

OUTLIERS BOARD EXCELLENCE CENTRE™

# Board Leadership Toolkit™

Develop chair and board leadership

Chairs / SID / Directors · Flagship Edition 2026

*Outliers Professionals Ltd — Board Excellence Centre Resource Library*

## 1. Executive Overview

This toolkit develops the leadership of the chair and the board — chair effectiveness, the board-management relationship, boardroom dynamics and stewardship.

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:

- Develop chair leadership
- Strengthen the board-management relationship
- Lead the agenda and information well
- Manage boardroom dynamics
- Provide stewardship and tone

## 3. Governance

Board leadership is led by the chair, supported by the senior independent director and sustained by the board:

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 develops the leadership of the chair and the board — chair leadership, the board-management relationship, agenda and information leadership, boardroom dynamics and stewardship.

### 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	Leads the board and sets tone
Senior independent director	Supports and appraises the chair
Board	Holds itself accountable
Company secretary	Supports board leadership
CEO	Partners with the chair

## 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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BL-01	Chair effectiveness	Chair review and feedback	SID	Annually	Review
BL-02	Agenda & information	Forward agenda and pack standards	Chair / Co. Sec	Per meeting	Agenda
BL-03	Boardroom dynamics	Facilitated dynamics review	Chair	Annually	Diagnostic
BL-04	Board-CEO relationship	Relationship charter and check-ins	Chair	Quarterly	Charter

## 7. Sample Practices / Actions

- A chair effectiveness review completed
- A forward agenda and pack standards operating
- A boardroom dynamics review completed
- A board-CEO relationship charter in place
- Stewardship and tone evident in board conduct

## 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
Chair effectiveness	Run the chair effectiveness review	Chair	Annually
Dynamics	Facilitate a boardroom dynamics review	Full board	Annually
Relationship	Review the board-CEO relationship	Chair & CEO	Quarterly

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	Assess chair and board leadership	Leadership baseline
Phase 2	Develop leadership and dynamics	Stronger leadership
Phase 3	Embed practices	Effective leadership
Phase 4	Review and renew	Sustained leadership

## 10. Templates

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

- Board Leadership Guide
- Chair Effectiveness Review Template
- Boardroom Dynamics Guide
- Board Code of Conduct Template
- Board-CEO Relationship Charter

## 11. Checklists

- Chair effectiveness reviewed
- Forward agenda in place

- Board pack standards set
- Boardroom dynamics reviewed
- Board-CEO relationship charter agreed
- Independence of challenge protected
- Board code of conduct in place
- Leadership development underway

## 12. Board Reporting Examples

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

Metric	Current	Target	RAG	Action
Board leadership index	[ ]	≥80	Amber	Develop leadership
Boardroom dynamics	Good	Strong	Amber	Facilitate
Board-CEO relationship	Healthy	Healthy	Green	Maintain
Independence of challenge	[ ]	≥4 of 5	Amber	Protect challenge

## 13. Committee / Board Reporting

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

Item	Status	Commentary
Board leadership	Amber	Effective; being developed
Dynamics	Amber	Constructive; strengthening
Board-CEO relationship	Green	Healthy
Decisions sought	—	Approve leadership development

## 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.*