



SENIOR EXECUTIVE ADVANCED LEADERSHIP (SEAL) PROGRAMME

24 August - 19 October 2022



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PROGRAMME OVERVIEW

In this ever changing world, leaders are entrusted with the responsibility to maximize success in a rapidly changing future. Leaders must be well equipped with the requisite skills to anticipate impending challenges and to lead change.

The programme is designed for those in the senior management level to enhance their strategic thinking abilities in order to demonstrate visionary leadership in the various sectors they operate in. In order to do so, they must be able to think and plan strategically, looking beyond immediate issues to appreciate the wider context and innovate to capture opportunities in time and resolve longer term challenges.

This programme takes a highly personalized approach to help the leaders to examine current leadership style and equip them with new knowledge and methods to inspire fresh perspectives, help them challenge the status quo, and enable them to apply these new insights at their work.

PROGRAMME OBJECTIVES

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

- Strengthen capacity in leading change in the face of complexity and uncertainty, using case example of Covid 19 and future challenges
- To provide a broad understanding of key emerging digital technologies, their potential applications in business and government, and the attendant policy implications
- Learning and application on how to administer changes to organisation and Citizens
- 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
- Discuss key components of strategic thinking and how strategic thinking could be developed and advanced

PROGRAMME MODULES

1. Strategic Planning Development (Dr Sophiana Chua Abdullah)
2. Islamic Leadership (Prof Dr Dato Osman Bakar)
3. Renewed Leadership in a COVID-19 World (Lim Siong Guan)
4. Managing in Complexity (Adrian Kuah)
5. Digital Disruptions and Policy Innovations (Donald Low)
6. Leaders as Coaches (Karen Ong)
7. Innovation and Management in Organisations (Mehmet Akif Demircioglu)
8. Talent Development and Management (David Ma)
9. Opportunities and Challenges of Innovation and Technology (Ashok Kumar)
10. Stakeholders, Negotiation and Consensus Building (Nuno Delicado)
11. Purpose Leadership – Leading Others (Jane Horan)
12. Technology and Future of Work (Arup Angle)

PROGRAMME OUTLINE



PROGRAMME SYNOPSES

<p>Strategic Planning Development, Implementation & Alignment</p>	<p>The module is based on the ABC Strategic Management Framework¹ using Strategic Thinking, Strategic Foresight and Systems Thinking to develop and implement a strategic plan for an organisation. The ABC Strategic Management Framework comprises two parts – Strategic Planning development and Strategic Planning Implementation & Evaluation</p>
<p>Islamic Leadership</p>	<p>This module is aimed at providing senior executives with a deeper understanding of the Islamic perspectives on visionary leadership, particularly in the business world, its meaning and characteristics, and its imperative in business organisations. Visionary leadership will be discussed hand in hand with the concept of strategic thinking, which in fact is its major characteristic. The module will discuss in details the key components of strategic thinking and suggest how it could be progressively developed.</p>
<p>Renewed Leadership in a COVID 19 World</p>	<p>Increasingly, (future) leaders operate in a VUCA world characterized by volatility, uncertainty, complexity, and ambiguity. The VUCA world offers challenges, but at the same time 21 st century operating environments provide unlimited opportunities for technology supported and citizen centric public service delivery. In this session, we will first deconstruct the components of the VUCA operating environment that leaders face, characterized by volatility, uncertainty, complexity, and ambiguity Digitalization, horizontalization, and collaboration characterize this operating environment. Realizing that public leaders have conservational as well as transformational mandates, we contrast ‘ and new’ in public leadership. In this module, we extend what lessons does the COVID 19 pandemic offer for improving our capacity for leadership and how will leadership challenges in the Future be different from the Past.</p>
<p>Managing in Complexity</p>	<p>This module introduces the participants to the art and science of negotiation. Few personal and professional skills are as important as negotiation, and fewer still are as seemingly challenging. Most of us feel uneasy about negotiating, yet we know it’s crucial. We negotiate not only at work, but continually with family members, friends, neighbors in many different contexts. Further, much of our world is shaped by negotiation, as we realize when we read about talks among politicians, business leaders, or diplomats. Yet often we feel confused and stressed about negotiating, believing that negotiators are born, not made. In this session, participants will see that negotiation is definitely a skill that can be learned. Participants will develop an understanding of a host of principles, skills, techniques, tools, and ideas that can dramatically improve their ability to negotiate in practical situations.</p>
<p>Digital Disruptions and Policy Innovations</p>	<p>With the rapid advances in technological advances, this session studies the policy implications using examples from Singapore. The session looks into the implications of labour and immigration policy such as the flexible labour market, rethinking education policy/ models such as blended learning, incentivizing life long learning. It also looks at the implications for tax and expenditure policy and sparks discussion amongst the participants to think beyond today, thereby anticipating the future and how the policies crafted could be more innovative.</p>

