

CILG Level 5 Syllabus

CILG — Level 5 Chartered Professional | Comprehensive Syllabus

Syllabus · Level 5 · Chartered Professional in Leadership & Governance

5.1

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Official Syllabus — 2024 Edition · Pinnacle Qualification

Chartered

Level 5 Syllabus

Chartered Professional in Leadership and Governance — Professional Level

Modules

Learning Outcomes

70+

Topic Areas

50+

Reading References

Module 5.1

Thought Leadership in Governance

Module 5.2

Global Governance and Geopolitical Risk

Module 5.3

Sustainable Leadership and the Future of Governance

Module 5.4

Executive Mentoring, Coaching and Professional Development

Module 5.5

Professional Capstone and Oral Defence

Pinnacle Qualification Level

Level 5 — Chartered Professional in Leadership and Governance

5 Modules

Research Papers · PPAs · Capstone · Oral Defence

No exemptions at any module

Minimum pass: 50% per component

Study load: 180–240 hours per module

Professional

, the Chartered Professional designation in Leadership and Governance. Post-nominal:

No Exemptions Policy:

Unlike Levels 1–4,

no exemptions of any kind are available at Level 5

5.1

MODULE

Thought Leadership in Governance

Professional research methodology, critical scholarly analysis, and the production of original professional scholarship that advances governance knowledge

Module Overview

Professional Level Note:

Module 5.1 is assessed through a

5,000-word Original Professional Research Paper

Fellowship of a professional body carries an obligation that goes beyond personal mastery — it carries a stewardship obligation to the knowledge base of the profession

itself. Fellows do not merely consume the professional literature; they contribute to it. Module 5.1 establishes the research methodology and professional scholarship capabilities that make that contribution possible.

This module is not a conventional academic research methods course. It is a course in professional research methodology — the specific approaches, standards, and forms of scholarly output that are appropriate for a professional body whose primary concern is the improvement of governance practice. The distinction matters: professional scholarship is evaluated not only on methodological rigour but on practical significance. A paper that advances academic theory without governance practice implications does not meet the Level 5 standard.

The module addresses ontological and epistemological foundations of research (without excessive philosophy of science), qualitative and quantitative methodologies appropriate for governance research, systematic literature review, case study research (the dominant method in governance research), and the standards of professional academic writing. It also addresses the ethics of research in governance and organisational contexts — including informed consent, confidentiality, and the governance of dual roles (researcher and practitioner).

Professional Rationale:

Module Objectives

To equip candidates with the philosophical foundations and methodological framework required to design rigorous, credible, and practically significant professional research in governance and leadership

To develop competency in qualitative research methods most applicable to governance practice research — including case study methodology, grounded theory, narrative research, and action research

To develop systematic literature review capability — enabling candidates to identify, evaluate, synthesise, and situate existing governance research with professional scholarly rigour

To develop professional academic writing capability at the standard required for the Level 5 Research Paper and the Professional Capstone Report in Module 5.5

To address the ethics of research in governance and organisational contexts — including consent, confidentiality, dual roles, and the governance of sensitive information

To develop a professional dissemination and thought leadership strategy — enabling candidates to share their research and expertise with the governance community through appropriate channels

Detailed Topic Content

Philosophy of research: ontology (realism, constructivism, pragmatism) and epistemology (positivism, interpretivism, critical theory) — implications for governance research design

The Research Onion (Saunders): research philosophy, approaches (deductive, inductive, abductive), strategies, methodological choices, time horizons, and data collection/analysis techniques

Case study research methodology (Yin): single and multiple case designs; embedded cases; case selection rationale; data sources in case research; case write-up standards; generalisability in case research

Grounded theory (Glaser and Strauss, Charmaz): open, axial, and selective coding; theoretical saturation; constant comparison method; grounded theory's application to governance research

Action research: the practitioner-researcher role; participatory action research; action research cycles; the ethics of dual roles; action research in governance contexts

Narrative inquiry and interpretive methods: narrative analysis; discourse analysis; document analysis in governance research; analysing board minutes, governance codes, and regulatory documents

Quantitative methods for governance research: survey design and governance; content analysis; bibliometric analysis; event study methodology (implications for governance research)

Systematic literature review: search protocol design; database selection; inclusion/exclusion criteria; critical appraisal; synthesis approaches (narrative synthesis, meta-analysis); PRISMA standards

Professional academic writing: argument structure; positioning in the literature; contribution statement; citation standards (APA 7th, Chicago); abstract and executive summary writing; responding to reviewer feedback

Research ethics in governance contexts: informed consent in organisational research; confidentiality and anonymisation; governing conflicts of interest in practitioner-researcher roles; research ethics approval processes

Knowledge mobilisation: translating research findings into governance practice change; engaging policymakers and governance regulators with research evidence; building research impact

Learning Outcomes

Ref

Learning Outcome

Bloom's Level

LO 5.1.1

Select and justify an appropriate research philosophy and methodology for a specified governance or leadership research question — demonstrating understanding of the epistemological implications of different methodological choices

Evaluation

LO 5.1.2

Conduct a systematic literature review on a governance or leadership topic of significance — applying appropriate search protocol, critical appraisal, and synthesis methodology — and identify original research questions arising from the review

Synthesis

LO 5.1.3

Design a research study using case study or action research methodology — specifying case selection, data sources, analytical framework, ethical considerations, and quality assurance criteria

Synthesis

LO 5.1.4

Apply research ethics principles to the governance of a practitioner-researcher project — identifying and appropriately managing conflicts of interest, confidentiality obligations, and consent requirements

Application

LO 5.1.5

Produce an original 5,000-word professional research paper that makes a genuine contribution to governance or leadership knowledge — demonstrating scholarly rigour, clear argument, sound evidence, and practical governance significance

Creation

LO 5.1.6

Design a thought leadership and dissemination strategy that positions the research findings to influence governance practice — identifying appropriate channels, audiences, and engagement approaches

Synthesis

LO 5.1.7

Defend the methodological choices, findings, and governance implications of the research paper in scholarly dialogue — demonstrating the intellectual confidence and epistemic humility characteristic of the professional scholar-practitioner

Evaluation

Suggested Readings

Research Methods for Business Students

Core Text

Saunders, M., Lewis, P. & Thornhill, A. — Pearson (8th Ed., 2019) | ISBN: 978-1292208787

The global standard for professional and business research methods. The Research Onion framework is the primary methodology model for Level 5.

