



FINANCIAL INSTITUTIONS  
DIRECTORS' EDUCATION PROGRAMME

# Developing High Impact Boards



**BANK NEGARA MALAYSIA**  
CENTRAL BANK OF MALAYSIA



Perbadanan Insurans Deposit Malaysia  
Malaysia Deposit Insurance Corporation

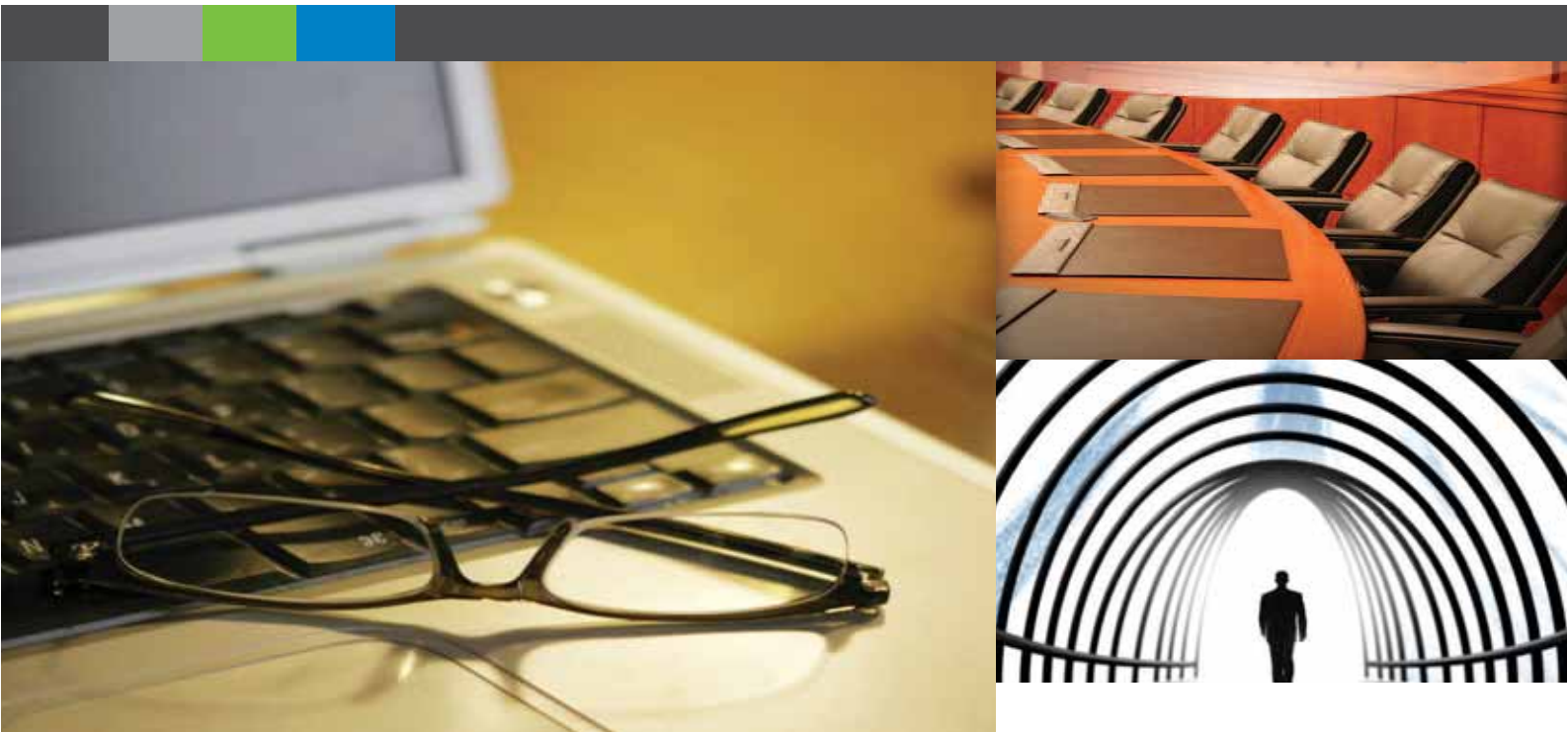
Bank Negara Malaysia and Perbadanan Insurans Deposit Malaysia in collaboration with the International Centre for Leadership in Finance (ICLIF), has developed a high level Financial Institutions Directors' Education ("FIDE") Programme aimed to develop high impact boards in financial institutions. It is designed with a specific focus on financial sector issues and challenges, and leverages on international and local experts in the field of corporate governance and financial services industry.

## Vision

To enhance boardroom governance within the financial sector and develop world class directors who are advocates of best practices and excellence in corporate governance.

## Objective

- Strengthen skill sets and knowledge of directors to effectively discharge their responsibilities
- Promote excellence in director performance
- Support directors with a sound understanding of current issues and developments in the financial industry
- Create an environment for directors to learn from each other
- Build a pool of future independent directors



“...the pace of change in the array of products, services and trading mechanisms of a complex financial institution mean that industry experience brought to the board by an NED on appointment will need updating potentially on a fairly regular basis through appropriate training and business awareness programmes.”

