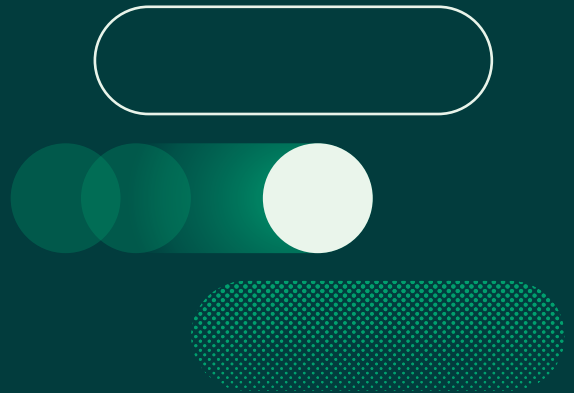




Executive
Education



AI for Boards

**Corporate
Governance**

The Business School
for the World®

AI FOR BOARDS

Steering board governance in an AI-driven world

As a transformative technology, artificial intelligence has permeated every facet of business and society, reshaping economies and disrupting industries. It presents organisations with unprecedented opportunities alongside significant new risks. In this evolving environment, boards are required to stay ahead of the curve and ensure effective AI governance and decision-making across corporate strategy, risk management, stakeholder engagement and compliance.

Effective board stewardship today increasingly depends on a sound understanding of AI's implications. Participants will engage with fellow directors to exchange experiences, challenges and solutions in a collaborative environment, building a network of peers equally committed to strengthening their oversight in this rapidly developing field.

This new INSEAD executive programme provides an exclusive and highly interactive learning experience for board members seeking to deepen their understanding of AI governance.

Key benefits

- **Understanding the foundations of AI**
Build the essential knowledge board directors need to evaluate how AI and machine learning create strategic value, strengthen decision making and shape long term competitiveness.
- **Assessing AI capabilities for board oversight**
Assess your organisation's AI capabilities from a board perspective, identify the opportunities and threats that matter most for board oversight, and determine whether the organisation is structured and governed to harness AI responsibly and effectively.
- **Strengthening data driven and AI informed decision making**
Understand the analytical and decision making tools that enable boards to challenge management effectively, interpret AI informed insights and oversee more rigorous, evidence based strategic choices.
- **Overseeing ethical and regulatory AI risks**
Examine the ethical, societal and regulatory risks of AI and clarify the board's role in ensuring responsible use, establishing governance processes and safeguarding trust, accountability and compliance.

Leave with a clear action plan

Apply AI governance principles directly to your board context through peer exchange, faculty guidance and case discussions, and outline how to implement

Programme content

AI for Boards is a small group, four day programme that enables directors to deepen their understanding of AI and its implications for effective governance. Through a combination of group and plenary discussions, case analyses and active exchange with faculty and guest speakers, participants examine the strategic, ethical and organisational challenges posed by AI. Beyond knowledge and conceptual frameworks, the programme provides practical tools and guided application exercises that help board members assess their organisation's AI readiness and strengthen oversight in this rapidly evolving domain.

Foundations of AI

- Demystifying AI, machine learning, deep learning, generative AI and other buzzwords, and disentangling real value from hype
- Generative AI vs analytical AI what the difference is, how they work at a high level and how they add value
- Hands on examples and design of business use cases for analytical and generative AI, and how firms can derive value from them
- AI for my firm versus AI for me

Data-Driven Decision Making

- Biases in humans and in AI
- High level background on analytical techniques that complement the effective use of AI including optimisation, game theory, decision trees and simulation
- Practical examples of how these techniques can improve decision making for business problems

AI Capabilities, Opportunities and Threats

- Frameworks for assessing an organisation's AI capabilities including talent and AI skills, organisational structure around AI, data governance, technology infrastructure, use of AI to advance strategy and experimentation
- How AI can improve business as usual, and how it can disrupt business as usual
- Whether the executive team is thinking about these dimensions and acting on them
- AI and work

AI Ethics, Responsibility, Regulation

- Discussion of a variety of AI related ethical risks including algorithmic bias, human versus AI decision making conundrums, disinformation, cybersecurity and privacy, mental health and environmental impact
- Concepts and actionable tools for board members to facilitate the development of fair, responsible and ethical AI systems and processes in their organisations
- Overview of state-of-the-art regulatory frameworks for AI

AI for Boards in Action

- Examine how boards can effectively oversee an organisation's AI strategy, capabilities and execution, and clarify the specific responsibilities of the board in relation to AI governance
- Identify the key questions boards should be asking management about AI strategy, risk, investment and performance, and consider how boards should organise themselves to ensure effective oversight
- Translate programme concepts, frameworks and tools into the boardroom through guided application exercises, with participants applying the learnings to their own contexts and guest speakers sharing practical perspectives and experience

Participant profile

The **AI for Boards** Programme is designed for chairs and non-executive directors of listed and private corporations, government agencies and organisations, and non-profits. It is also aimed at CEOs, COOs, CFOs and other C-suite executives, as well as family members and controlling shareholders of boards of family companies.