Essential for LOs 5.1.1 and 5.1.3.

Chapters 4–6 (research philosophy, approaches, and strategies), Chapters 9–12 (data collection methods), and Chapter 13 (research ethics) are the priority reading. The online companion exercises provide practice in research design at the standard required for the Level 5 Research Paper. Candidates at Level 5 should engage with the epistemological arguments in Chapter 4 with particular depth.

Case Study Research: Design and Methods

Core Text

Yin, R.K. — SAGE Publications (6th Ed., 2018) | ISBN: 978-1506336169

The definitive case study research methodology text. Governance research is predominantly case-based — the case study is the natural home of the practitioner-scholar who has rich organisational access but limited capacity for large-sample quantitative studies.

Essential for LO 5.1.3.

Chapters 1–4 establish the case study rationale and design; Chapter 5 addresses data collection; Chapters 6–7 address analysis and reporting. Candidates should read Yin alongside Eisenhardt's celebrated article "Building Theories from Case Study Research" (Academy of Management Review, 1989) for the most sophisticated treatment of case-based governance research design.

Constructing Grounded Theory: A Practical Guide Through Qualitative Analysis

Supplementary

Charmaz, K. — SAGE Publications (2nd Ed., 2014) | ISBN: 978-0857029133

The most accessible and practice-oriented treatment of grounded theory — Charmaz's constructivist grounded theory is more appropriate for governance research than Glaser and Strauss's original positivist approach.

Relevant to LOs 5.1.1 and 5.1.3.

Chapters 1–4 introduce grounded theory principles; Chapters 5–7 develop the coding and memo-writing methodology. Particularly valuable for candidates undertaking research on governance culture, board dynamics, or leadership behaviour where rich qualitative data is available.

Systematic Approaches to a Successful Literature Review

Supplementary

Booth, A., Sutton, A. & Papaioannou, D. — SAGE Publications (3rd Ed., 2022) | ISBN: 978-1529609233

The most comprehensive and practical guide to systematic literature review methodology.

Essential for LO 5.1.2.

The book covers the full spectrum from scoping reviews to systematic reviews to meta-analyses, with specific guidance on the search protocol, critical appraisal, and synthesis requirements for each. The PRISMA 2020 checklist, which candidates must apply to their literature reviews, is covered in detail in Chapter 9.

Writing for Publication: A Practical Guide for Researchers

Supplementary

Murray, R. — Open University Press (5th Ed., 2022) | ISBN: 978-0335251179

The most practical guide to professional academic writing — covering everything from overcoming writer's block to responding to peer review, with specific guidance on argument construction, positioning in the literature, and the distinctive writing challenges of practitioner-researchers.

Directly relevant to LO 5.1.5

— the professional research paper production. Murray's "snack writing" and "binge writing" typology is particularly relevant to Level 5 candidates who are producing scholarship alongside demanding executive roles.

Reference Document

Essential reference for LO 5.1.5.

Level 5 Research Papers that meet Journal standards are formally considered for publication in the next available issue. The Journal's editorial guidance on what constitutes a "significant contribution to governance knowledge" is the most direct specification of the intellectual standard required at Level 5.

Assessment Information

Assessment Details

Assessment type

Original Professional Research Paper

Word count

5,000 words ($\pm 10\%$) excluding references

Supervision

Submission

8 weeks after module completion; one extension permitted

Marking

Publication

Grading Scale

Distinction

80–100%

Merit

70–79%

Pass

50–69%

Referred

45–49%

Fail

Below 45%

Research Paper Guidance:

The Level 5 Research Paper must make an original contribution

— not a literature review, not a case description, not an advanced PPA. Original contribution means either: (a) new empirical evidence about a governance or leadership question; (b) new theoretical synthesis that resolves a tension in existing literature; (c) new analytical framework that improves governance practice; or (d) new critique of existing governance frameworks that reveals previously unexamined assumptions. Candidates who submit well-written literature reviews at Level 5 standard, but without original contribution, consistently score in the Pass band. The 5,000-word limit is intentional — learning to make an original argument concisely is itself a scholarly discipline. Use every word.

5.2

MODULE

Global Governance, Leadership and Geopolitical Risk

Comparative governance systems, cross-border leadership, multinational governance structures, and geopolitical risk assessment at the highest professional level

Module Overview

Professional Level Note:

Module 5.2 is assessed through an

Advanced Professional Research Assignment (APRA)

— a 5,500-word analytical report addressing a governance challenge in a cross-border or international context, combining original analysis of comparative governance systems with strategic recommendations for board-level governance improvement. Candidates must demonstrate mastery of comparative governance research methodology as well as governance practice expertise.

This module develops comparative and global governance mastery — the ability to analyse, compare, and navigate the governance systems of multiple national contexts, to design governance structures for multinational and cross-border entities, and to provide board-level governance leadership on geopolitical risk. It builds on the regulatory governance content of Level 4 (Module 4.4) and extends it to the full complexity of global governance — comparative corporate law, international governance codes and convergence, the governance of sovereign wealth fund-owned entities, and the governance challenges of operating in emerging markets.

Geopolitical risk has become one of the most significant — and least well-governed — risks on most board risk registers. The module develops a rigorous, professionally applicable geopolitical risk assessment capability that goes beyond consulting firm risk ratings to provide the structural, scenario-based analysis that boards need to govern geopolitical risk proactively. Cross-cultural leadership at the most senior level — navigating board dynamics across cultural contexts — receives dedicated attention.

