

Stakeholder Voice in the Boardroom



Wednesday, 11 December 2019
ICDM Training Room | Level 9, Mercu 2, KL Eco City

FUNDAMENTALS OF CORPORATE DIRECTORSHIP | MODULE E

8
CPD
POINTS

ABOUT INSTITUTE OF CORPORATE DIRECTORS MALAYSIA (ICDM)

ICDM is a professional institution dedicated to enhancing the professionalism and effectiveness of corporate directors in Malaysia. As the one-stop centre that caters for all board and director needs, ICDM's goal is to promote good governance amongst boards of companies by:

- Developing professional competence of directors
- Building a pipeline of capable directors
- Promoting research and development on the law and practice of corporate governance
- Representing directors' interests by lobbying and advocating on issues affecting directors
- Providing a platform for networking and directorship opportunities through membership

FUNDAMENTALS OF CORPORATE DIRECTORSHIP (FCD)

The FCD is an essential programme for experienced directors as it is intended to provide deep dives into core topics that will strengthen their directorship skills and knowledge to meet the new demands and challenges of the complex business environment of today. For new directors, this would be an opportunity to learn and gain a deeper understanding of their role as a Board member and get insights on how they can be more proactive and effective for the organisation.

Stakeholder Voice in the Boardroom is the last module of the Fundamentals of Corporate Directorship series.

THE FIVE MODULES OF FCD

FCD Series	Date
Module A The Role of the Board in Strategy & Risk Management Oversight <ul style="list-style-type: none"> Role of the Board in setting strategy and reviewing strategy implementation Role of the Board in managing risk and recognising 'red flags' 	5 Dec 2019 ICDM Training Room
Module B The Role of the Board in Succession Planning & Talent Management <ul style="list-style-type: none"> Best practices in succession planning and achieving the optimum Board composition Measure the different approaches towards talent management 	24 Sept 2019 & 7 Nov 2019 ICDM Training Room
Module C Financial Language in the Boardroom <ul style="list-style-type: none"> Examine key data and ratios in the financial statements Explore the various tools for assessing financial performance 	2 & 3 Oct 2019 ICDM Training Room
Module D Understanding COSO & the Control Environment <ul style="list-style-type: none"> Introduction to COSO internal control framework Explore the six threats towards good judgement 	18 Sept 2019 & 5 Nov 2019 ICDM Training Room
Module E Stakeholder Voice in the Boardroom <ul style="list-style-type: none"> Understand the importance of the 'voice of stakeholders' Discuss and analyse 'stakeholder engagement' strategies Understand how embedding the 'voice of stakeholders' in the boardroom can create corporate value 	11 Dec 2019, ICDM Training Room

The modules can be attended separately, depending on each director's needs but it is encouraged that all five modules are covered to get the most out of this comprehensive programme. The FCD incorporates a range of topics that are crucial to maximising a director's contribution to the board in order to support them towards achieving a better performance within their role.

ABOUT THE PROGRAMME

FCD | Module E

In an era of hyper-transparency, political and social disruption, businesses are having to re-evaluate their purpose in society. Hyper-competitive global markets, disruptive technologies, cultural shifts in expectations regarding consumption and work, new demands for environmental sustainability and looming automation represent just some of the existential threats that companies are facing today.

More than ever before, companies and boards are facing growing pressure from their stakeholders to integrate new ideas and voices towards their strategy development to enhance commercial success, reduce risk and create shared value. How should companies respond to these challenges? What must companies do to build confidence and remain relevant in a globally connected digital age?

In this programme, we sketch out some key considerations as answers to such questions. The headline thought is that it is crucial to adopt a governance structure (and a 'corporate culture') that builds trust and provides a relevant experience for all stakeholders inside and outside a company. And here we do not just refer to the variety of investors (activists, families, ESG investors, etc.) but also key stakeholders including employees, consumers, creditors, other companies (both large and small), non-profits, educational institutions, governments, etc. Increasingly, there is a need to respond to the changing landscape of 'new' stakeholder groups.

What would be the future of stakeholder engagement as we move into a more collaborative, inclusive and strategic engagement - an engagement that provides significant value beyond risk avoidance?

LEARNING OUTCOMES



Know how to design appropriate and effective stakeholder engagement mechanisms



Understand the importance of reporting and feedback to stakeholders



Explain why a strong corporate culture matters



Master the art of corporate storytelling



Know how to build trust with your stakeholders

PROGRAMME

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8.30am - 9.00am	Registration
9.00am - 10.30am	Session 1 Networks and the 21st Century Company
10.30am - 11.00am	Networking Break
11.00am - 12.30pm	Session 2 The Three Principles for Staying Relevant <ul style="list-style-type: none">• The Principle of 'Flat Hierarchy' & The Principle of Inclusiveness
12.30pm - 1.30pm	Networking Lunch
1.30pm - 3.00pm	Session 2 The Three Principles for Staying Relevant <ul style="list-style-type: none">• The Principle of Communication
3.00pm - 3.30pm	Networking Break
3.30pm - 5.00pm	Session 3 The Role of the Board of Directors in Ecosystems
5.00pm	End of Programme

PROGRAMME CONTENT

The programme is divided into following three sessions:

Session 1

Networks and the 21st Century Company

There is a broad consensus that the interconnected processes of globalisation and rapid technological change, particularly, the emergence of technologies related to networked computers - have profoundly disrupted traditional forms of corporate organisation and created new business models, as well as opportunities.