Applicants, including all types of C-level executives, must have a minimum of one year of board experience to fully benefit from and contribute to a programme that includes role-play, simulations, and peer exchanges.

Programme director



Spyros Zoumpoulis

Programme Director
Associate Professor of Decision Sciences

Faculty



Anton S. Ovchinnikov

Associate Professor of Decision Sciences



Annet Aris

Senior Affiliate Professor of Strategy
Academic Director, INSEAD Corporate Governance Centre

INSEAD Certification for Directors

Maintaining competitive advantage and leveraging emerging opportunities in today’s fast-moving business panorama means equipping board members with the insights, tools and frameworks to deliver effective governance – and steer your organisation towards sustainable value creation. As one of the world’s foremost actors in global business education, INSEAD is uniquely positioned to help your business meet this need.

We offer two types of certification for directors: the **Certificate in Corporate Governance** and the **Advanced Certificate in Corporate Governance**.

These two certificates complement each other: participants who obtain our Certificate in Corporate Governance can then attend a selection of INSEAD open programmes to obtain the Advanced Certificate in Corporate Governance.

INSEAD Certificate in Corporate Governance

This certificate offers directors an opportunity to prove – and improve – their effectiveness and excellence. The Certificate in Corporate Governance is designed to be a global credential for board members operating internationally. It aims to be the first of its kind offered by an academic institution, and underlines our desire to be part of this educational area, complementing our activities in management education. Participants build on the skills and knowledge they acquired through successfully completing the International Directors Programme. Holders of the Certificate in Corporate Governance understand the foundations of corporate governance. Furthermore, the certificate attests to a director’s commitment to continuously develop their effectiveness and excellence.

INSEAD Advanced Certificate in Corporate Governance

This advanced certificate is designed for holders of the Certificate in Corporate Governance who wish to further pursue their development across core competencies that are key to effective directorship. It provides participants with a personal development plan at board level over multiple years (up to a maximum of five years) that is both stimulating and engaging. Directors gradually master the different technical and leadership competences and skills needed in the boardroom, better equipping them to address their duties and responsibilities. Directors can choose from a selection of INSEAD open programmes that focus on key areas that bring value to the boardroom, including leadership, strategy and value creation. In addition, active board membership is required to be able to explore and demonstrate effective application of theory and concepts in practice. Holders of the Advanced Certificate in Corporate Governance convey confidence and authority in their professional circles.



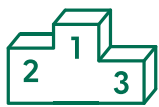
Become an INSEAD certified director

Demonstrate your ability to assume board roles by completing programmes that focus on four core competencies: director effectiveness, leadership, strategy and value creation.



Deliver value to your board work

Improve your performance and make a positive difference as a director, and show your commitment to your own development and to your organisation.



Join our global network of directors

Benefit from lifelong networking and learning opportunities through the INSEAD Directors’ Network and INSEAD’s worldwide community of more than 67,500 alumni.

The INSEAD Corporate Governance Centre

INSEAD'S DISTINCTIVE CONTRIBUTION TO GOVERNANCE

The INSEAD Corporate Governance Centre (ICGC), launched in 2010, undertakes cutting-edge research and teaching tailored to the needs of boards and those who serve on them. It is designed to foster a global dialogue on the challenges facing board members in an international context and to identify and support new research that addresses these challenges. The ICGC combines faculty expertise and institutional visibility around a mission that combines three inter-related dimensions.



A CROSS-DISCIPLINARY INSEAD RESEARCH AGENDA

The ICGC shifts INSEAD's traditional research focus from management to governance – with two fundamental questions:

- How do board members add value to the corporations they serve?
- What are the effective governance mechanisms and cultures that ensure effective board functioning?

INSEAD's research in this field is designed to be cross-disciplinary and global, spanning all regions and cultures. Its activities harness and enhance INSEAD's expertise in multiple disciplines – including accounting, finance, economics, strategy, risk management, entrepreneurship, family governance and corporate social responsibility – to offer a comprehensive and sustainable response to the challenges of corporate governance.