Professional Rationale:

Module Objectives

To develop comparative mastery of the major global corporate governance systems — analysing structural drivers of difference, convergence dynamics, and the implications for governance practice across jurisdictions

To address the governance of multinational corporations — designing board structures, subsidiary governance frameworks, and inter-company governance mechanisms for complex cross-border entities

To develop rigorous geopolitical risk assessment and board-level governance capability — including structural analysis, scenario methods, and governance response design

To address international sanctions, export controls, and trade compliance governance at master practitioner level

To develop global leadership effectiveness at the most senior professional level — including cross-cultural board leadership and the management of governance across cultural boundaries

To examine governance in emerging markets — addressing the specific structural, legal, and cultural governance challenges of operating in high-growth, lower-institutional-quality environments

To evaluate international governance standard-setting bodies and their role in global governance convergence — including the OECD, G20, ICGN, and the governance of international financial institutions

Detailed Topic Content

Comparative corporate governance systems: the Varieties of Capitalism framework (Hall and Soskice) — liberal market economies (LME) vs. coordinated market economies (CME); the blockholder model vs. dispersed ownership model; implications for governance design

Anglo-Saxon governance (US, UK, Canada, Australia): shareholder primacy evolution; common law foundations; the role of institutional investors; governance code development and convergence

Continental European governance (Germany, France, Netherlands): two-tier board structures; codetermination and worker representation; state ownership; family ownership; comparative effectiveness evidence

Asian governance systems (Japan, China, South Korea, Singapore): keiretsu and chaebol structures; the governance of state-owned enterprises (SOEs); the evolution of Chinese corporate governance; Singapore as a governance model for emerging markets

African and Middle Eastern governance: governance in resource-rich economies; the role of sovereign wealth funds; governance challenges in post-colonial institutional environments; the King IV Report (South Africa) as an African governance model

Global governance convergence: evidence for and against convergence; the OECD G20 Principles as a convergence mechanism; functional convergence without formal convergence; investor pressure as a convergence driver

Multinational corporation governance: the governance of subsidiaries — principal-subsidary relationships; local governance requirements vs. group governance standards; the governance of minority-owned entities; cross-border data governance

Geopolitical risk frameworks: structural analysis approaches (Political Risk Services, Oxford Analytica) vs. scenario-based approaches; regime stability analysis; economic nationalism risk; sanctions risk; conflict and security risk

Geopolitical scenario planning: applying the Shell scenario methodology to geopolitical risk; the two-axes approach for geopolitical scenarios; boardroom geopolitical risk workshops; integrating geopolitical scenarios into strategy governance

Supply chain geopolitical risk governance: near-shoring and friend-shoring governance implications; concentration risk in critical supply chains; board oversight of supply chain geopolitical risk

International sanctions governance at master level: OFAC, EU, UN, and UK sanctions architecture; sanctions evasion risks in complex cross-border transactions; the governance of sanctions compliance in M&A

Cross-cultural board governance: navigating cultural differences in board dynamics (power distance, long-term orientation, individualism — applied to board behaviour); facilitating constructive challenge across cultural authority boundaries

Emerging market governance: institutional voids (Khanna and Palepu); governance in the absence of strong regulatory institutions; the role of business groups in emerging market governance; governance for foreign investors in emerging markets

International governance standard-setters: the ICGN Principles; G20/OECD governance framework; IFAC governance standards; the governance of international financial institutions (IMF, World Bank); SDG governance obligations

Learning Outcomes

Ref

Learning Outcome

Bloom's Level

LO 5.2.1

Critically evaluate and compare at least four major national corporate governance systems — identifying their structural drivers, convergence trajectories, and the specific governance practice implications for cross-border governance professionals

Evaluation

LO 5.2.2

Design a comprehensive governance framework for a complex multinational entity — specifying board structures, subsidiary governance principles, inter-company accountability mechanisms, and cultural adaptation governance across the jurisdictions involved

Synthesis

LO 5.2.3

Conduct a rigorous geopolitical risk assessment for a specified organisation and operating context — applying both structural analysis and scenario methodology — and develop board-level governance responses to the identified risks

Synthesis

LO 5.2.4

Evaluate the governance challenges of operating in at least two emerging market contexts — applying the institutional voids framework — and recommend governance adaptations appropriate to each context

Evaluation

LO 5.2.5

Apply cross-cultural leadership frameworks to analyse board dynamics in a culturally diverse governance context and design specific governance processes that maximise the effectiveness of culturally heterogeneous governance bodies

Application

LO 5.2.6

Critically evaluate the role of international governance standard-setters in global governance convergence — assessing both their achievements and their limitations — and produce an original position paper on a governance convergence question

Evaluation

LO 5.2.7

Advise a board on the governance of a complex cross-border transaction (M&A or strategic alliance) — addressing regulatory approvals, sanctions compliance, cultural integration governance, and the specific governance risks of the target jurisdictions

Synthesis

Suggested Readings

The Anatomy of Corporate Law: A Comparative and Functional Approach

Core Text

Kraakman, R. et al. — Oxford University Press (3rd Ed., 2017) | ISBN: 978-0198728528

The authoritative comparative corporate law text. At Level 5, candidates engage with the full analytical framework — the functional approach to understanding why corporate law is structured differently across jurisdictions — and apply it to evaluating governance convergence claims.

Chapters 1–6 are essential for LO 5.2.1;

Chapter 7 (Codes and Disclosure) is directly relevant to the governance standard-setting content of LO 5.2.6. Candidates should supplement with recent law review articles on corporate governance convergence (recommended by Research Supervisor).

The End of the World Is Just the Beginning: Mapping the Collapse of Globalization

Core Text

Zeihan, P. — Harper Business, New York (2022) | ISBN: 978-0063230491

Zeihan's deeply researched — and deeply contested — argument for a fundamental reversal of globalisation provides essential provocative context for the geopolitical risk governance content of this module. Whether candidates agree with Zeihan's thesis or not, engaging with his structural analysis of demographic, geographical, and energy factors driving geopolitical change sharpens the quality of geopolitical scenario analysis.

