



Every great mountaineer has a sirdar  
to guide them to the summit.

Products and Solutions

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Sirdar is Africa’s leading guide, appointer and educator of high-performance boards.

We navigate the way to business growth through boardroom performance. Our integrated board approach is delivered through advisory services, governance, evaluations, assessments, appointments and the continuous upskilling and education of directors.

Sirdar guides a practical, invested approach to create meaningful economic impact.

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## Sirdar Educate

Sirdar Educate delivers practical, relevant learning programmes that are focused on building director and board level skills through experience.

Our programmes are designed to provide a foundation for building a high-performance board and business. They are focused on using the methodology, tools and processes that we have developed and provide an ideal learning environment for participants.

### High-Performance Board Workshop

The one-day High-Performance Board Workshop has been specifically designed as an introduction for an executive or a non-executive to their role as a director on a board and the practical requirements for maximising a board's contribution.

The key outcomes of Sirdar's High-Performance Board Workshop are:

- Recognising the value of having an effective and high-performing board.
- Knowing how to develop a common language and effectively implement a best practice board process that creates value.
- Recognising your personal contribution to the board process.
- Understanding how to leverage your Contribution Compass profile to contribute as a high-performing director.
- Improved board and director performance.
- Improved outcomes for shareholders and other stakeholders.

### Applied Directorship Programme

This programme is ideal for aspiring directors, shareholder-managers and non-executive directors who want to become high-performance directors. This means adding real value in the boardroom by being equipped with the necessary tools, experience and understanding to take the business you are involved in, to the next level.

Outcomes of completing the 11-month Applied Directorship Programme include:

- Reinforcing and augmenting knowledge and understanding of directors' duties and statutory obligations.
- Understanding an effective and integrated high-performance board and governance methodology.
- Gaining knowledge of the essential tools required for effective board meetings, such as governing documents, agendas, meeting minutes, board papers and board calendar as well as meeting protocols.
- Demonstrating practical expertise in applying board methodology with relevance in order to create value in the company being governed.
- Identifying areas of personal directorship strengths and opportunities to develop further.

Participants have the opportunity to experience a high-performance boardroom engagement through a simulation experience throughout the programme.

Upon completion, participants receive a certificate of attendance. Those who meet the required competencies, receive an internationally-recognised certificate of competence.



## Bespoke Programmes

These engagements are tailored to client requirements, focusing on their specific objectives.

For example, a one-day workshop (which can be delivered in two half-day sessions) could focus on ensuring that the client's directors and executive team understand the value a board can add to their business, how to create and sustain a high-performance board and what all the roles of directors include.

## Appoint

Sirdar's Appoint practice identifies and appoints non-executive directors by balancing unique boardroom dynamics, values, expertise and natural energy to deliver real boardroom performance.

We are board-appointment specialists with a deep understanding of business in Africa and a passion for impactful boardroom performance. Furthermore, our Sirdar Director Network is Africa's largest network of aspiring directors.

Ensuring that you appoint high-performance directors is about more than just appointing great individuals to your board. It starts with being clear on the reasons you have a board in the first place and the objectives you wish for them to achieve. Once this is clear, appointing a high-performance board is about ensuring the right combination of people who collectively will deliver the desired outcome.

As such, we use the following process during appointment:

Stage	Detail
Exploration	<ul style="list-style-type: none"> <li>Understand most suited candidate profile to achieve growth objectives, through quantitative and qualitative assessment including interviews and board questionnaire</li> </ul>
	<ul style="list-style-type: none"> <li>Understand team dynamics and gaps using the unique Contribution Compass* methodology</li> </ul>
	<ul style="list-style-type: none"> <li>Explore board's effectiveness and culture as presented in Sirdar Board Appointment Foundation Report</li> </ul>
	<ul style="list-style-type: none"> <li>Capture suitable candidates' interest in formal position description and vacancy notice</li> </ul>
Identification	<ul style="list-style-type: none"> <li>Build a pool of potential candidates through search and selection, and advertising as appropriate</li> </ul>
	<ul style="list-style-type: none"> <li>Determine shortlist of most suited candidates through interviews conducted by Sirdar</li> </ul>
	<ul style="list-style-type: none"> <li>Understand shortlisted candidates' natural energies using the Contribution Compass methodology</li> </ul>
Introduction	<ul style="list-style-type: none"> <li>Meet shortlisted candidates via interviews, leading to a final appointment decision (interview process tailored to client requirements)</li> </ul>
Induction	<ul style="list-style-type: none"> <li>Receive support with appointment paperwork and logistics throughout offer stage</li> </ul>
	<ul style="list-style-type: none"> <li>Finalise appointment</li> </ul>
	<ul style="list-style-type: none"> <li>Ensure effective induction onto the board</li> </ul>



The Sirdar Appoint team:

- Starts the process with a conversation to understand the background and exact requirements of the vacancy.
- Ensures a strong foundation for the director appointment process.
- Recognises your unique requirements through a focused governance assessment of your board.
- Follows a thorough and rigorous selection process including independent background and reference check.
- Uses the Contribution Compass personality profiler to find the best fit for your board.
- Aligns with your board appointment timeframes.
- Provides a Sirdar Board Appointment Foundation Report.
- Leverages Sirdar Director Network to find the best candidate.
- Supports you and the candidates throughout the process.

