



EXECUTIVE EDUCATION

GOVERNANCE AS LEADERSHIP

3 & 4 September 2025

2-DAY EXECUTIVE RETREAT



GOVERNANCE AS LEADERSHIP

GOVERNANCE **IS** LEADERSHIP



Associations are working harder than ever to define and deliver their value proposition, and their need to advocate, influence and respond to circumstances has never been more urgent and necessary. In the turbulent 2020s, Boards of Directors and their Executive teams face growing expectations and demands from a widening spectrum of interested parties, ranging from staff, clients, and members, through sponsors, policymakers, and industry, to stakeholders, partners, and suppliers. **It is thus increasingly important that professional association management be underpinned by an equally critical articulation of professional association governance.**

Our **Governance as Leadership** programme is designed to reflect and respond to the unique nature of leadership within an association and to underpin the pivotal partnership of the Chief Executive (or Executive Director) and the Chair of the Board. We therefore **encourage Chief Executives to attend with the Chair of your Board** (or with the incoming chair or any other member(s) of your Board) because whilst you'll benefit from the knowledge and expertise of the delivery team, the added value and impact you'll realise will come through open and honest conversation and collaboration with your **leadership partner**. It is not, however, compulsory to join together: there will be plenty of fresh perspectives around the tables from which you will benefit.



DELIVERY TEAM



ELISA PRATT, MA, CAE, CVF

An expert in association management solutions with a Masters in government, Elisa specializes in board leadership development and strategic planning, innovative member engagement and operational effectiveness. As the founder of Brewer Pratt Solutions, Elisa brings more than 20 years of experience as an impactful senior staff member and trusted advisor to trade and individual membership organizations, both domestic and international.

ANDREW CHAMBERLAIN, FSAM, FRSA, MIoL

A former association CEO, for 15 years Andrew held C-suite positions in associations across the UK. Since 2016, he has worked internationally, supporting 150+ membership organizations in leadership development, business strategy, and good corporate governance. With a proven pedigree in understanding and maximizing association dynamics, Andrew provides a distinctly diverse perspective on what drives success in membership and governance.



ELEVATED



Since July 2020 Elisa and Andrew have hosted an award winning podcast



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Apple Podcasts



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Spotify



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PROGRAMME

Delivered in an immersive learning environment and drawing on a variety of real-life case studies, our programme is intended to stimulate discussion, provoke debate, and inform fresh perspectives on the role of governance as a leadership priority.

DAY 1

- The art of association leadership
- The strategic imperatives for association success
- Anticipating and navigating emerging socio-economic trends
- The social contexts of association purpose

DAY 2

- The key components of governance as leadership
- The governance maturity lifecycle
- Strategies for building the board as a high-performing team

Prior to joining, and on completion of the programme, participants will complete an online assessment, not as a test but to give us a benchmark for measuring individual and cohort performance, and for identifying any immediate priorities that we can address during the retreat.

Non-Executive Director



Chair of the Board



Chief Executive



Executive Director





DAY 1

Wednesday 3 September
1000 - 1700

The art of association leadership

How do we traverse the intersection between professionalism and voluntarism to inspire collaboration, foster member engagement, and align diverse interests to realise a shared vision?

The strategic imperatives for association success

How should we prioritise and invest our resources to reverse disengagement, revitalise culture, ensure business strength, financial resilience, member value, and long-term impact?

Anticipating and navigating emerging socio-economic trends

What tools and techniques should we employ to identify, understand, and translate the trends that are likely to impact our associations; and how do we utilise leadership to remain authentic, responsive, and agile when faced with many competing challenges and priorities?

The social contexts of association purpose

What are the broader environmental contexts in which associations; and how do we capitalise on the fundamental principles of community building, collective voice, knowledge exchange, and economic contribution to address our social responsibilities and enhance associations' impact through civic engagement?