Relevant to LO 5.2.3

and the geopolitical scenario planning content. Should be read critically alongside more conventional geopolitical analysis (e.g., the WEF Global Risks Report).

The Culture Map: Breaking Through the Invisible Boundaries of Global Business

Supplementary

Meyer, E. — PublicAffairs, New York (2014) | ISBN: 978-1610392501

The essential guide to cross-cultural leadership for senior practitioners. Meyer's eight cultural dimensions (communicating, evaluating, persuading, leading, deciding, trusting, disagreeing, scheduling) provide a more practice-applicable framework than Hofstede for the governance contexts addressed in this module.

Essential for LO 5.2.5.

Chapters 1–4 (communicating, evaluating, persuading, and leading across cultures) are the priority reading; the specific guidance on managing cross-cultural board meetings and governance discussions (Chapter 4) is directly applicable.

Winning in Emerging Markets: A Road Map for Strategy and Execution

Supplementary

Khanna, T. & Palepu, K.G. — Harvard Business Press (2010) | ISBN: 978-1422166956

Introduces the institutional voids framework — the most analytically useful tool for governance professionals operating in emerging markets.

Essential for LO 5.2.4.

The concept of "institutional voids" — the absence of the market and governance intermediaries that function-fill institutional roles in developed economies — has profound implications for governance design in emerging contexts. Chapters 1–4 develop the framework; Chapters 6–8 address specific governance implications.

Report

World Economic Forum — Annual | Free at [weforum.org/reports/global-risks-report](https://www.weforum.org/reports/global-risks-report)

The annual global risk benchmark — essential current data for the geopolitical risk content.

Essential current reference for LO 5.2.3.

ICGN Global Governance Principles

Reference Document

International Corporate Governance Network (ICGN) — London (6th Ed., 2021) | Free at [icgn.org/resources/global-governance-principles](https://www.icgn.org/resources/global-governance-principles)

Essential reference for LO 5.2.6

— the international governance standard-setters content. The ICGN's model mandate for investment managers (free at [icgn.org](https://www.icgn.org)) provides additional context on how institutional investors govern their engagement with portfolio companies globally.

Assessment Information

Assessment Details

Assessment type

Advanced Professional Research Assignment (APRA)

Word count

5,500 words ($\pm 10\%$) excluding appendices and references

Submission period

8 weeks after module completion

Required context

Real cross-border or international governance challenge

Min. pass mark

50% overall; 45% on Professional Application criterion

Grading Scale

Distinction

80–100%

Merit

70–79%

Pass

50–69%

Referred

45–49%

Fail

Below 45%

5.3

MODULE

Sustainable Leadership and the Future of Governance

SDGs, net-zero governance, AI and technology governance, the future of work, and professional stewardship of the governance discipline

Module Overview

Professional Level Note:

Module 5.3 is assessed through a

Thought Leadership Position Paper

— a 4,500-word original position on the most significant future challenge facing governance and leadership, supported by evidence, scenario analysis, and specific governance recommendations. This paper articulates the candidate's professional thought leadership contribution to the governance profession's future agenda.

The governance profession does not exist in a stable environment. The forces reshaping organisational life — artificial intelligence, climate change, demographic transformation, the reconfiguration of the global order, and the accelerating pace of technological disruption — will require governance frameworks, governance capabilities, and governance cultures that are significantly different from those that have served the profession for the past three decades. Level 5 candidates must be equipped not only to govern organisations in this future environment but to help shape the governance standards, frameworks, and capabilities that will define that environment.

Professional Rationale:

Module Objectives

To develop board-level sustainability governance mastery — including net-zero strategy governance, biodiversity governance, and the integration of SDG obligations into board decision-making and reporting

To address AI governance at the highest professional level — examining board-level AI oversight responsibilities, the governance of generative AI deployment, and the emerging global AI regulatory landscape

To develop governance responses to the future of work — addressing automation, the gig economy, workforce transformation, and the governance implications of post-industrial organisational design

To apply systems thinking to governance — developing the capacity to identify second- and third-order effects of significant governance and strategic decisions

To develop structured foresight and governance futures thinking capability — including horizon scanning, weak signal detection, and governance scenario development for long-duration risks

To produce an original Thought Leadership Position Paper — a professional contribution to the governance profession's future agenda

Detailed Topic Content

UN Sustainable Development Goals: the governance architecture of the 2030 Agenda; SDG mapping for boards — identifying the SDGs most material to specific organisational contexts; SDG-linked governance accountability frameworks

Net-zero governance at board level: Science Based Targets (SBTi) governance — setting, validating, and monitoring net-zero commitments; transition plan governance; just transition obligations; the governance of carbon offsets and insetting

Biodiversity and nature governance: the Kunming-Montreal Global Biodiversity Framework; Taskforce on Nature-related Financial Disclosures (TNFD); SBTN (Science Based Targets for Nature); board oversight of nature-related risks

Circular economy governance: transitioning from linear to circular business models; circular economy governance frameworks; the governance of extended producer responsibility; supply chain circularity governance

AI governance at mastery level: the EU AI Act — risk classification, conformity assessment, and governance obligations; OECD AI Principles implementation; generative AI governance — deployment policies, intellectual property governance, bias monitoring; the board's AI literacy and oversight mandate

Governance of emerging technologies: quantum computing governance implications; Web3 and blockchain governance; autonomous systems governance; the governance of human-technology interface (augmentation); cybersecurity governance in the post-quantum era

Future of work governance: automation and displacement governance obligations; gig economy governance — classification, benefits, rights; the governance of algorithmic management; four-day week governance; pay transparency governance

Post-industrial organisational design: network organisations and their governance challenges; the governance of decentralised autonomous organisations (DAOs); dynamic capability governance; the dissolution of organisational boundaries and its governance implications

Systems thinking and governance: Meadows' systems thinking primer applied to governance; feedback loops in governance systems; unintended consequences of governance interventions; leverage points for governance system change

