



SENIOR EXECUTIVE ADVANCED LEADERSHIP (SEAL) PROGRAMME

1 - 3 November
16 - 18 November
1 - 3 December



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Programme Overview

In this ever-changing world, leaders are entrusted with the responsibility to maximise success and must be well equipped with the requisite skills to anticipate impending challenges and lead change.

The Senior Executive Advanced Leadership (SEAL) Programme is designed for participants at the senior management level to enhance their strategic thinking abilities and become visionary leaders.

The programme achieves this by taking a highly personalised approach with participants by examining their current leadership style, helping them look beyond immediate issues to innovate and capture opportunities on time, widening their view to resolve long term challenges, equipping them with the Islamic Leadership perspective and injecting Strategic Planning Development.

Methodology

- Classroom + Virtual Instructor-Led Training for module 1- 8 & 10-12
- Face-to-face training for module 9

*The methodology shown above is subjected to changes according to the Ministry of Health (MoH) COVID guidelines. We will inform all registered participants if there are any changes as soon as possible.

Who should attend

- Senior Managers
- Heads of Department
- Heads of Unit





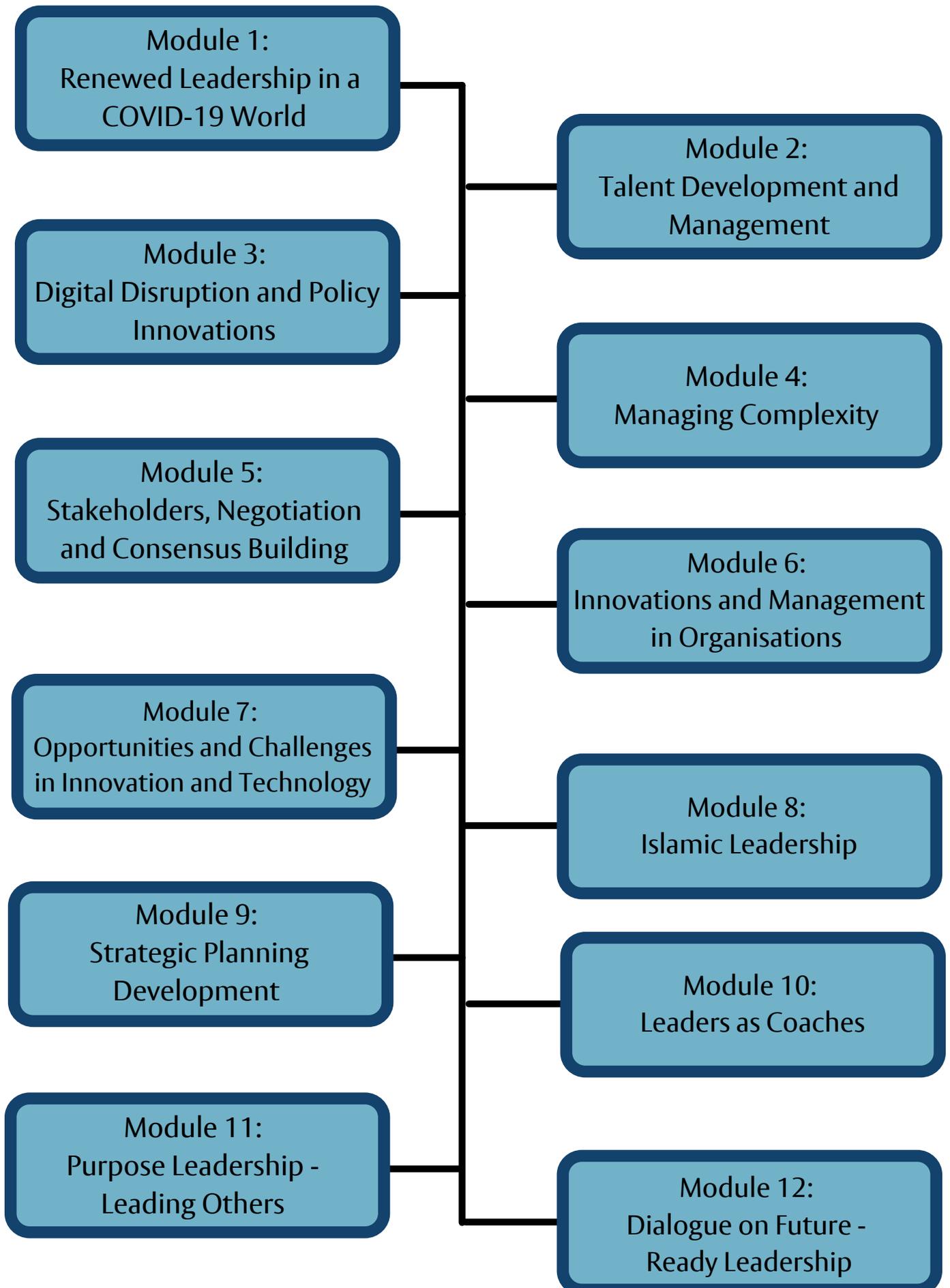
Programme Objectives

- To strengthen the participants' capacity in leading change to face complex and uncertain challenges as well as how to administer these changes to their organisations and citizens.
- To provide a broad understanding of key emerging digital technologies, their potential applications in business and government and the attendant policy implications.
- To provide senior executives with deeper insights into the ideas of visionary leadership and strategic thinking as understood in Islamic thought and practices in Islamic civilisation.
- To discuss the key components of strategic thinking and how strategic thinking could be developed and advanced.

- Acquire the practical tools and techniques of Strategic Thinking and System Thinking to develop key components of a Strategic Plan and learn how to align the top-level vision and strategies to all levels of the organisation.
- Provide senior executives with deeper insights into visionary leadership and strategic thinking as understood in Islamic thought and practised in Islamic civilisation and how religion can help visionary leadership to flourish in society.
- Ensure leaders are able to describe the purpose and benefits of coaching.
- To understand the types and styles of coaching, being able to list the key differences of coaching, mentoring and other interventions.