The ICGC also develops innovative teaching materials on the fundamental issues faced by international directors, including case studies, simulations and 360-degree feedback instruments specifically designed for board members.

LEVERAGING INSEAD'S INTERNATIONAL PERSPECTIVE AND REACH

The ICGC brings a truly global perspective to all its activities. INSEAD has a distinct advantage in this respect, offering the opportunity to study governance from a truly international perspective, both on an intellectual level and through the multicultural diversity so typical of its classrooms. The international composition of INSEAD's programmes, both in terms of faculty and participants, makes them a unique source of exchange, observation, learning and networks.

The ICGC has developed many ways for INSEAD, its faculty and participants to shape a unique global vision for board effectiveness that takes into account the various regional contexts within which directors evolve. These include the presence of the ICGC on INSEAD's campuses in Europe, Asia and the Middle East; and the development of strategic partnerships with directors' institutes in Europe and Asia (ecoDa: The European Confederation of Directors' Associations, Institut Luxembourgeois des Administrateurs and the Singapore Institute of Directors) and professional associations such as European Confederation of Directors Associations (ecoDa) and Ukrainian Corporate Governance Academy (UCGA).

IMPACT IN THE BOARDROOM: EDUCATION AND DIALOGUE TO PROMOTE THE HIGHEST STANDARDS OF PROFESSIONAL CONDUCT

The INSEAD Corporate Governance Centre also provides opportunities to share its groundbreaking insights through regular INSEAD Governance Meetings. These events bring together a select group of board members, regulators and academics from around the world – united in the conviction that advances in the understanding and practice of corporate governance are most likely to occur in a cross-disciplinary environment.



Annet Aris

Academic Director, INSEAD Corporate Governance Centre
Senior Affiliate Professor of Strategy

Our Mission

We bring together people, cultures and ideas to develop responsible leaders who transform business and society.



Fontainebleau Campus

Our original campus is based in Europe. There, we are nestled in the tranquil forest of Fontainebleau, which offers a pleasant contrast to the sleek, modernist architecture of the campus. The proximity to local French culture keeps us close to our roots.



Singapore Campus

Our Asia Campus, based in Singapore, was established as an extension of our longstanding presence in Asia. It is situated close to Singapore’s bustling city centre and financial district, and benefits from the area’s warm climate and culturally rich environment.



Abu Dhabi Campus

Our Middle East Campus, based in Abu Dhabi, is INSEAD’s latest evolution. The campus is located in Al Khatem Tower on Al Maryah Island, right on the midpoint between the city’s downtown district, fast-growing Al Reem Island and thriving cultural district on Saadiyat Island.



San Francisco Hub

Our first official center in North America, the San Francisco Hub for Business Innovation is a state-of-the art facility which translates our unique global insights and perspective to organisations and business leaders from the US and around the world. Located in down-town San Francisco, just two blocks from the Giants’ Oracle Park, the Hub is set to capitalise fully on the Bay Area culture of innovation and the digital transformation of business.

CALENDAR 2026

PROGRAMME	DATE	LOCATION	LENGTH	FEE*	LEVEL - Applicable to all sessions
AI for Boards	24–27 June 2026	 France	4 days	€11,600	– Board-level

*Fee subject to change. VAT/GST shall apply at prevailing rates according to prevailing laws and regulations.

 France

Practical Information

CONTACT US

For further information on our **AI for Boards** programme, contact:

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Visit our website: www.insead.edu/executive-education/corporate-governance/ai-boards

APPLICATION PROCEDURE

Places on the programmes are confirmed on a first-come, first-served basis, taking into consideration applicants’ levels and objectives, and the diversity of the classes.

We recommend that you submit your completed application form as early as possible, preferably six weeks prior to programme commencement. The Admissions Committee will review your application and advise you on the outcome as soon as possible. Please do not hesitate to contact us if you have any questions about which programme may best suit your objectives or for any additional information.

Note: All our open programmes are taught in English and participants should be able to exchange complex views, listen and learn through the medium of English.

TUITION FEES*

The programme fee covers tuition, course materials and lunches on working days, as well as the closing dinner. It does not include travel, accommodation or incidentals. Participants will have to settle accommodation expenses and incidentals before the end of the programme.

*Fee subject to change. VAT/GST shall apply at prevailing rates according to prevailing laws and regulations.

INSEAD does not discriminate on the basis of race, gender, sexual orientation, religion, national or ethnic origin, age or disability in the administration of its educational policies, admissions policies, scholarship and loan programmes, or employment or other INSEAD-administered programmes.

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