- Everyone is Now an Entrepreneur
- The Company as an Ecosystem
- Staying Relevant & The Life Cycle of a Company
- The Disruption of Brands
- The Disruption of Hierarchies
- The Disruption of 'Best Practice'

Session 2

The Three Principles for Staying Relevant

Three principles and related practices have been utilised by the most successful new-style firms to retain relevancy. The three principles are interconnected, but they are presented here in stylised form in order to illustrate a better understanding of current best practice. For instance, open communication is concerned with the flow of information within the corporate ecosystem, inclusivity is linked to various other aspects of participation, up to inclusion in key decision-making. More and more companies acknowledge that they stand to benefit from a more inclusive attitude towards all stakeholders.

- The Principle of 'Flat Hierarchy' (Corporate Culture)
- The Principle of Inclusiveness (Investors, Employees, Consumers)
- The Principle of Communication (Corporate Reporting & Storytelling)

Session 3

The Role of the Board of Directors in Ecosystems

We are currently witnessing a shift in how the board's role is conceptualised. Currently, the dominant view is to treat the board as the supervisor/monitors of the senior managers. In consequence, the board of directors tends to focus on the control of managerial misbehaviour and the monitoring of company past-performance and sustainability, rather than actively contributing to future performance. Many innovative companies now recognise that this role is no longer sufficient and that the model of board "independence" constitutes a missed opportunity. Instead, the more innovative firms include a diverse range of individuals (with different perspectives) who are then expected to work in collaboration with the firm's CEO and other senior managers.

- Board Composition
- Board Dynamics
- Board Evaluation

"A strong stakeholder culture creates a better work environment, smarter decisions, and improved products and services."

FACILITATOR



Erik P.M. Vermeulen

A Senior Legal Counsel, an Innovation Advisor, a Board/Advisory Member of several organisations and a Professor in various universities
The Netherlands

Erik P.M. Vermeulen is a Senior Legal Counsel at Signify (f.k.a Philips Lighting), an Innovation Advisor at a law firm in the Hague and a board/advisory member of several organisations, including a healthcare provider in The Netherlands and several startups. He is also a Professor of Business and Financial Law at Tilburg University and teaches international business law regularly at universities in Europe, the United States, Colombia and Japan and has appeared at numerous conferences as a featured or keynote speaker. Erik is also a co-owner of a Michelin star restaurant.

The combination of 'theory' and 'practice' has proven to be very successful. His role as a practitioner has provided a lot of input for his research on the life cycle of companies as well as corporate governance and culture. The main lesson learned is that stakeholder engagement is crucial to the success of companies around the world.

Erik can best be described as an innovator and has a blog where he shares insights and ideas about how the digital world is changing the way we live, work and learn. He has a particular interest in how artificial intelligence, sensors, data analytics and blockchain are amplifying and accelerating each other, thereby creating new opportunities across all areas of the economy and society.

Erik's thought-provoking and innovative views on business, leadership, governance, regulation and education have attracted international attention. He regularly serves as an expert advisor to international organisations, such as the European Commission, the Organization for Economic Cooperation and Development (OECD), the United Nations, the World Bank, and national and local governments around the world.

“The most innovative companies have acknowledged that they stand to benefit from a more inclusive attitude towards all stakeholders.”

PARTICIPANT REGISTRATION FORM

ICDM | FUNDAMENTALS OF CORPORATE
DIRECTORSHIP | MODULE E

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Scan the QR code
to register



REGISTRATION TERMS & CONDITIONS

REGISTRATION FEE

PRICE PER PAX

ICDM Member	RM1,710 (This programme fee is exclusive of 6% SST)	Register Now
Non-ICDM Member	RM1,900 (This programme fee is exclusive of 6% SST)	Register Now

TERMS & CONDITIONS

Attendance Fees

- Fees include programme materials and refreshments.

Payment

- Registration(s) is confirmed only upon receiving full payment.
- Full payment must be made no later than 10 days prior to the programme date to:

Account Name	Institute of Corporate Directors Malaysia (ICDM)
Bank Name	Maybank Islamic Berhad
Account Number	564324609320

Cancellation Policy

- Cancellation notice must be made in writing.
- The following cancellation charges apply:
 - Less than ten (10) working days before the event:
50% of the programme fee will be charged.
 - Less than five (5) working days before the event:
100% of the programme fee will be charged.
- Replacement of participant is acceptable to avoid incurring cancellation fees. Notification and details of the replacement of participant shall be given to the organiser no later than seven (7) days before the event.

Others

When providing ICDM with any personal data, you shall comply at all times with the Personal Data Protection Act 2010 (PDPA) and shall not in any way cause ICDM to breach any of its obligations under the PDPA Act.

Upon submitting the registration, the participant and the sponsored organisation are deemed to have read and accepted the terms and conditions.

For "Pay Later" option, please email the payment advice to development@icdm.com.my once you have made the payment. For further inquiries, kindly contact Jonathan, Paiza or Zefry at 03 2202 2022.

Institute of Corporate Directors Malaysia (1239276-V)

Unit 9-01 & 9-02, Level 9, Mercu 2, No 3 Jalan Bangsar, KL Eco City,
59200 Kuala Lumpur, Malaysia

T: +603 2202 2022 F: +603 2202 2023 W: www.icdm.com.my