Board Member



Vice Chair



Company Secretary



President-elect





DAY 2

Thursday 4 September
0930 - 1600

The key components of governance as leadership

How do we maximise the performance and impact of our board so that governance adds genuine value to our associations' successes; and how is the partnership between the Chair of the Board and the Chief Executive pivotal in ensuring governance as leadership?

The governance maturity lifecycle

As associations mature, their governance evolves from ad hoc or reactive approaches to highly structured, proactive, and optimised systems. How do we reach the point in the lifecycle where governance is a strategic asset that drives innovation, trust, and long-term success?

Strategies for building the board as a high-performing team

How do we successfully manage and motivate volunteer leaders; how do we bridge the generational divide that can sometimes hinder innovation and hamper creativity; and how do we ensure our board is focused on adding value to the association through effective and impactful governance?

Committee member



Senior Manager



Trustee



Volunteer leader





OUTCOMES

Through an experiential learning experience, participants will actively engage in posing questions, investigating, experimenting, being curious, solving problems, being creative, and constructing meaning; and will be challenged to take initiative, make decisions and be accountable for results. Working in groups, participants will be presented with authentic leadership scenarios and tasked with defining and presenting to the wider workshop their leadership solution, sharing their own unique perspectives and learning from and with each other.

As a member of the Board, you will...

...further develop your understanding of the **distinct characteristics of associations**, how the sector differs from other environments, and how together with your CEO and Board you can maximise your association's **innovation and impact**.

As a CEO, you will...

...**grow your professional network**, strengthen your position as a sector leader, and benefit from being part of a **leadership partnership** that can successfully navigate the interconnected **dynamics of the many systems** that make up your association.

Strategic Planning


Systems Thinking


Building Trust


Promoting Culture


Engaging Members


Embracing Ambition


Creating Alliances


Futures Literacy


Influencing Change


Developing Talent


Leading Teams


Business Acumen




OUTCOMES

Together, you will...

...have a deeper appreciation of contemporary corporate governance priorities and their application in the association boardroom. You'll be able to engage confidently in **generative exploration**; cultivate constructive, trust-based boardrooms; nurture communicative **team cultures**; embrace change and recognise governance as an **opportunity for innovation**; have confidence that your knowledge and expertise align with **international best practice** in association governance; and benefit from a growing **network of peers**, all of whom are navigating **board leadership**.



ELISA PRATT, MA, CAE, CVF

ANDREW CHAMBERLAIN, FSAM, FRSA, MIoL



LOCATION

Situated in the Thames Valley, near the river in the historic village of Cookham in Berkshire. Welcome to CIM Business Centre, a professional and productive work environment where individuals and teams come together to further progress their performance and impact as organisational leaders.



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ME!**





REGISTRATION

The registration fee is £1,500 +VAT per person.

This includes:

- Full participation in the 2-day programme;
- 12-month access to a compendium of digital resources;
- An exclusive cohort of 20 people;
- 2 nights onsite accommodation (2 & 3 Sept.);
- 3 September: Breakfast, lunch, and dinner;
- 4 September: Breakfast and lunch;
- Receipt of all training materials; and

A rare opportunity to come together in a collaborative and strategic manner, away from the day-to-day operations of the association and outside of the time scheduled for Board meetings.

REGISTRATION



EARLY BIRD DISCOUNT!
10% BEFORE JUNE 30, 2025



QUESTIONS?

Do you have questions or want to learn more about the retreat? Over the summer we're running regular 30-minute online Q&A sessions where you can meet with us to discuss the programme, learn more about our approach, and learn how we can tailor the programme to your needs. All times are 3pm BST:

- Tuesday June 10
- Friday June 20
- Thursday July 10
- Wednesday July 23
- Friday August 8

Q&A SESSIONS REGISTRATION



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We would like to extend our deep gratitude for sharing your time and expertise to enlighten us about association governance. Your knowledge and expertise in this field truly inspires us all. It gives us the motivation to amplify good governance in our association to realise our success. With that, we are truly grateful.

Paul Kenneth Flores
Human Resource Educators' Association of the Philippines

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