- Learn coaching tools to enhance the effectiveness of coaching and conduct effective coaching sessions using the GROW Model to enhance performance.



Programme Outline



Programme Leaders



LIM SIONG GUAN

Professor in Practice

Lee Kuan Yew School of Public Policy,
National University of Singapore (NUS)

Lim Siong Guan is a Professor at the Lee Kuan Yew School of Public Policy, instructing on leadership and change management. He is Advisor to the Group Executive Committee of GIC. GIC is the fund manager for the foreign financial reserves of Singapore. He was the Group President of GIC from 2007 to 2016. He is a member of the Board of Trustees of the Singapore University of Technology and Design, and Senior Fellow of the Singapore Civil Service College.

Siong Guan was Chairman of the Singapore Economic Development Board from October 2006 to June 2009. The Board is the Singapore government's lead agency for planning and executing strategies to enhance Singapore's position as a global business centre. Much of its work is attracting international corporations to set up manufacturing and services activities in Singapore as critical links in the global supply chain. Siong Guan was the Head of the Singapore Civil Service from September 1999 to March 2005. He has been the Permanent Secretary of the Ministry of Defence (1981-1994), the Prime Minister's Office (1994-1998), the Ministry of Education (1997-1999) and the Ministry of Finance (1998-2006). In every appointment, he introduced innovative policies and practices which enhanced the drive, capacity, capability and performance of the organisation.

He has chaired the Inland Revenue Authority of Singapore (2004-2006), the Accounting and Corporate Regulatory Authority (2004-2006) and, the Central Provident Fund Board (1986-1994), and has been a board member of many companies including Temasek, the other sovereign wealth fund manager of Singapore.

Siong Guan has co-authored with Joanne H. Lim two books. The first was "The Leader, The Teacher & You – Leadership Through the Third Generation," a book on leadership and governance, which won the Singapore Literature Prize for non-fiction in 2014. The second was "Winning with Honour in Relationships, Family, Organisations, Leadership, and Life, a book on winning in life and work. He is the founder chairman of Honour (Singapore), a charity that seeks to promote the culture of honour and honouring in Singapore. He is a SwissRe Group Advisor and a member of the International Board of the Stars Foundation, a Swiss foundation that promotes leadership development for leaders of the next generation.