Walker Report on Corporate Governance, November 2009

“One of the hallmarks of a good non-executive directors is to ask intellectually naïve questions.”

Prof Mervyn E King SC, Chairman of King Committee

“We have seen other banks that survived through the credit crunch by practicing good corporate governance.”

Prof Dave Ulrich, author of “The Leadership Code”

“FIDE has helped me focus on the key issues that we should concentrate on i.e. to see the forest from the trees. It also provides useful insights and techniques which can be applied to various challenges we may face as directors. Continuous enhancement of the course based on participants' feedback makes it refreshing and up-to-date.

Pn. Zaiton Hassan, Director, Bank Islam Malaysia

“An extremely useful and relevant learning experience in financial corporate governance for Directors of financial institutions. A must attend course for newly-appointed Directors.”

Tan Sri Datuk Clifford Herbert, AmBank Berhad

“Attending FIDE leaves one feeling proud to be a financial institution director.”

Datuk Fong Weng Phak, Director of Great Eastern Life Assurance (Malaysia) Berhad

## FIDE Core Programme

This programme focuses on honing essential skill sets and enhancing the knowledge and expertise of the directors. It is designed to be highly interactive with combination of scenario analysis, case discussions, board simulations and experience sharing. The programme also emphasizes on continuous learning where directors will have the opportunities to engage with international thought leaders in the field of corporate governance, risk management and other areas during special talk events. In addition, alumni events and sessions with the regulators will be held from time to time for directors to meet and discuss issues which they may be facing.

This programme is non-residential and conducted in **4 two-day sessions** over a **period of 4 months**.

## Programme Outline

### Module 1 (2 Days)

Module 1 sets the stage by reflecting on issues facing Boards today and examines practices and processes that promote or impede effective boardroom deliberations by examining the specific issues faced by FI directors. Among the issues discussed are:-

- the role of the Board in changing financial, legal, regulatory and business environment
- the interplay between the Board and management
- managing information flows
- conceptual and practical issues around director independence
- processes for board selection and assessment to achieve an optimal board mix

### Module 2 (2 Days)

Module 2 addresses the role of the Board in enterprise-wide risk management, key concepts in risk analysis, capital management strategies as well as concept of inverse risk logic, stress testing and scenario planning. Some of the areas which will be covered include:-

- components of risk in banks and insurance companies
- Value-at-Risk and its limitations
- Enterprise Risk Management model
- dealing with extreme events
- case examples of good and bad risk management

### Module 3 (2 Days)

Module 3 examines the Board's responsibility for internal controls, audit committee, financial analysis and financial reporting. Key features of this module are: -

- risk organization and its key players (Chief Risk Officer, Asset-Liability Committee, Internal Auditor)
- achieving effective internal controls
- risk mitigation using derivatives: where they can go wrong
- financial analysis and red flags
- achieving effective audit committees

### Module 4 (2 Days)

Module 4 takes a closer look at building effective Board teams and the role of the Board in strategy and stakeholder relations. Some of the areas this module will be focusing on include: -

- board performance evaluations
- board remuneration and incentive structures
- board dynamics in controlled companies
- value creation and board strategy
- effective stakeholder management

The programme will end with a simulation exercise which will encompass the lessons learnt from the 4 modules.

## FIDE Specialised Board Programmes

- Board Audit Committee Programme - Building Audit Committees for Tomorrow (2 days)
- Board Risk Management Committee Programme (2 days)

## FIDE Technical Programmes

- Banking Insights (*everything you wanted to know about banking but didn't dare ask*) (2 days)
- Risk Management in Islamic Finance (1/2 day)

## Faculty

FIDE faculty comprise of highly experienced, international and local professionals, and experienced university professors, selected based on their area of specialisation, experience on boards and facilitation skills. Our faculty is a unique blend of expertise who share practical insights, knowledge and best practices gained through their experience in areas of corporate governance and risk management.

### **PROGRAMME FEE** **RM50,000 per participant**

Registration will only be confirmed upon receipt of full payment of the programme fee. Payment shall be made at least thirty (30) days prior to the commencement of the programme and be made to BANK NEGARA MALAYSIA via RENTAS ("Real Time Electronic Transfer of Funds and Securities").

Details of our account are as follows:

Account No	: 1547010015
Transaction Code	: FID01
Details of payment	: FIDE Programme Fees
Order	: Name of Participant & Financial Institution

Kindly forward a copy of the payment details by faxing it to 03-2698 7981

### **CANCELLATION / POSTPONEMENT AND REFUND POLICY**

All cancellation / postponement must be submitted in writing to FIDE Steering Committee prior to commencement of programme to receive a refund, subject to the following:

- more than 30 days prior to commencement - full refund
- less than 30 days prior to commencement (without substitution) - no refund

\* Registration form can be downloaded from <http://www.fide.org.my>

## Contact Information

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A programme by:

