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# CHAIRING THE BOARD

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EXECUTIVE ONLINE PROGRAMME  
DEVELOPED IN COLLABORATION WITH  
**tomate@consultores**



# Programme purpose

**Chairing the Board is a high-intensity executive programme designed for current Board Chairs and directors preparing for the chair role, who want to improve boardroom conversations, decision-making, and overall board effectiveness.**

**The programme focuses on real-world chairing practice, grounded in experience rather than theory.**



# Conceptual framework: MCBED™



The programme is built around MCBED™ – The Five Roles of the Board Chair, developed by Richard Westlake.

**MCBED™ defines the five critical roles of an effective Chair:**

- **M – Meetings:** leading board meetings that drive decisions
- **C – CEO relationship:** managing a constructive and disciplined Board–CEO relationship.
- **B – Board:** building and developing an effective board
- **E – External relationships:** representing the board with key stakeholders
- **D – Director:** remaining fully accountable as a director

# Format

**A focused and time-efficient executive programme,  
deliberately designed for senior board leaders.**

- 2 live online sessions
- Duration: 2 hours per session (4 hours total)
- Wednesday 15 and Thursday 16 April 2026, with sessions starting at 10:00 am (Wellington), 7:00 pm (Argentina and Uruguay), 6:00 pm (Chile), 5:00 pm (Peru, Ecuador and Colombia), and 4:00 pm (Mexico)
- Language: British English, delivered in a clear, classic style and accessible to participants who are not native English speakers
- Platform: Zoom
- Small group: 8–14 participants
- Confidentiality: Chatham House Rule, no recording

# Programme structure

- **Session 1 –**
  - The Chair's role and governance priorities
  - Role clarity, the MCBED™ framework, and the Chair–CEO relationship.
- **Session 2 –**
  - Chairing in practice
  - Effective meetings, managing board dynamics, and a personal action plan.



# Relator

## **Richard Westlake**

Board Chair | Governance Adviser | Creator of the  
MCBED™ Framework

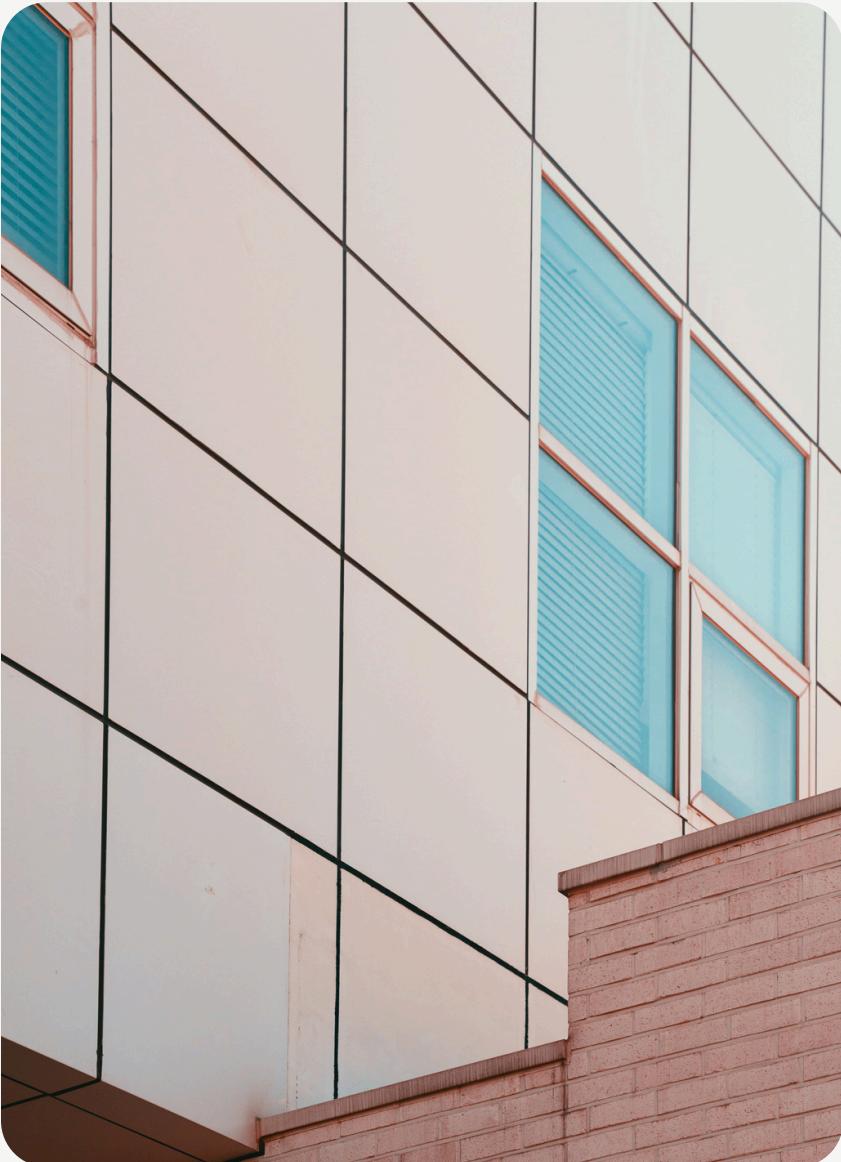
Richard Westlake is one of the most experienced board chairs and governance advisers in the Southern Hemisphere, with over 30 years of boardroom experience.

He is a former Lead Facilitator at the Institute of Directors (New Zealand), an international adviser to the IFC – World Bank Group, and the creator of the MCBED™ framework.

His board experience includes banking, regulated entities, private companies, and not-for-profits, including Kiwibank (NZ) and RCBC (Philippines). He currently chairs NZHL and Hospice New Zealand.



# Investment



- Programme fee: USD 500
- Includes both sessions and programme materials
- Payment due before programme start

reserve your spot by paying 10% (\$50)



# Contacto



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