DAVID MA

Former Senior Civil Servant

Mr Ma joined the Singapore Administrative Service in 1971. He was the Director of the Institute of Public Administration and Management, Civil Service College, before retiring from the Service in April 2002. As the Director of the Institute, Mr Ma was responsible for shaping the Public Service into a capable, innovative, and forward-looking organisation, one of the best in the world. He played a key role in turning the Institute into a statutory board, with full financial and personnel autonomy.

In the last few years, the Institute had achieved a few firsts in the Singapore Public Service. It was the first public service organisation to win a sponsorship from the Enterprise Challenge and the Enterprise Challenge Shield. It was the first government department to form a joint venture company with a private sector company to market the systems it had developed, with patents for the systems pending.

Mr Ma has been a facilitator for a number of training programmes conducted by the College, in particular in the areas of policy and personal effectiveness. Recently, he developed and facilitated a leadership programme for two groups of senior public officers from Macau. The programmes have been well received.



ADRIAN KUAH

Director of Futures Office
Office of the President at National University of Singapore
(NUS)

Adrian Kuah has the kind of career trajectory that calls to mind the phrase “short attention span”. It is also the kind of career path that traditional Asian parents wring their hands and lament about. After a series of twists and turns, Adrian is finally in a job that allows and empowers him to ask inconvenient questions, play the agent provocateur, and irritate the hell out of the NUS senior leadership.

Dr Adrian Kuah is the founding director of the Futures Office, National University of Singapore, an internal foresight think-tank tasked to ask fundamental, first-order questions and uncover hidden assumptions to draw insights about possible and plausible futures of higher education.

Adrian first started his career in the civil service as a foreign service officer with the Ministry of Foreign Affairs and then as an economist in the Monetary Authority of Singapore. He subsequently left for the private sector as a business strategy consultant before embarking on an academic career with the S Rajaratnam School of International Studies (RSIS), Nanyang Technological University. As Assistant Professor on its Military Studies programme, he taught on the MSc programmes as well as the Goh Keng Swee Command and Staff College's professional military education courses.

Undeterred and failing to learn from his first time around, he returned to the civil service for a second stint in 2013 as Lead Strategist in the Centre for Strategic Futures, Strategic Policy Office, Prime Minister's Office, where he was involved in whole-of-Government futures research and scenario planning.



MEHMET AKIF DEMIRCIOGLU

Assistant Professor

Lee Kuan Yew School of Public Policy,
National University of Singapore (NUS)

Dr Mehmet Akif Demircioglu is an Assistant Professor at the Lee Kuan Yew School of Public Policy (LKYSPP), National University of Singapore (NUS), a Research Fellow at the Institute for Development Strategies, Indiana University-Bloomington and a Fellow at the Center for Organization Research and Design (CORD) at Arizona State University. He specialises in public management, public sector innovation, employee attitudes, and public management reforms. His recent articles have appeared or are forthcoming in the journals *Research Policy*, *Journal of Technology Transfer*, *Public Administration* (London), *The American Review of Public Administration*, *Government Information Quarterly*, *Public Management Review*, *Industrial and Corporate Change*, and *Public Performance & Management Review*, among others.

He holds MPA and PHD degrees from Indiana University's School of Public and Environmental Affairs (SPEA) at Indiana University-Bloomington. He was a visiting scholar/professor at the University of Leiden, Sciences Po, Yonsei University, and the University of Canberra. He was also trained at the Institute for Qualitative and Multi-Method Research (IQMR) at Syracuse University, CIDE in Mexico, the University of Bologna in Italy, the Hertie School of Governance in Germany, and the Ecole Nationale D'Administration in France.