The resultant appointment:

- Fosters building an effective, high-performance board
- Delivers real business growth
- Enables you to see the real value that the individual brings within a 12-month period
- Adds credibility to your board and business
- Makes your business more investable
- Brings a new and diverse perspective to your board
- Complements, rather than competes with, the existing directors' skills, abilities and natural energies
- Improves outcomes for shareholders and other stakeholders

## Guide

Sirdar Guide partners with boards to navigate their unique journey of improved boardroom performance through practical advisory and governance services.

Our unique methodology to create and sustain high-performance boards blends best practice thinking, holistic governance models, the practical application of governance principles, the provision and performance management of independent non-executive directors, and a team to guide the board. This delivers real value to companies. It is how we deliver impactful and meaningful economic growth.

## Board Advisory

Depending on the scope of work, we provide the following:

- Advanced level of governance implementation.
- Planning, attendance and minuting of board meetings, sub-committee meetings and annual shareholder meeting.
- Appointment of two independent directors.
- Annual strategic full-day workshop.
- Assistance with writing policies, producing board reports and papers, and developing leadership position description and key performance indicators.
- Training and performance management.



The Sirdar Guide team:

- Provides a practical framework on which to build the board's foundation.
- Ensures board performance by supporting board members and holding them accountable for delivering in their roles.
- Conducts annual board evaluations and manages regular board feedback loops.
- Ensures that board members are kept up to date with relevant best practice through specific training.
- Leads and manages board administration and coordination, including correlating pre-board meetings with board performance.
- Actively manages all aspects of meetings from set up to managing action items to keeping CIPC up to date.
- Uses Sirdar's proven methodology and approach to expertly guide and advise you on various governance dimensions.
- Assists with choosing the right directors for your journey.
- Provides, effectively manages and circulates up-to-date board papers through an online board paper platform.

The result is:

- Increased sustainable profitability.
- Maximised shareholder value.
- Enhanced performance through accountability.
- Unlocking of hidden potential for growth.
- Ability for the business to flourish without relying on the founders.
- Increased access to capital through investor confidence.
- Support for transition to a new generation.
- Effective succession planning.
- Confidence in the quality of the board process.
- Preparation for business sale or initial public offering.

## Board Evaluations

Sirdar's board evaluations are one component of guiding great boards. They provide an opportunity for a board to reflect on its own performance utilising a tried and tested methodology and proven approach. The outcome is awareness of areas on which to improve its contribution to the organisation and practical ways in which both individuals and the board can ensure that the required improvement occurs.

The board evaluation process ensures clarity of what is expected of each individual, and provides a tool and a process for evaluating performance against those expectations. In this way, we are able to monitor whether the board is fulfilling its purpose and the organisation is achieving its goals. Where these results are not being achieved, or the governance process is not as effective as it could be, the evaluation process provides a basis for discussion, and in turn agreement, on appropriate actions to ensure that the results are achieved in the coming period and the effectiveness of the governance process is improved.

The key benefits of the Sirdar Board Evaluation Service are:

- Improved board and director performance.
- Practical and applicable actions that can be implemented.
- Utilisation of a proven methodology and approach.
- Focus on what it means to be a high-performance board.



- Improved outcomes for shareholders and other stakeholders.
- Action plans to ensure that the board evaluation turns into results.

## Board-Readiness Assessments

Not all businesses are ready to have a board. Readiness depends on aspects such as size, complexity, structure and, of course, turnover. Our Board-Readiness Assessment indicates readiness to appoint a board, and supports you to build a strong foundation on which to build a high-performance board if the time is right.

Sirdar Board-Readiness Assessment engagements are tailored to the requirements of the client, focusing on the specific objectives that the client wishes to achieve from the process. The objectives include:

- Identifying recommendations for the business to implement a board process.
- Identifying the most appropriate methodology for the board going forward.
- Identifying the most suited board process and structure, as well as the type of individuals to appoint as independent non-executive directors
- Identifying the profile of directors to appoint to the board.
- Providing an implementation plan for the board that is to be formed.

## Contribution Compass

Contribution Compass is a powerful personal and team profiling methodology that unlocks your natural energy and unleashes your team's greatness.

At Sirdar, we incorporate Contribution Compass profiling in our board appointments because a well-balanced board will be a high-performing and effective board.

A successful team requires diversity in its skills and abilities so that the team as a whole can achieve more than the sum of its parts can. A balance in natural energy (area of maximum contribution) is equally as critical in this requirement for diversity and ensures that every opportunity and challenge is seen from different perspectives.



Contribution Compass solutions for boards and management teams include:

- Contribution Compass Individual Reports.
- Contribution Compass Team Assessments.
- Maximising Team Contribution Workshops for teams to better understand their Contribution Compass team and individual profiles.

As a Contribution Compass partner, our facilitators are trained and able to create a customised team assessment for your team, with strategic recommendations on how to balance the team for maximum contribution and maximum return.



## OnBoard

OnBoard is an online board management solution that securely connects organisations and their directors to all their meeting materials, meeting agendas, minutes, approvals, calendars, policies and procedures.

The platform is trusted by more than 12,000 boards of directors and committees around the world, including public companies, private organisations, non-profit organisations and government bodies.

OnBoard is a complete board management solution, with the most accessible user experience ever, with every feature you could ever want, with the complete security you need, and is available on every device.

The results speak for themselves. OnBoard has won Capterra's award for ease of use, received the American Business Award for governance technology, and is the top-rated board software across dozens of platforms including G2 Crowd, the Apple App Store and GetApp.