

CIBAFI – Ivey Business School Executive Programme

Agile and Strategic Leadership for Succeeding in a Hyper Turbulent World



28th – 29th November 2022
Manama, Kingdom of Bahrain

About CIBAFI

CIBAFI is an international non-profit organisation founded in 2001 by the Islamic Development Bank (IsDB) and a number of leading Islamic financial institutions. CIBAFI is affiliated with the Organisation of Islamic Cooperation (OIC).

With over 130 members from more than 30 jurisdictions all around the world, CIBAFI is recognised as a key piece in the international architecture of Islamic finance.

In its mission to support the Islamic financial services industry growth by providing specific activities and initiatives that leverage current opportunities while preserving the value proposition of Islamic finance, CIBAFI is guided by its Strategic Objectives, which are, 1) Advocacy of Islamic Finance Values and Related Policies & Regulations; 2) Sustainability and Innovation Integration; 3) Industry Research and Analysis; and 4) Professional Development.

About Ivey Business School

The Ivey Business School at Western University, Canada was founded in 1922 and is one of North America's oldest and most established providers of business education. Ivey's mission is to develop outstanding business leaders who think globally, act strategically, and contribute to the societies within which they operate. Ivey is the second largest producer of business cases in the world, and the world's largest producer of Asian business cases. These business cases are used as teaching materials by top business schools around the world. In 2015, Ivey Business School partnered with the Central Bank of Bahrain to design and deliver the acclaimed Waqf Fund Leadership Grooming Programme for Islamic Banks. About 35 top executives from 10 major banks joined the multi-module programme in Hong Kong and Toronto. In April 2018 and March 2019, with great success, Ivey completed a three-week Central Bank of Bahrain Waqf Fund programme for grooming of Bahrain's future CFOs in Toronto, Canada, and Hong Kong.

Programme Objective and Description

Agile leadership is a set of principles that allows leaders, teams, and entire organisations to anticipate and respond to change. No company is immune to the changes brought on by the speed at which our interconnected local and global world now presents itself.

Organisations that thrive in the era of a “Hyper Turbulent World” will be those that rethink and reshape their business strategies now. This will require aspiration setting and role modelling from the very top of the organisation. Executives, leaders and top management will need to develop and mobilize their skills to drive the end-to-end execution of business with agility and nimbleness that allows smoothly navigating through the highly unstable environment around. Organisations that get this right will be more adaptable, resilient, and sustainable—no matter what the future holds.

During this highly interactive workshop and case-study centred programme, participants will develop the skills needed for them, their team, and organisation to leverage the latest practices that drive value in today’s Hyper Turbulent World. Topics that will be dived into include agile leadership principles and frameworks, overcoming leadership challenges when scaling agile, creating and fostering curiosity and creativity, and agile approaches to organisational change.

This two-day programme focuses on identifying and understanding the interaction between the disruptive forces caused by environmental changes and specific agile leadership capabilities and strategies required for managing the new realities of today.

Each session introduces one or several specific leadership concepts through Ivey’s high engagement learning pedagogy that leverages cases and current materials to link best practices to the context of the participants’ working environment. The goal is to maximise practical applicability of the main lessons and the knowledge transfer to your teams.



Who Should Attend?

This programme is ideal for Senior Executives and Board Members from Finance and Banking, Strategy and Consulting Industries, as well as members of regulatory bodies. Our functional focus would include but not limited to the following sectors:

- Financial Services
- Risk Management
- Economics
- Banking
- Governance
- Legal and Regulatory
- Product Development Oversight
- Business Strategy/Leadership
- Innovation and Transformation
- Information and Financial Technology
- Shariah Scholars
- Business Owners



Programme Agenda

Day 1: Monday, 28th November 2022

- 08:30 – 09:00 Registration & Morning Coffee.
- 09:00 – 09:15 **Welcoming Session**
- Opening Remarks by CIBAFI.
- 09:15 – 09:45 **Introductions and Agenda**
- Objectives and Expectations from the Programme.
- 09:45 – 11:00 **Session 1**
- Flip Your Thinking: Developing Readiness for Agile Leadership.
 - Four steps to identifying long-held beliefs; turning them upside down and generating new ideas to experiment with new disruptive and agile initiatives.
- 11:00 – 11:15 Coffee Break
- 11:15 – 12:30 **Session 2**
- Mega-Trends and Beyond - The World in 2022 and Onwards.
 - *Article - Del Caprio, Kinsinger & Schotter: The Case for the Humble Incumbent, 2017.*
 - *Article - McKinsey, War in Ukraine: Twelve disruptions changing the world.*
 - *Article - McKinsey, The Resilience Imperative: Succeeding in Uncertain Times.*
- 12:30 – 13:30 Lunch
- 13:30 – 14:30 **Session 3**
- What is an Agile Organisation and Why Do We Need It?
 - *Article - Birkinshaw: What to Expect from Agile, MIT Sloan.*
- 14:30 – 14:45 Coffee Break
- 14:45 – 16:45 **Session 4**
- Creating an Agile Organisation.
 - *Business Case - Digital transformation at GE: Shifting minds for agility.*
 - *Article - Rigby, Sutherland, Takeuchi: Embracing Agile, HBR (R1605B).*
- 16:45 – 17:00 **Wrap up and Take-Aways and the Impact on Islamic Finance.**

Day 2: Tuesday, 29th November 2022

- 09:00 – 10:30 **Session 5**
- Curiosity as a Critical Leadership Trait for Agile Organisations.
 - *Exercise - Curiosity Survey.*
 - *Article - Gino: The Business Case for Curiosity, HBR.*
- 10:30 – 10:45 Coffee Break
- 10:45 – 12:00 **Session 6**
- The Hallmarks of Agile and Highly Adaptive Organisations: The Vigilant Leaders.
 - *Business Case - Robert Yap—The Drones Are Coming.*
 - *Article - De Smit: The Agile Manager.*
 - *Article - Day and Schomaker: Are You a Vigilant Leader? MIT Sloan.*
- 12:00 – 13:30 Lunch
- 13:30 – 15:30 **Session 7**
- Workshop: The Global Financial System in Context of the UN/OECD Sustainable Development Goals (SDGs).
 - Framework for SDG Aligned Finance.
 - *Reading - How Islamic Finance Contributes to Achieving the Sustainable Development Goals.*
- 15:30 – 15:45 Coffee Break
- 15:45 – 16:45 **How Islamic Finance Contributes to Achieving the Sustainable Development Goals.**
- 16:45 – 17:00 Closing Session

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Registration Form

Name: -----
Position: -----
Department:-----
Institution: -----
Email: -----
Mobile: -----
Telephone: -----
Nationality: -----
Address: -----
Country: -----

Registration Details

Fee Per Participant:
CIBAFI Members 2,500 USD*
CIBAFI Non-members 2,900 USD*

**Fees are exclusive of applicable taxes.*

Please send the completed form to CIBAFI Secretariat
Email: events@cibafi.org | Tel: +973-17357300 | Fax: +973-17324902