

Module B: The Role of the Board in Talent Management & Succession Planning

Thursday, 7 November 2019

9.00am - 5.00pm

ICDM Training Room, Level 9, Mercu 2, KL Eco City

FUNDAMENTALS OF CORPORATE DIRECTORSHIP | MODULE B

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 deep dive 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.

The Role of the Board - Talent Management & Succession Planning is the second module of the FCD series and will be held on Tuesday, 24 September 2019 at the ICDM Training Room, Level 9, Mercuri 2, KL Eco City.

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 Talent Management and Succession Planning <ul style="list-style-type: none"> Best practices in succession planning and talent management Appreciate the different approaches towards talent management | 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 How COSO Internal Control Integrated Framework Improves Organisational Performance and Governance <ul style="list-style-type: none"> Introduction to the COSO internal control framework Explore the six threats towards good judgement | 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 B

This programme focuses on the importance of talent management and succession planning in an organisation at all levels. Explore the common fears and mistakes in implementing talent management and succession planning and learn how a structured approach to implementing talent management and succession planning can be developed. Participants will be exposed to best practices in succession planning and the different types of succession planning models best suited for their organisations' needs. This programme will also provide detailed techniques and tools to enhance the participants' abilities in developing and retaining top talent. At the end of the programme, participants should be able to:

- Appreciate the value of developing a robust talent management and succession planning initiative;
- Describe the role of the Boards in making talent management and succession planning successful in the organisation; and
- Identify the right succession model to suit the company's circumstances.

LEARNING OUTCOMES



Recognise how to avoid the pitfalls in implementing talent management and succession planning



Identify the resources needed in implementing a talent management programme



Decide upon the right succession model to adopt

PROGRAMME

Thursday, 7 November 2019
ICDM Training Room, Level 9, Mercu 2, KL Eco City

| | |
|---------|---|
| 8.30am | Registration |
| 9.00am | Session 1 Common Fears & Mistakes |
| 10.30am | Networking Break |
| 11.00am | Session 2 Structured Talent Management |
| 1.00pm | Networking Lunch |
| 2.00pm | Session 3 Best Practices in Succession Planning |
| 3.30pm | Networking Break |
| 4.00pm | Session 4 Case Studies of the Various Succession Planning Models |
| 5.00pm | End of Programme |

“A leader’s lasting value is measured by succession”.

John C Maxwell

The Organiser reserves the right to alter the content and timing of the programme as it deems fit and is not responsible for cancellations due to unforeseen circumstances.

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PROGRAMME CONTENT

The programme is divided into the following four sessions:

Session 1 Common Fears & Mistakes

Recognise the common pitfalls to avoid and the possible solutions to overcome the prevalent fears and challenges that chief executive officers and board of directors face in implementing talent management and succession planning in their organisation.

- Elitism
- Selection bias
- IQ is everything!
- Nursery for competitors
- Creating clones
- Unfulfilled promises
- All eggs in one basket
- Confidentiality
- Half baked

Session 2 Structured Talent Management

Define the various stages of implementing and maintaining a talent management programme, and the role of the Boards in providing key input and guidance through each of the stages.

- Talent definition
- Talent selection
- Talent development
- Talent retention

Session 3 Best Practices in Succession Planning

Explore some of the best practices in linking talent management with succession planning and the decisions that the Boards will need to make.

- Long list – consistent performance
- Short list – perceived potential
- 4 Ps model
- 9 box grid
- Potential banding
- Replacement charts
- Succession councils
- Personal development programme

Session 4 Case Studies of the Various Succession Planning Models

Explore the various models of succession planning available and comprehend the pros and cons of each model to help you select the right model for each organisation’s circumstances.

- Drop dead charts
- Business continuity plans
- Seniority
- Crown prince(ss)
- Talent pool & flows
- International talent pool
- Open resourcing
- Stopgap manager-mentor
- Rehiring
- Takeover
- External
- Last wo(man) standing

FACILITATOR



Kula Subramaniam

BSc. (Hons.) in Civil Engineering
from King's College

MBA, Cranfield University
Managing Director
Just Change Management
Consultants

Kula has been a management consultant for the last 31 years, during which he has worked on a variety of assignments involving both, the hard and soft aspects of consulting. His consulting career is a mixture of external and internal consultation works with various companies, such as the PA Consulting Group, the IBM Consulting Group, Shell Malaysia, Towers Perrin and Linkage Asia. He has conducted seminars and written extensively in the area of Business Process Re-engineering and Human Resource related issues.

Kula has consulted in Malaysia, Singapore, Australia, Thailand, Indonesia, the Philippines, India, Hong Kong, Vietnam, Cambodia, Laos, Papua New Guinea, Saudi Arabia and Peru, and has often been the Asian representative on major global initiatives. In coaching he has conducted training in Malaysia, Singapore, India, Saudi Arabia and Indonesia and has been an executive coach for Senior leaders in organisations in these countries.

In the area of talent management and succession planning, Kula has consulted to a number of companies providing advice on the concepts, design and implementation aspects, and then personally being involved in running assessment centres, developing succession planning processes and overseeing the succession council that monitors the maintenance of the talent initiative. Kula has personally developed the tools, templates and exercises of the assessment centre which he designed and operates as the lead facilitator.

He holds a BSc. (Hons.) in Civil Engineering from King's College, University of London and completed a postgraduate diploma in Accounting & Finance from the Association of Certified Accountants, UK. He attended the Cranfield School of Management, where he obtained his MBA and scored the highest marks for his Business Policy paper.

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PARTICIPANT REGISTRATION FORM

ICDM | MODULE B: THE ROLE OF THE BOARD IN TALENT MANAGEMENT & SUCCESSION PLANNING

Thursday, 7 November 2019 | ICDM Training Room, Level 9, Mercu 2, KL Eco City

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REGISTRATION TERMS & CONDITIONS

REGISTRATION FEE

PRICE PER PAX (Please tick (✓) where applicable)

| | | |
|--|---|------------------------------|
| <input type="checkbox"/> ICDM Member | RM1,350 (This programme fee is exclusive of 6% SST) | REGISTER NOW |
| <input type="checkbox"/> Non-ICDM Member | RM1,500 (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 or Zefry at +603 2202 2022 ext 123 or ext 122 respectively.