

OUTLIERS BOARD EXCELLENCE CENTRE™

Director Development Toolkit™

Build director competence and induction

Chairs / Company Secretaries / Directors · Flagship Edition 2026

Outliers Professionals Ltd — Board Excellence Centre Resource Library

1. Executive Overview

This toolkit builds director competence, induction and ongoing development — so every director has the knowledge and capability to contribute effectively.

This toolkit is part of the Outliers Board Excellence Centre™ and is anchored to NCCG 2018, the OECD Principles, King IV and ISO 37000 (by name). It develops the board itself, giving chairs, directors, committees and company secretaries an applied, end-to-end kit to build, run, evaluate and improve board effectiveness in this domain.

2. Objectives

The outcomes this toolkit helps the board achieve:

- Define director competence
- Induct new directors effectively
- Provide continuing development
- Build director knowledge and insight
- Strengthen individual effectiveness

3. Governance

Director development is owned by the board, delivered by the company secretary and tracked via evaluation:

Layer	Role
Board chair	Leads the board and this area of practice
Board	Owns its own effectiveness
Board committees	Discharge delegated oversight
Company secretary	Enables information, process and evaluation
Management	Supports the board and implements decisions

4. Framework

The framework builds director competence, induction and ongoing development — competence framework, induction, development, knowledge and individual effectiveness.

Maturity model

L1 Initial	L2 Developing	L3 Defined	L4 Managed	L5 Optimised
Informal / compliance-driven	Basic, inconsistent	Structured & governed	Measured & evaluated	High-performing & renewing

5. Roles & Responsibilities

Role	Responsibility
Board chair	Owns director development
Company secretary	Delivers induction and development
Individual directors	Own their development plans
Nomination committee	Links development to composition
External providers	Deliver learning

6. Practice / Effectiveness Matrix (sample)

Illustrative matrix of board practices and how they are operated and evidenced. Full working versions ship as editable XLSX with owners, scores and RAG.

Ref	Practice / Focus	How it is operated	Owner	Cadence	Evidence
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DD-01	Competence	Competence framework and matrix	Company secretary	Annually	Matrix
DD-02	Induction	Structured induction pack	Company secretary	Per appointment	Induction pack
DD-03	Development	Director development plans	Chair	Annually	Plans
DD-04	Training	Training register and CPD	Company secretary	Ongoing	Register

7. Sample Practices / Actions

- A director competence framework and matrix in place
- A structured induction pack used for new directors
- Director development plans operating
- A director training register with CPD
- Individual effectiveness reviewed

8. Assessment & Evaluation Approach

Assess maturity first, then evaluate effectiveness in practice. Use the scale: Effective / Partially effective / Ineffective, and the 0–100 maturity index where a scored workbook is provided.

Area	Method	Basis	Cadence
Competence	Run the board competency matrix	Each director	Annually
Induction	Review induction completion	New directors	Per appointment
Development	Review the training register	Full	Annually

Record results in the relevant workbook (e.g. Board Evaluation Questionnaire, Board Maturity Assessment Workbook) and track actions to closure.

9. Implementation Roadmap

Phase	Focus	Outcome
Phase 1	Define competence and induction	Competence baseline
Phase 2	Induct and develop directors	Capable directors
Phase 3	Embed continuing development	Developing board
Phase 4	Review effectiveness	Effective directors

10. Templates

This toolkit is supported by the following editable templates and working files in the Resource Library:

- Director Competence Framework
- Director Induction Pack Template
- Director Development Plan Template
- Board Competency Matrix (XLSX)
- Director Training Register (XLSX)

11. Checklists

- Director competence defined
- Competency matrix maintained
- Induction pack used for new directors

- Development plans in place
- Training register maintained
- CPD tracked
- Knowledge needs met
- Individual effectiveness reviewed

12. Board Reporting Examples

Standard board report: executive summary · effectiveness vs target (RAG) · key metrics · actions · decisions sought.

Metric	Current	Target	RAG	Action
Director competence index	[]	≥80	Amber	Close competence gaps
Induction completed	[]	100%	Amber	Complete induction
Development completed	70%	≥90%	Amber	Increase completion
CPD hours	[]	On plan	Amber	Maintain CPD

13. Committee / Board Reporting

Illustrative one-page summary for the board or committee (replace with live data):

Item	Status	Commentary
Director development	Amber	Operating; gaps closing
Induction	Amber	Being completed
Development	Amber	On track
Decisions sought	—	Approve development programme

14. RAG Examples

How to read the RAG status used across this toolkit and its workbooks:

RAG	Meaning	Board interpretation	Action
Green	On track	Practice effective; at or above expectation	Maintain and monitor
Amber	Watch	Practice partially effective or below target	Improve and re-evaluate
Red	Off track	Practice ineffective or materially below target	Escalate and act

Notes & Disclaimer

This resource is a professional board-effectiveness template, not legal, governance or investment advice. It is anchored to the Nigerian Code of Corporate Governance (NCCG 2018), FRCN, SEC Nigeria, CBN, NAICOM, CAMA, the OECD Principles of Corporate Governance, the IFC Corporate Governance Methodology, King IV, ISO 37000, the IoD Global Governance Principles and WEF board-governance publications — referenced by name only, with no copyrighted content reproduced and no legal provisions, regulatory requirements, statistics or case studies fabricated. Calibrate roles, criteria, thresholds and practices to your board and confirm requirements against the current instruments. Bracketed fields [like this] and sample entries are editable, illustrative placeholders.