

Too often companies focus on leadership without considering the need for governance to keep their leaders honest. The result can be a catastrophic failure of governance, whose costs far exceed the most expensive natural disasters.

There are eleven tests of effective leadership needed to create sustainable long-term value. These eleven criteria require the constant reinforcement of good governance to prevent leaders getting carried away by their success so that they do not end up guilty of hubris and destroy the business success they have created.

This unique, interactive one-day programme examines the critical interaction of leadership and governance on the ability of companies to create value by:

- Exploring the eleven tests of good and effective leadership
- Emphasizing the importance of values and character in setting strategy and determining risk
- Analysing how effective leaders go from success to failure, destroying the companies they built, using recent banking case studies
- Discussing the role of investors and boards in setting inappropriate KPIs
- Exploring the role of ethics in the role compliance and in the internal contradictions that undermine the effectiveness of codes of conduct and compliance systems in practice

By the end of the programme, participants will be able to:

- Explain the difference between great good leadership and effective leadership
- Incorporate character and values in the setting of strategy and determining risk
- Analyse the causes of failure in leaders who were initially successful
- Set appropriate KPIs recognizing the conflict between short-term and long-term measures of success
- Reconcile duty-based and consequential ethics using the Four Step test
- Take into account the impact of situational ethics when establishing compliance systems and codes of conduct

## WHO SHOULD ATTEND?

Company Directors, CEOs, CFOs, CROs, auditors and company secretaries

## PROGRAMME OUTLINE:

- Introduction
- Eleven Tests of Leadership
- From Success to Failure: Three Case Studies
  - Stan O'Neal and Merrill Lynch
  - Jimmy Cayne and Bear Stearns
  - Dick Fuld and Lehman Brothers
- Failures of Regulatory and Market Discipline
  - Rules-based versus Principles-based Regulation
  - Market failure and wrong signals
  - Tragedy of the Commons
- Reconciling two ethical frameworks
  - Consequential ethics
  - Duty-based ethics
  - Four tests of Right-Good decisions
  - Impact of ethics on compliance and codes of Conduct
- Wrap Up

## SPEAKER'S PROFILE



**Datuk John Zinkin** is the Managing Director of Zinkin Ettinger Sdn Bhd and was the Managing Director, Corporate Governance at Iclif Leadership and Governance Centre. Before joining ICLIF, John was the CEO of the Securities Industry Development Corporation (SIDC). John was also Chairman of the UMSC Audit Committee until the end of 2009. Before joining SIDC John was Associate Professor of Marketing and Strategy at Nottingham University Business School, Malaysia Campus and director of the MBA programme with responsibility for external affairs. One of the founders of the Institute of Corporate Responsibility Malaysia (ICRM), he was Deputy Chairman, and an Exco member and the Vice President, Sustainability and Governance of the Business Council for Sustainable Development Malaysia (BCSDM).

He developed the Non-Executive Director Development Series with PwC and is a faculty member for the FIDE programme. He was a member of the Corporate Governance Working Group involved in the revisions of the Malaysian Code and the development of the Corporate Governance Blueprint 2011.

He has written "What CEOs must do to succeed" published by Prentice Hall in 2003, and "Challenges in Corporate Governance: Whose business is it Anyway?" published in 2010 by John Wiley. He co-authored "Corporate Governance" with Peter Wallace, published by John Wiley in 2005 and translated into Chinese in 2008. He used to write a regular column on corporate governance for the Star, entitled "Whose business is it anyway?" and speaks regularly on corporate governance and corporate responsibility.

He has 40 years of experience in business of which 26 have been in Asia. In Hong Kong, John worked as the Chairman of the Marketing and Change Management Practices of Burson-Marsteller, as the Asia Director for Angliss Pacific, and as the Director, Business Machines, for Inchcape Pacific. Before moving to Hong Kong, John worked in London for the Inchcape Group, Rank Xerox, McKinsey and Unilever.