Leaders as Coaches	Initiated recently, the vision of a “Smart Nation” in Singapore aims to support a better quality of life and increased linkages for communities in creating more opportunities for collaboration and networking. This module will seek to introduce participants to the infrastructure, policies and ecosystem of the smart nation concept, and how e-Government plays a key role in supporting and implementing this vision.
Innovation and Management in Organizations	Leaders today face many uncertainty, ambiguity, volatility and complexity, also known as VUCA world. In this ever changing world, leaders are more forward looking and innovation put new demands on organization. This module will provide a critical overview of public and private sector management and public sector innovation. The module will delve deeper into the conditions and types of innovation and discuss the barriers. Participants will have discussion on what are the innovative activities available today and what is better ways to measure innovative activities in organization.
Talent Development and Management	The module is based on the ABC Strategic Management Framework ¹ using Strategic Thinking, Strategic Foresight and Systems Thinking to develop and implement a strategic plan for an organisation. The ABC Strategic Management Framework comprises two parts – Strategic Planning development and Strategic Planning Implementation & Evaluation
Opportunities and Challenges of Innovation and Technology	At the end of this module, participants will be able to lead coaching conversations with team members by applying the GROW model to enhance individual performance, apply the coaching techniques such as asking powerful and non-judgemental questions, active listening and facilitate reflection during a coaching process, adopt a transformational leadership style by using coaching conversations on a constant basis thereby continuing to grow and develop a learning and coaching culture in the organisation.
Stakeholders, Negotiation and Consensus Building	In this session, participants deepen knowledge and sharpen skills to accelerate change and transformation with a clear sense of values and strengths purpose leaders remain centered when leading, managing, or driving change and overcoming challenges. Participants will explore over and underused strengths and the impact on business and organizational dynamics. This workshop will equip participants with the strategies to build an inclusive team, embedded with purpose and awareness of team strengths, knowledge on how to build psychological safety to nurture a growth mindset across diverse groups/teams and recognition of individual and team strengths and challenges. Also, participants will be equipped with the ability to leverage individual and team purpose to find new opportunities, innovate and collaborate.
Purpose Leadership – Leading Others	Navigating the disruptive forces shaping the future of work requires a new kind of future ready leader. At this moment of history, what does being a future ready leader even mean?
Technology and Future of Work	Navigating the disruptive forces shaping the future of work requires a new kind of future ready leader. At this moment of history, what does being a future ready leader even mean?

PROGRAMME STRUCTURE

Date/Time	29 - 30 August 2022	20 September 2022	21 September 2022
0830 – 1000	Strategic Planning Development (Dr Sophiana Chua Abdullah)	Islamic Leadership (Prof Dr Dato Osman Bakar)	Renewed Leadership in a COVID-19 World (Lim Siong Guan)
1000 – 1030	BREAK		
1030 - 1200	Strategic Planning Development (Dr Sophiana Chua Abdullah)	Islamic Leadership (Prof Dr Dato Osman Bakar)	Managing in Complexity (Adrian Kuah)
1200 - 1400	LUNCH		
1400 - 1530	Strategic Planning Development (Dr Sophiana Chua Abdullah)	Islamic Leadership (Prof Dr Dato Osman Bakar)	Managing in Complexity (Adrian Kuah)
1530 – 1600	BREAK		
1600 - 1730	Strategic Planning Development (Dr Sophiana Chua Abdullah)	Islamic Leadership (Prof Dr Dato Osman Bakar)	Digital Disruptions and Policy Innovations (Donald Low)

Date/Time	26 September 2022	27 September 2022
0830 – 1000	Leaders as Coaches (Karen Ong)	Leaders as Coaches (Karen Ong)
1000 – 1030	BREAK	
1030 - 1200	Leaders as Coaches (Karen Ong)	Leaders as Coaches (Karen Ong)
1200 - 1400	LUNCH	
1400 - 1530	Leaders as Coaches (Karen Ong)	Leaders as Coaches (Karen Ong)
1530 – 1600	BREAK	
1600 - 1730	Leaders as Coaches (Karen Ong)	Leaders as Coaches (Karen Ong)

Date/Time	12 October 2022	17 October 2022	19 October 2022
0830 – 1000	Innovation and Management in Organisations (Mehmet Akif Demircioglu)	Opportunities and Challenges of Innovation and Technology (Ashok Kumar)	Purpose Leadership – Leading Others (Jane Horan)
1000 – 1030	BREAK		
1030 - 1200	Innovation and Management in Organisations (Mehmet Akif Demircioglu)	Stakeholders, Negotiation and Consensus Building (Nuno Delicado)	Purpose Leadership – Leading Others (Jane Horan)
1200 - 1400	LUNCH		
1400 - 1530	Talent Development and Management (David Ma)	Stakeholders, Negotiation and Consensus Building (Nuno Delicado)	Technology and Future of Work (Arup Angle)
1530 – 1600	BREAK		
1600 - 1730	Talent Development and Management (David Ma)		