He taught at SPEA for four years and also had a research associate at the Indiana Business Research Center at Kelley School of Business, and a researcher at Urban Institute, the Woodrow Wilson International Center for Scholars, the Seoul Metropolitan Government, and Turkey's Office of Personnel Management. In April 2015, SPEA bestowed him the best teaching award. He has also received Research Excellence Award from LKY School of Public Policy in November 2018.



FRANCESCO MANCINI

Vice Dean (Executive Education) and Associate
Professor in Practice

Lee Kuan Yew School of Public Policy,
National University of Singapore (NUS)

Professor Francesco Mancini is Vice Dean (Executive Education) and Associate Professor of Practice at the National University of Singapore's Lee Kuan Yew School of Public Policy, as well as an Adjunct Associate Professor at Columbia University's School of International and Public Affairs (SIPA). His work focuses on global governance, United Nations, conflict analysis and resolution. He regularly lectures at academic institutions and presents at conferences and to governments on international peace and security issues.

He regularly appears on television news as a commentator on current international affairs. Francesco is also a Non-resident Senior Adviser at the International Peace Institute (IPI), where he was Senior Director of Research before relocating to Singapore in June 2014. Francesco is a member of the Research Committee of the Institute for Economics & Peace (IEP) in Sidney, Australia, an Honorary Fellow at the National University of Singapore's Middle East Institute (MEI), an Associate Fellow at the Peace Informatics Lab of the Leiden University, Netherlands, and a member of the Editorial Board of the journal *Peacebuilding*.

Francesco has published extensively. His latest co-edited volume is *The Management of UN Peacekeeping: Coordination, Learning, and Leadership in Peace Operations* (Lynne Rienner Publishers, 2017). He is also the co-editor of the volume *Security & Development: Searching for Critical Connections* (Lynne Rienner Publishers, 2010) and he conceived, designed, and edited the first and only *Management Handbook for UN Field Missions* in 2012. Francesco has published in peer-reviewed journals, including "Partnership – A New Horizon for Peacekeeping?," a special issue of the journal *International Peacekeeping* (2011), "New Technology and the Prevention of Violence and Conflict," in *Stability Journal* (2013), and "The Company We Keep: Private Contractors in Jamaica," in *Civil Wars* (2006). Among his latest policy reports, Francesco has published *Lost in Transition: UN Mediation in Libya, Syria and Yemen* (IPI, 2016) and *Managing Change at the United Nations: Lessons from Recent Initiatives* (IPI, 2015).



ASHOK KUMAR

Centre Director, Singapore e-Government Leadership
Centre/ Chief, International Programme
Institute of Systems Science,
National University of Singapore (NUS)

Ashok has over 35 years of ICT experience that spans across Government and Private sector organisations in Asia. His primary domain of expertise and experience is on leadership and management of Digital Government Transformation, Design of Public Services and Innovation programs.

His current responsibilities include engaging leaders and senior officers from various countries around the globe and provide advisory and capacity development solutions in the domain of Digital Government.

This includes design, development and delivery of programs, identifying and leveraging on the expertise of the faculties at National University of Singapore, Singapore Government Agencies and the industry.

He has been actively engaged with leaders in Sri Lanka, India and Bangladesh and ASEAN countries, advising them on strategic planning and management of Digital Government initiatives.

He is an Expert in the Advisory Group of United Nation's eGovernment Ranking Committee, New York, comprising of ranking 193 member countries. Ashok works closely with UN DESA office New York, UN Global Centre for Public Service Excellence in Singapore, Asian Development Bank and the World Bank.

Prior to joining the National University of Singapore, he was Regional Program Director for Asia Pacific & Japan at Hewlett Packard (HP) supporting financial institution. He has worked for Singapore Government agencies and private companies driving design and development of technology solutions for over 26 years. Many of these are nationwide initiatives.



DONALD LOW

Senior Lecturer and Professor of Practice,
Director, Leadership and Public Policy Executive Education
Institute of Public Policy of the Hong Kong University of Science &
Technology

Donald is currently Senior Lecturer and Professor of Practice of Public Policy at Hong Kong University of Science & Technology, the director of the university's Institute for Emerging Market Studies, and Director of Leadership and Public Policy Executive Education. He also consults with the industry as Associate Partner of Centennial Asia Advisors in Singapore.