John has a BA (Hons) in Politics, Philosophy and Economics from Oxford and an MSc in Business Administration from the London Business School.

**"SIDC APPROVED  
10 CPE POINTS"**

# REGISTRATION FORM

Workshop on Reconciling Leadership and Governance

Date : **7 November 2013**

Time : **8.30 am - 5.30 pm**

Venue : **The Royale Chulan Kuala Lumpur**

## PARTICIPANTS' DETAILS

No	Name (Title)	Designation	Contact No.	Email

## COMPANY DETAILS

Company / Organization Name : \_\_\_\_\_ Address : \_\_\_\_\_

## CONTACT PERSON DETAILS

Name : \_\_\_\_\_ Designation : \_\_\_\_\_

Tel No : \_\_\_\_\_ Fax No : \_\_\_\_\_ Email : \_\_\_\_\_

## PROGRAMME FEE

PROGRAMME FEE	FEE	RM 1,000 per pax
	Group Fee (3 pax or more) are entitled to a 10% discount	RM 900 per pax
PAYMENT METHOD	Payment Mode (Please tick where applicable) : <input type="checkbox"/> CASH <input type="checkbox"/> CHEQUE <input type="checkbox"/> L.O. <input type="checkbox"/> INVOICE ; Please send us an invoice with the details below : Attention invoice to : _____ Designation : _____ Address : _____ Tel : _____ Fax : _____ Email : _____	
	Payment is due prior to commencement of programme and must be made by :- 1. Cash – you can make the payment on the day of the programme provided that an LoU is submitted to UMCORS2 weeks before the programme date; 2. Cash & Cheque Deposit/ Online Transfer/ Telegraphic Transfer/ Government L.O. - payment must be made by crossed A/C Payee and issued in favour of "Bendahari Universiti Malaya" , CIMB Bank Berhad, Universiti Malaya, Lot 5270, Bangunan Pentadbiran Baru, Universiti Malaya, 50603 Kuala Lumpur, account number 1440-0004005-05-3; a) Cheques by post must be addressed to:- University of Malaya Malaysian Centre of Regulatory Studies (UMCoRS) Level 13, Wisma R&D, University of Malaya, Jalan Pantai Baharu, 59990 Kuala Lumpur, Malaysia (Attn: Siti Noor Muhaiah bte Zamari) b) Please fax or email a clear copy of your supporting document (deposit slip, EFT advice, remittance advice, voucher etc) once payment has been made. Note: All fees are exclusive of any kind of taxes, withholding or otherwise. In any case of taxes applicable, the client has to ensure the taxes are paid on top of the fees paid for this programme. Compliance with the local tax laws is the responsibility of the client. Any bank charges and/or expenses incurred must be borne by the payer A confirmation letter and invoice will be sent upon receipt of your registration. Full payment is required before the programme. Only those participants whose fees have been paid in full will be admitted to the event.	
	CANCELLATION & REFUND POLICY If any registered participant cannot attend the workshop, substitutions/replacements are welcome at any time. Cancellations within 14 days prior to the programme date will carry a 50% cancellation fee. Cancellations within less than 7 days prior to the programme date carry a 100% liability. All cancellations must be made in writing (e-mail or fax) to UMCORS.	

To register, please email/fax/send this form before 30 October 2013 to:

University of Malaya  
Malaysian Centre of Regulatory Studies (UMCoRS)  
Level 13, Wisma R&D, University of Malaya,  
Jalan Pantai Baharu, 59990 Kuala Lumpur, Malaysia  
Tel : +603 - 2246 3372 / 3368 / 3370 Fax : +603 - 2246 3367  
Email : umcors@um.edu.my Website : www.umcors.um.edu.my  
Facebook www.facebook.com/umcors Twitter www.twitter.com/umcors

Registration will be closed two weeks before 30 October 2013 and / or when the number of participants has reached the maximum.