Governance foresight methodology: horizon scanning — structured environmental scanning for weak signals; Delphi method for governance futures; Three Horizons framework for governance transformation planning; anticipatory governance

Intergenerational governance: the governance of long-duration obligations; stewardship theory applied to inter-generational value creation; sovereign wealth fund governance as an intergenerational model; the governance of patient capital

Learning Outcomes

Ref

Learning Outcome

Bloom's Level

LO 5.3.1

Design a board-level net-zero governance framework — integrating SBTi commitments, transition plan governance, biodiversity obligations, and TNFD reporting — aligned to the organisation's sector context and stakeholder obligations

Creation

LO 5.3.2

Critically evaluate the governance challenges of AI deployment at board level — applying EU AI Act risk classification, OECD AI Principles, and generative AI governance standards — and develop a comprehensive board-level AI governance framework

Evaluation

LO 5.3.3

Develop a governance strategy for workforce transformation in a described organisation facing significant automation displacement — specifying the board oversight mechanisms, stakeholder engagement framework, and governance obligations to affected workers

Synthesis

LO 5.3.4

Apply systems thinking methodology to identify second- and third-order governance consequences of a significant technological or sustainability change — and design governance interventions that address the systemic as well as the immediate governance implications

Synthesis

LO 5.3.5

Conduct a structured governance foresight exercise — applying horizon scanning and Three Horizons methodology — to identify the three governance challenges most likely to require fundamentally new governance frameworks in the period 2030–2040

Synthesis

LO 5.3.6

Articulate an original, evidence-based thought leadership position on the most significant future challenge facing the governance and leadership profession — demonstrating intellectual leadership, systematic evidence review, and practical governance foresight

Creation

LO 5.3.7

Evaluation

Suggested Readings

Net Positive: How Courageous Companies Thrive by Giving More Than They Take

Core Text

Polman, P. & Winston, A. — Harvard Business Review Press (2021) | ISBN: 978-1647820404

The most compelling and practical treatment of regenerative business governance — moving beyond ESG compliance to governance that actively restores planetary and social capital. Polman's Unilever experience provides the most credible practitioner evidence base for sustainable governance at scale.

Essential for LO 5.3.1.

Chapters 1–4 (the net positive paradigm) and Chapters 6–8 (stakeholder governance, supply chain, and policy engagement) are the priority reading. The specific governance mechanisms Polman deployed at Unilever provide directly applicable case material.

Power and Prediction: The Disruptive Economics of Artificial Intelligence

Core Text

Agrawal, A., Gans, J. & Goldfarb, A. — Harvard Business Review Press (2022) | ISBN: 978-1647824198

The most rigorous economics-based analysis of AI's governance implications — treating AI as a reduction in prediction costs and tracing the governance consequences of that cost reduction through every dimension of organisational decision-making and oversight.

Essential for LO 5.3.2.

Part 2 (the economics of AI deployment) and Part 4 (governance and power in an AI economy) are the priority reading at Level 5. The governance implications for board oversight of AI-driven decisions are worked through with exceptional analytical rigour.

Thinking in Systems: A Primer

Core Text

Meadows, D. — Chelsea Green Publishing (2008) | ISBN: 978-1603580557

The most accessible and profound introduction to systems thinking — the intellectual framework required for governance professionals addressing complex, interconnected challenges. Meadows' identification of leverage points for systems change is directly applicable to governance system design.

Essential for LO 5.3.4.

The book is relatively short (approximately 220 pages) and should be read in full. Chapter 6 (leverage points) and Chapter 7 (living in systems) are the most directly applicable to governance practice.

The Three Horizons: The Patterning of Hope

Supplementary

Sharpe, B. — International Futures Forum (2013) | ISBN: 978-0957204119

Bill Sharpe's definitive treatment of the Three Horizons framework — the futures thinking tool most applicable to governance foresight. The framework distinguishes

between the governance of the present (Horizon 1), the governance of transition (Horizon 2), and the governance of preferred futures (Horizon 3).

Essential for LO 5.3.5.

A relatively concise text (approximately 120 pages) that repays careful, repeated reading. The IFF's companion Three Horizons facilitation guide provides the practical methodology for governance foresight workshops.

OECD Principles on Artificial Intelligence

Reference Document

OECD — Organisation for Economic Co-operation and Development (2019, updated 2023) | Free at oecd.org/going-digital/ai/principles

The leading international AI governance principles framework — adopted by 46 countries including the G20.

Essential reference for LO 5.3.2.

The five OECD AI Principles (inclusive growth, human-centred values, transparency, robustness/security, accountability) provide the normative framework for board-level AI governance oversight. The 2023 update extended the principles to address generative AI, which Level 5 candidates must engage with specifically.

The TNFD Framework — Final Recommendations

Reference Document

Taskforce on Nature-related Financial Disclosures — September 2023 | Free at tnfd.global

The TNFD's final recommendations — the emerging governance standard for nature-related risk disclosure.

Essential reference for LO 5.3.1.

The TNFD's LEAP approach (Locate, Evaluate, Assess, Prepare) provides the governance methodology for identifying and disclosing nature-related dependencies, impacts, risks, and opportunities. As mandatory TNFD reporting approaches, Level 5 candidates must demonstrate mastery of this framework.

Assessment Information

Assessment Details

Assessment type

Thought Leadership Position Paper

Word count

4,500 words ($\pm 10\%$)

Submission period

8 weeks after module completion

Publication potential

Min. pass mark

50% overall; 45% on Thought Leadership Originality criterion

Assessment Criteria

Thought Leadership Originality

35%

Evidence Quality and Research Rigour

30%

Governance Implications and Recommendations

25%

Writing Quality and Scholarly Standard

10%

5.4

MODULE

Executive Mentoring, Coaching and Professional Development

Developing the next generation — advanced executive mentoring practice, professional stewardship, leadership pipeline architecture, and the obligations of Fellowship

Module Overview

Professional Level Note:

Module 5.4 is assessed through a

Mentoring Portfolio and Reflective Account

The philosophical dimension of this module is not peripheral — it is central. What does it mean to be a steward of the governance profession? What are the specific obligations that Fellowship creates? How should a Fellow balance personal achievement with service to the profession? These are not rhetorical questions — they are substantive professional ethics questions that every Fellow must address with honesty and reflection. The module's assessment requires candidates to demonstrate active mentoring, not merely its theoretical appreciation.