Prior to his current appointment to HKUST in January 2019, Donald served five years as the Associate Dean for Executive Education and Research at the Lee Kuan Yew School of Public Policy, National University of Singapore. Besides leading the School's highly successful executive education department that generated more than USD 2 million in net profits yearly, he also headed its case study unit.

Donald is the editor of *Behavioural Economics and Policy Design: Examples from Singapore* (2011), a pioneering book that details how the Singapore government has applied ideas from behavioural economics in a number of policy domains. His bestselling 2014 book, *Hard Choices: Challenging the Singapore Consensus*, raises searching questions about the long-term viability of many aspects of governance in Singapore. Most recently, he co-authored *PAP v PAP: The Ruling Party's Struggle to Adapt to a Changing Singapore* (2020) with Cherian George. The book shows the extent to which the world's longest democratically elected government has become entrapped by its past success and limited by its own mythologies. The book argues that a reformed PAP one that is more comfortable with political competition and more open to social justice – is the city-state's best hope for security and prosperity after the pandemic.



JANE HORAN

Founder
The Horan Group

Dr Jane Horan is the Founder of The Horan Group, a consultancy firm based in Singapore. Jane works with executives to build meaningful careers through successful transitions, and her career coaching helps individuals find purpose and help organisations retain talent. She blends doctoral research and over 25 years of work experience in Organisational Development, combining Evidence Based Coaching and Positive Psychology to ensure talented professionals achieve their full potential. Her positive coaching philosophy, with deep expertise in diversity and inclusion, offers a unique combination for greater individual growth and organisational benefit.

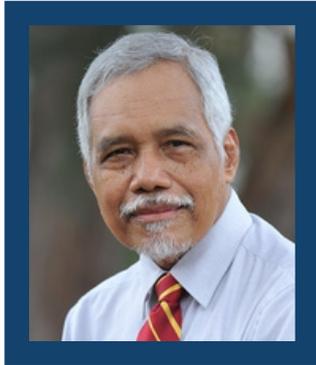
Her coaching approach is a combination of evidence-based and positive psychology, as well as practical and results focused, with many years of coaching senior executives. Her doctoral research was across multiple cultures, and provided the foundation coaching by navigating organisational complexities and cultures. Her coaching also employs the Thinking Partnership Model, which gives her coachees necessary time to consider issues and work through solutions.

Clients include mid to Senior level executives, high-potential talent, from MNCs in Asia, North America and the EU. Her coachee's goals are personal and professional; balancing work-life, transitioning from expert to strategic leader, moving from problem-solving to agenda- setting, navigating organisational complexity, leading global and virtual teams, adapting to multiple leadership shifts and developing cross-cultural agility.

Credentials:

- B.A. Social Ecology and Spanish, University California, Irvine
 - M.A. Organisational Design and Effectiveness, The Fielding Institute
 - EdD. Cross Cultural Leadership Education, Bristol University
 - Evidence Based Coaching Certificate, The Fielding Institute
 - Chinese Language and Culture Study, The Monterey Institute of International Studies
- Confidential

Psychometric Certifications: Hogan Assessments, MBTI, EQ, Imperative Purpose Assessments



PROFESSOR DR DATUK OSMAN BAKAR

Emeritus Professor in Philosophy of Science,
University of Malaya

Osman Bakar, a doctorate in Islamic philosophy from Temple University, Philadelphia (USA) is currently Holder of Al-Ghazali Chair of Epistemology and Civilizational Studies and Renewal at ISTAC-IIUM. He is also Emeritus Professor in Philosophy of Science at University of Malaya. He was formerly Distinguished Professor and Director of Sultan Omar 'Ali Saifuddien Centre for Islamic Studies (SOASCIS), Universiti Brunei Darussalam.

