM 16
(peer exchange)



SUNDAY // NOON

Wrap-up

Light lunch & farewell

Advisory Board

RENOWNED NON-EXECUTIVE BOARD MEMBERS

Our Advisory Board members have a strong commitment to advancing boardroom leadership and effectiveness. All members will actively contribute to the St.Gallen Board Retreat in June 2018.



DR. JOSEF ACKERMANN
CHAIRMAN
BANK OF CYPRUS HOLDINGS PLC.

“The evaluation of boardroom effectiveness should be at the heart of every board agenda. Finding the right metrics and approaches is rarely straightforward – but inevitable to optimising board performance.”

“Boards’ partnership with executive management is critical. Finding the right balance is difficult. Knowing when and how to switch from a supportive to an interventionist mode is vital.”



DENIS DUVERNE
CHAIRMAN
AXA GROUP



DR. CHRISTOPH FRANZ
CHAIRMAN
F. HOFFMANN-LA ROCHE LTD.

“Effective governance relies on succession planning and on anticipating how new appointments will affect boardroom dynamics. Getting succession right is both fundamental and challenging.”

“Boards should support organisations in making a difference, both in financial terms and in infusing a sense of purpose and broader societal responsibility.”



PAUL POLMAN
CEO AND BOARD MEMBER
UNILEVER N.V.



PETER VOSER
CHAIRMAN
ABB LTD.

“Boards need to become more mindful due to increasing regulatory demands, shareholder activism, digitisation and other mega trends. Non-executives must be both diligent watchdogs and forward-looking strategists.”

“Boards must stand united, especially when a crisis hits. Achieving that goal requires continuous investment in mutual trust and understanding. Exceptional boards foster cohesion in the boardroom – while continuing to promote diversity of thought.”



OLGA ZOUTENDIJK
BOARD MEMBER
ABN AMRO GROUP N.V.

Event & Application Details



DATE

22 June (noon) – 24 June (noon) 2018

LOCATION

Executive Campus, University of St.Gallen
Holzstrasse 15, 9010 St.Gallen, Switzerland

PROGRAMME LANGUAGE

English

WHO SHOULD APPLY

Chairpersons and Non-Executive Directors from companies with revenues above €2bn.

PROGRAMME PRICE

11,900 CHF (including accommodation and full board; excluding travel costs)

SELECTION CRITERIA

- Preference will be given to board members with the highest role seniority.
- Only one member per board will be admitted.
- All industries are welcome.
- All ownership types are welcome (e.g. publicly held, private equity-owned, family-controlled).
- The Retreat should reflect Europe's plurality of nationalities.
- The number of participants is limited to 30.

FUTURE BOARD RETREAT DATES

14–16 June 2019

19–21 June 2020

APPLY: www.es.unisg.ch/boards

CONTACT

Georg Guttman
+41 (0) 71 224 75 96
boards@unisg.ch

Faculty

BOARD EXPERTS AND LEADING ACADEMICS

We source from an exclusive pool of academics and board experts. The final selection of speakers will be based on the specific board challenges identified by participants.

SCHOLARS

Our leading governance scholars will provide the necessary tools, concepts and frameworks needed to tackle the challenges facing your boardroom.



Simon Evenett
Professor of International
Trade and Economic
Development



Thomas Gutzwiller
Professor of
Corporate Transformation



Jan Marco Leimeister
Professor of
Information Systems



Winfried Ruigrok
Dean, Executive School St.Gallen
Professor of International
Management

PRACTITIONERS IN BOARD CONSULTING

The leading board experts of Egon Zehnder will share their wealth of hands-on experience in advising Chairpersons and Board Committees on best board practices.



Jill Ader
Partner,
Egon Zehnder



Thomas Allgäuer
Partner,
Egon Zehnder



David Kidd
Partner,
Egon Zehnder



Johannes von Schmettino
Partner,
Egon Zehnder

ADVISORY BOARD MEMBERS (SEE PAGE 8)

Our Advisory Board members are looking forward to engaging in a dialogue about board and governance challenges and sharing their expertise and experience with you.

ABOUT THE EXECUTIVE SCHOOL OF MANAGEMENT, TECHNOLOGY AND LAW

The Executive School of Management, Technology and Law at the University of St.Gallen offers dedicated in-house and open executive programmes to clients across a range of industries and locations. At St.Gallen, it is our mission to promote life-long learning at all career levels. Besides this flagship board programme, we offer MBA and Executive MBA as well as a range of open enrolment and in-house custom programmes to both senior executives and young talents. In December 2017, the *Financial Times* ranked the University of St.Gallen as no. 4 in Europe.

Executive School of Management,
Technology and Law

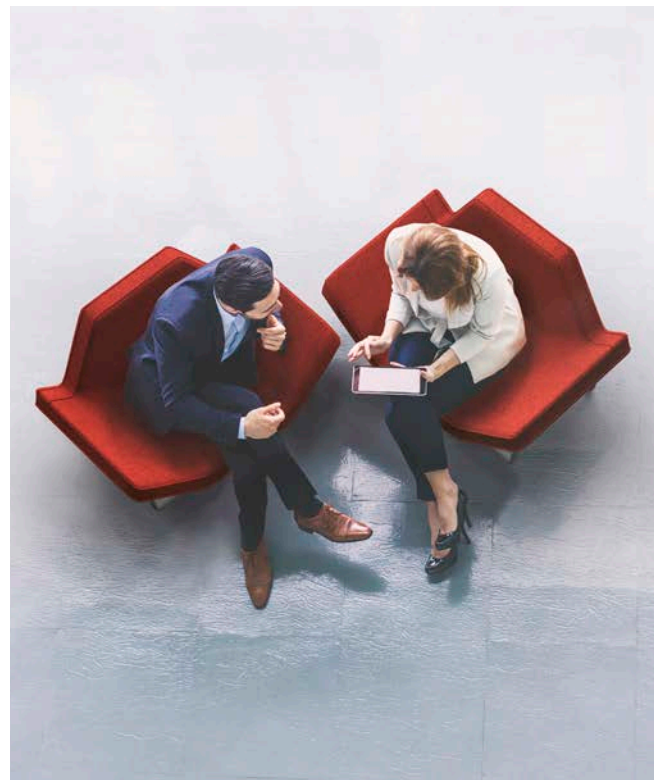


University of St.Gallen

ABOUT EGON ZEHNDER

Since 1964, Egon Zehnder has been at the forefront of defining great leadership in the face of changing economic conditions, emerging opportunities and evolving business goals. With more than 440 consultants in 69 offices and 41 countries around the globe, we work closely with public and private corporations, family-owned enterprises and non-profit and government agencies to provide board advisory services, CEO and leadership succession planning, executive search and assessment, and leadership development.

EgonZehnder



University of St.Gallen (HSG)
Executive School of Management,
Technology and Law
Holzstrasse 15
9010 St.Gallen, Switzerland

+41 (0) 71 224 75 96
boards@unisg.ch
www.es.unisg.ch/boards