Professional Rationale:

The Clutterbuck research on developmental mentoring demonstrates that organisations with formal mentoring programmes have 25% lower executive turnover, develop leaders twice as fast, and build governance culture more effectively than those without. The profession's pipeline depends on each generation of Fellows making the active commitment to develop the next. This module makes that commitment explicit and professional.

Module Objectives

To develop advanced executive coaching competency at the most sophisticated level — coaching senior professionals through challenges that require genuine peer intellectual engagement, not expert prescription

To develop the theory and practice of developmental mentoring — including programme design, relationship governance, supervision, and evaluation — for both organisational and professional body contexts

To address the governance of coaching and mentoring at professional body level — including ethical standards, supervision obligations, and the governance of the mentor-mentee relationship

To develop senior leadership pipeline architecture competency — designing and evaluating enterprise-wide leadership development programmes that build the governance capability organisations and professions need

Detailed Topic Content

Developmental mentoring theory (Clutterbuck): the distinction between sponsorship, coaching, mentoring, and counselling; directive vs. non-directive mentoring; the developmental mentor's role — challenge and support in balance; managing the power differential in executive mentoring

Executive coaching at senior professional level: coaching the sovereign professional — the specific challenges of coaching CEOs, Managing Directors, and Board Chairs; the co-active coaching model; internal family systems (IFS) approaches for executive coaches; managing projection and counter-transference

Advanced coaching supervision: the 7-eyed model of supervision; normalising supervision for senior coaches; the governance of coaching supervision in professional body contexts; ethical decision-making in coaching

Mentoring programme design: needs analysis and programme design methodology; matching criteria and processes; mentoring agreement design; programme governance — oversight, quality assurance, and evaluation; peer mentoring and group mentoring designs

Reverse mentoring governance: the specific design requirements for effective reverse mentoring (junior-to-senior); governance of the reverse mentoring relationship; using reverse mentoring for digital and diversity learning at board level

Mentoring ethics and governance: power dynamics in mentoring relationships; managing dual relationships; confidentiality governance; the mentor's own wellbeing; reporting obligations in professional body mentoring

Leadership pipeline architecture: the Charan-Drotter-Noel pipeline model revisited at Fellowship level; diagnosing pipeline blockages at each of the six passages; designing targeted development interventions for each passage; governance of the leadership review process

Enterprise leadership development: designing and evaluating large-scale leadership development programmes; action learning sets for senior leaders; leadership academies; high-potential programme governance; measuring leadership development ROI

Learning Outcomes

Ref

Learning Outcome

Bloom's Level

LO 5.4.1

Demonstrate advanced executive coaching competency through a documented coaching log and critical reflective account — evidencing the application of co-active methodology and the specific challenges of coaching senior governance professionals

Application

LO 5.4.2

Design a formal mentoring programme for a professional body or large organisation — specifying needs analysis methodology, matching criteria, relationship governance standards, quality assurance mechanisms, and evaluation framework

Creation

LO 5.4.3

Application

LO 5.4.4

Apply the leadership pipeline model to design a comprehensive senior leadership development programme — specifying passage-specific interventions, governance of the talent review process, and measurement of programme effectiveness

Synthesis

LO 5.4.5

Evaluation

LO 5.4.6

Creation

LO 5.4.7

Critically reflect on personal mentoring practice — using a recognised supervision model to analyse the mentoring relationship, identify practice improvements, and demonstrate the epistemic humility and self-awareness that characterise the master mentor

Synthesis

Suggested Readings

Everyone Needs a Mentor

Core Text

Clutterbuck, D. — CIPD, London (5th Ed., 2014) | ISBN: 978-1843983064

The defining text on developmental mentoring — by the scholar who has done more than any other to establish mentoring as a professional discipline. Clutterbuck's developmental mentoring model (as distinct from sponsorship mentoring) is the framework used throughout this module.

Essential for LOs 5.4.1, 5.4.2, and 5.4.7.

Chapters 1–5 develop the developmental mentoring framework; Chapters 6–8 address programme design and governance; Chapter 11 addresses the governance of the mentoring relationship. The companion "The Mentoring Pocketbook" provides a concise reference for active mentoring practice.

Co-Active Coaching: The Proven Framework for Transformative Conversations at Work and in Life

Core Text

Kimsey-House, H., Kimsey-House, K., Sandahl, P. & Whitworth, L. — Nicholas Brealey (4th Ed., 2018) | ISBN: 978-1473694552

The Co-Active coaching model is the most sophisticated coaching framework for senior professional development — built on the philosophy that the client is inherently whole, resourceful, and capable, and that the coach's role is to evoke rather than prescribe.

Essential for LO 5.4.1.

Parts 1–3 develop the co-active methodology; Part 4 addresses the challenging dimensions of executive coaching. The co-active approach's emphasis on being rather than doing is particularly valuable for coaching governance professionals who have been trained to be expert problem-solvers.

The Leadership Pipeline: How to Build the Leadership Powered Company

Supplementary

Charan, R., Drotter, S. & Noel, J. — Jossey-Bass (Updated Ed., 2011) | ISBN: 978-0787951184

At Level 5, candidates engage with the leadership pipeline model at the enterprise architecture level — designing comprehensive development systems for the full pipeline, not merely individual passage transitions.

Essential for LO 5.4.4.

Professionalism: The Third Logic

Supplementary

Freidson, E. — University of Chicago Press (2001) | ISBN: 978-0226261638

The most rigorous sociological analysis of professionalism — identifying the three bases of occupational control (market, bureaucracy, and professionalism) and arguing for the specific social function that professionalism uniquely provides.