Professor Osman was also formerly Malaysia Chair of Islam in Southeast Asia at the Prince Talal al-Waleed Centre for Muslim-Christian Understanding, Georgetown University, Washington DC and Deputy Vice Chancellor (Academic and Research) at University of Malaya. Dr Osman is author and editor of 40 books and more than 300 articles on various aspects of Islamic thought and civilization, particularly Islamic science and philosophy in which he is a leading authority. His most well-known books are *Classification of Knowledge in Islam* (1992) and *Tawhid and Science* (1992). He has been named among the 500 most influential Muslims in the world since 2009.



DR SOPHIANA CHUA ABDULLAH

Strategic Planning Trainer

Dr Sophiana Chua Abdullah is currently the Founder & Training Consultant of AVisionADay, a Strategic Planning Consultant at EPIPeople Consultants and an Adjunct Senior Assistant Professor at UBD where she trains executives in Foresight & Strategic Planning. She obtained her academic qualifications from the United Kingdom and has served in the government for over three decades before retiring in 2018.

Sophiana is fully certified in Strategic Management (Haines Centre for Strategic Management, Singapore) and is trained in Change Management (Macquarie Graduate School of Management, Australia) and Strategic Foresight & Horizon Scanning (Action Foresight, Australia). In recent years, Sophiana primarily focuses on assisting the government and private sector organisations in applying Strategic Thinking and Systems Thinking in the development and alignment of their strategic plans.



KAREN ONG

Accredited Training Professional,
Learning Facilitator and Coach

Passionate about people development, Karen is an exceptional learning facilitator and coach.

She delights her participants through her highly personable and interactive style of delivery. She leverages on her 30 years of experience in facilitating workshops and an innate ability to relate to people from different cultures and levels to deliver an authentic learning experience – high content and high engagement.

Karen started her career working in HR at General Motors Overseas Corporation, Singapore before she moved back to Malaysia to join the country's first private and commercial television station. She worked at the Akademi TV3 as a consultant and trainer and then left to join SMR. She held many senior positions there ranging from GM, MD, VP, Chief Learning Officer and Director over a span of 20 years.

Karen's specialist area is the Training of Trainers programme suite such as the Accredited Training Professional and High Impact Train-the-Trainer workshops which she leads in Malaysia, Singapore, Hong Kong, Indonesia, India, Japan, Seychelles, Brunei and the Middle East.

She has facilitated many Train-The-Trainer and Leadership Development workshops across the aviation, broadcasting, hospitality, health care, oil & gas, education, manufacturing, retail, and security sectors. Her passion for people development has taken her to facilitate workshops in 15 countries to date.

Karen has also spoken at several international HR conferences in Dubai, Bahrain, India, Indonesia, Brunei Darussalam, USA and Malaysia. Her sessions are peppered with real-life experiences and anecdotes which create rapport with the audience.

Senior Executive Advanced Leadership

1 - 3 November, 16 - 18 November & 1 - 3 December

CATEGORIES	STAKEHOLDER	NON-STAKEHOLDER
NORMAL PRICE	<input type="checkbox"/> \$ 6,950.00	<input type="checkbox"/> \$ 7,300.00

Stakeholders are participants from MOFE, BDCB and all domestic banks in Brunei Darussalam.

TERMS AND CONDITIONS

- Participants must complete all scheduled sessions and activities for them to receive the certificate of attendance/completion.
- Payment must be made upon receipt of invoice issued by BILIF.
- BILIF reserves the right to amend, change or cancel the programme at any given time. We will immediately notify participants and organisations if any such changes are to be made.
- By signing this form, you hereby agree to the terms and conditions.

CANCELLATION POLICY

- All cancellation must be submitted to BILIF in writing either by letter or email.
- Any cancellation received 30 days or more prior to the training date will incur a cancellation fee of 10% of the programme fee.
- Cancellation received 8 - 14 days to the training date will incur a cancellation fee of 50% of the programme fee.
- Cancellation of registrations received 7 days or less from the date of training or if the delegate fails to attend the training, he/she will be considered as 'no show' and is subjected to 100% of the programme fee.
- BILIF welcomes and accepts replacement of participants a day before the training commences.

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