*Vortex Kick-Off: 24 August 2022 (1 - 2 hour briefing)

EXCLUSIVE DEAL

BILIF is giving a complimentary 360° Leadership Survey & Coaching Solution exclusive for this year's SEAL participants only. The 360° Leadership Survey & Coaching Solution will comprise of

- A briefing on 360° Leadership Survey & Coaching Solution to define the key behavioural requirements in 360° survey, overall timeline and activities.
- A survey for leaders to gain a greater insight into their strengths and development needs so leaders can develop more targeted personal development plans;
- Comprehensive Individual feedback reports & group-level reports that provide a broad overview and detailed breakdown of quantitative and qualitative results; and
- Personalised individual coaching feedback sessions with certified coaches and occupational psychologists with many years of experience in the public and private sectors.

WHO SHOULD ATTEND?

- Senior Managers
- Heads of Department
- Heads of Unit

METHODOLOGY

- Classroom + Virtual Instructor-Led Training for modules 2-12
- Face-to-face training for module 1



PROGRAMME LEADERS

Lim Siong Guan

Professor in Practice

Lee Kuan Yew School of Public Policy, 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 Defense (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 organization. He has chaired the Inland Revenue Authority of Singapore (2004-2006), the Accounting and Corporate Regulatory Authority (2004-2006), 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 Swiss Re 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 organization, 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 organization 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



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 started his career in the civil service first 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.

Francesco Mancini

Vice Dean (Executive Education) and Associate Professor in Practice
Lee Kuan Yew School of Public Policy, 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 commentator of 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 Sydney, 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).

Donald Low

Senior Lecturer and Professor in Practice,
Director, Leadership and Public Policy Executive Education
Institute of Public Policy of the Hong Kong University of Science
and 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 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 which details how the Singapore government has applied ideas from behavioural economics in a number of policy domains. His best selling 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.

Ashok Kumar

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



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 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.

Mehmet Akif Demircioglu

Assistant Professor

Lee Kuan Yew School of Public Policy, 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 specializes 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 (SEPA) 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.

Prof Dr Dato 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 Saifuddin 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



Thousands have benefitted from her 25 years of experience addressing people in both the corporate and public sectors. Passionate about motivating her learners towards high professionalism and collaborating as effective teams in more than 15 countries, Karen is an exceptional learning facilitator. She demonstrates an innate ability to relate to people from different cultures and levels to deliver an authentic learning experience – high content and high engagement both in an in-person or virtual space. Karen worked in Singapore with General Motors a top fortune 500 company and later with TV3 (now known as Media Prima). It was here at the Academy TV3 where she began her learning and development journey, and where she became a licensed leadership facilitator with Achieve Global USA.

Karen is a versatile Human Resource professional having achieved the following:

- CIPD, UK Certified Trainer
- ILM, UK Accredited Master Trainer
- Zenger-Miller (Achieve Global) Leadership Facilitator, USA
- Associate Coach (ICF)
- Action Learning Coach (WIAL).
- Certified Virtual LearnCaster (EnSync Learning)

After leaving SMR in 2019, she joined Finance Accreditation Agency, Malaysia as an External Assessor and Trainer for their Certified Training Professional Programmes. As an Assessor, she has been actively involved in assessing individuals who are required to deliver their final presentations. Her participants are from the financial industry in Malaysia, Brunei, Nigeria, Cambodia, and Bahrain. To date she has assessed more than 100 participants. Karen works closely with the Sarawak State government, helping fresh graduates to build up leadership skills before they are deployed to their new employers to begin their internship journey. Programmes include Communicating with Confidence, Working, Collaborating in Teams, Stakeholder Engagement, etc.

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' 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. Coaching approach is a combination of evidence based and positive psychology, 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
- Psychometric Certifications Hogan Assessments, MBTI, EQ, Imperative Purpose Assessments

Senior Executive Advanced Leadership (SEAL) Programme

CATEGORIES	STAKEHOLDER	NON-STAKEHOLDER
NORMAL PRICE	<input type="checkbox"/> \$ 6,950.00 (SBS: 40%)	<input type="checkbox"/> \$ 7,300.00

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.

Other terms:

- 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.

Please complete this form.

Name:		IC Number:	
Position:		Department:	
Email:		Phone:	
Name:		IC Number:	
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Name:		IC Number:	
Position:		Department:	
Email:		Phone:	

APPROVING OFFICER

Name:		Email:	
Position:		Department:	

Signature and Company's Stamp



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