Essential for LO 5.4.5

The 7-Eyed Supervision Model: A Framework for Coaching Supervision

Reference Document

The seven modes of supervision framework provides the analytical tool for the critical reflection on mentoring practice required in the Mentoring Portfolio.

Essential for LO 5.4.7.

Assessment Information

Assessment Details

Assessment type

Mentoring Portfolio + Reflective Account

Portfolio content

12+ months mentoring logs, session records, mentee consent

Reflective account

3,500 words — critical analysis of mentoring practice

Active mentoring

Min. pass mark

50% on portfolio evidence AND 50% on reflective account

Grading Scale

Distinction

80–100%

Merit

70–79%

Pass

50–69%

Referred

45–49%

Fail

Below 45%

Mentoring Portfolio Guidance:

The most common weakness in Level 5 mentoring portfolios is insufficiently critical reflection — candidates document what happened without engaging with what it revealed about their practice, their assumptions, or their professional growth. The seven-eyed supervision model should be applied explicitly in the reflective account. Candidates who describe rich mentoring interactions but do not analyse them critically at Fellowship standard consistently score in the Pass band. The distinction between sophisticated mentoring (which requires critical self-awareness) and skilled instruction (which does not) is the core distinction assessors are making at this level.

5.5

CAPSTONE

Professional Capstone — Leadership and Governance in Practice

Module Overview — The Capstone

The Pinnacle of Professional Achievement

Module 5.5 is not a taught module in the conventional sense — it is a supervised professional scholarship project

Professional Governance Report

(8,000–10,000 words) and the

Oral Defence

, the Chartered Professional in Leadership and Governance.

The Capstone Report is not a literature review, not an advanced PPA, not an academic dissertation. It is a

Professional Governance Report

— a document in the tradition of the great professional reports that have shaped governance practice: the Cadbury Report, the Walker Review, the UK Corporate Governance Code consultations, and the OECD Principles revisions. It addresses a significant, real governance or leadership challenge; reviews the relevant scholarship and practice literature; applies appropriate research methodology; deploys the analytical frameworks and professional judgment of a senior governance professional; and makes recommendations that are substantive, specific, evidence-based, and practically implementable.

Professional Rationale:

Capstone Objectives

To demonstrate the capacity for original professional scholarship — applying research methodology (from Module 5.1), comparative governance analysis (Module 5.2), sustainability governance (Module 5.3), and the full toolkit of governance and leadership frameworks

To produce a Professional Governance Report that meets the highest standards of governance analysis — intellectually rigorous, evidence-based, practically actionable, and genuinely original in its contribution

To demonstrate, through both the Report and its Defence, the professional standing, intellectual depth, and governance mastery commensurate with the Fellowship designation

Professional Governance Report — Full Specification

Report Requirements

Word Count

8,000–10,000 words (main body). Appendices, references, executive summary, and table of contents are excluded from the word count. Significant under- or over-length will be penalised.

Topic Selection

Structure Required

Executive Summary (max 500 words); Introduction and Problem Statement; Literature Review; Methodology; Analysis; Recommendations; Implementation Governance; Conclusion; References; Appendices as required.

Originality Requirement

The Report must make an original contribution to governance practice — either through original empirical evidence, novel analytical framework application, or governance recommendations that go beyond existing scholarship. Assessors will identify and discount non-original content.

Supervision

Submission Timeline

Level 5 Framework Integration

Publication

Oral Defence — Full Specification

Structure of the Oral Defence (60 minutes)

Phase 1 — Report Presentation (10 minutes):

Candidate presents the key analysis, methodology, and recommendations from the Report. No PowerPoint permitted; presentation from a single A4 summary note allowed. Demonstrates ownership of the intellectual content.

Phase 2 — Methodological Challenge (15 minutes):

Examiners challenge the research methodology, evidence base, and analytical framework choices. Candidates must defend choices, acknowledge limitations, and demonstrate genuine methodological understanding.

Phase 3 — Analysis and Recommendations Challenge (25 minutes):

Examiners challenge governance analysis, conclusions, and recommendations. May introduce alternative analytical interpretations, additional evidence, or related governance scenarios not addressed in the Report. This is the most demanding phase — it tests professional governance judgment under expert challenge.

Phase 4 — Professional Reflection (10 minutes):

Candidate reflects on the governance and leadership lessons of the project, its limitations, and its implications for their own governance practice. Also addresses the stewardship question: how does this work contribute to the governance profession?

Oral Defence Assessment Criteria

Mastery of Governance Knowledge (30%):

Quality of Professional Governance Judgment (30%):

Exhibits independent, nuanced, evidence-based governance judgment under sophisticated expert challenge

Ownership and Defence of Intellectual Work (25%):

Convincingly demonstrates that the Report represents their own original thinking — can explain, defend, and extend every element under examination

Professional Standing and Communication (15%):

Independent component passing requirement:

Both the Report (minimum 50%) and the Oral Defence (minimum 50%) must be passed independently. Passing the Report but failing the Oral Defence results in an overall fail; the candidate may re-sit the Defence using the same Report within 12 months.

Learning Outcomes — Capstone

Ref

Learning Outcome

Bloom's Level

LO 5.5.1

Select, define, and justify a significant governance or leadership challenge as the subject of an original professional inquiry — demonstrating the professional judgment to identify questions of genuine governance significance

Evaluation

LO 5.5.2

Creation

LO 5.5.3

Apply rigorous professional research methodology (from Module 5.1) — justifying methodological choices, applying appropriate analytical frameworks, and demonstrating awareness of methodological limitations

Synthesis

LO 5.5.4

Develop governance recommendations that are original, evidence-based, practically actionable, and appropriately nuanced — demonstrating the professional judgment of a master governance practitioner

Creation

LO 5.5.5

Specify the implementation governance of the Report's recommendations — including accountability structures, resource requirements, success metrics, and governance oversight mechanisms

Synthesis

LO 5.5.6

Evaluation

LO 5.5.7

Evaluation

Suggested Readings

Research Methods for Business Students

Core Text (Re-read)

Saunders, M., Lewis, P. & Thornhill, A. — Pearson (8th Ed., 2019) | ISBN: 978-1292208787

Candidates must re-engage with the Saunders methodology text at Capstone stage with particular attention to Chapters 13–15 (writing and presenting research) and Chapter 16 (evaluating research). The Capstone supervisor will guide candidates on specific methodological choices for their Report topic, but the ability to defend those choices independently requires genuine methodological literacy — not merely familiarity with the frameworks.

The Craft of Research

Supplementary

Booth, W.C., Colomb, G.G., Williams, J.M., Bizup, J. & FitzGerald, W.T. — University of Chicago Press (4th Ed., 2016) | ISBN: 978-0226239231

The most practical guide to research-based writing available — addressing every stage from problem formulation to drafting to revision.

Particularly relevant to the Report writing process (LO 5.5.2).

Chapter 6 (constructing the argument), Chapter 9 (drafts and revisions), and Chapter 12 (the introduction and conclusion) are the most directly applicable. Candidates who struggle with the 10,000-word Report format should work through the Booth et al. argument construction exercises before commencing drafting.

The Cadbury Report — Report of the Committee on the Financial Aspects of Corporate Governance

Reference Document

Cadbury, A. (Chair) — Gee and Co. Ltd., London (1992) | Free at ecgi.global/codes/documents/cadbury.pdf

The most influential governance report of the 20th century — and the model for the Professional Governance Report format at Level 5. Candidates should read the Cadbury Report not only for its governance content (Levels 1–3 material) but for its

form

: how Cadbury identifies the governance problem, reviews the evidence, develops the analytical framework, arrives at governance principles, and formulates specific, practical recommendations.

Essential model for LO 5.5.2 and LO 5.5.4.

The Walker Review — A Review of Corporate Governance in UK Banks and Other Financial Industry Entities

Reference Document

Walker, D. (Chair) — HM Treasury, London (2009) | Free at webarchive.nationalarchives.gov.uk

The Walker Review is the second model for the Capstone Report format — a major governance analysis commissioned in response to the financial crisis, addressing systemic governance failures across the banking sector.

Model for Capstone Report structure and governance recommendation quality (LOs 5.5.2 and 5.5.4).

Candidates should analyse the Walker Review's evidence review methodology, the structure of its analytical framework, and the governance specificity of its 39 recommendations. The contrast with the Cadbury Report illustrates the variety of analytical approaches available within the governance report format.

The Wates Corporate Governance Principles for Large Private Companies

Reference Document

Wates, J. (Chair) — FRC, London (2018) | Free at frc.org.uk/wates-principles

A more recent example of the governance report format — commissioned to address a specific gap in the governance landscape (large private companies).

Useful secondary model for Capstone Report structure.

The Wates Principles' approach to stakeholder governance and the six principles design provides a contemporary example of how governance reports translate complex stakeholder interests into practical governance standards. The explanatory notes demonstrate the standard of governance reasoning expected in the Capstone Report's recommendations section.

Reference Document

Essential preparation for LOs 5.5.2, 5.5.4, and 5.5.6.

Candidates should study the annotated exemplars before commencing their own Report. The Oral Defence preparation guide, also available through the LMS, provides specific preparation advice based on the most common strengths and weaknesses observed across multiple examination cycles. Access is restricted to protect the integrity of the assessment.

Assessment Summary — The Complete Capstone

Component A — Professional Governance Report

Weight

50% of Capstone grade

Word count

8,000–10,000 words (main body)

Marking

Min. pass — Report

50% (must be passed independently)

Distinction (Report)

Unanimous examiner agreement; Journal considered

Component B — Oral Defence

Weight

50% of Capstone grade

Duration

Min. pass — Defence

50% (must be passed independently)

Defence re-sit

Same Report; within 12 months of first Defence

Unanimous Distinction

All three Examiners must agree for Distinction

Overall Capstone Grade

Distinction

80%+ (both components)

Merit

70–79%

Pass

50–69%

Referred

45–49%

Fail

Below 45%

Eligibility

Highest-achieving Level 5 Capstone in each calendar year

Criteria

Distinction on both Report and Defence; unanimous examiner agreement; exceptional contribution to governance knowledge

Recognition

Publication

Final Guidance for Capstone Candidates:

Level 5 — General Standards and Fellowship Requirements

Study Hours and Workload

Advanced reading and current literature monitoring: 20%

Research design and data collection: 20%

Analysis, writing, and drafting: 40%

Supervision engagement and revision: 10%

Examination and defence preparation: 10%

Completing Level 5 modules is necessary but not sufficient for Fellowship. The full entry requirements are:

Pass all 5 Level 5 modules including Capstone + Oral Defence

Minimum 8 years' relevant professional experience (5 at C-suite/board level)

Minimum 3 substantive professional contributions evidenced

3 years' full CPD compliance (40 hrs/year with complete portfolios)

Fellowship admission fee: USD 700; annual subscription: USD 80

Supervision Framework

Module 5.2: Senior Governance Advisor review on APRA draft

All supervisors are independent of the examining panel

Academic Integrity at Level 5

All written submissions processed through academic integrity software

AI-generated content is strictly prohibited at Level 5 — Fellowship requires genuine scholarship

Ghost-writing or commission of work constitutes professional misconduct

The Oral Defence provides independent verification of Report authorship

Confirmed integrity breaches result in permanent disqualification from Fellowship

Minimum 40 CPD hours per year (highest obligation at any membership grade)

Annual CPD return must be submitted with full portfolio documentation

CPD must demonstrate genuine professional development — not maintenance activities

Failure to maintain CPD obligations results in suspension of post-nominal usage rights

The Annual Conferment Ceremony

Level Excellence Awards — Distinction across all 5 modules at any level

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Level 5 Modules

5.1 — Thought Leadership in Governance

5.2 — Global Governance & Geopolitical Risk

5.3 — Sustainable Leadership & Future

5.4 — Executive Mentoring & Development

5.5 — Professional Capstone & Oral Defence

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2024