

General Council for Islamic  
Banks and Financial Institutions



المجلس العام للبنوك  
والمؤسسات المالية الإسلامية



## **CIBAFI – Ivey Business School Virtual Executive Programme**

***Strategic Thinking and Agility in Crisis and Transformation;  
Leadership Style, Character, and Grooming***

**1 - 5 November 2020**

DISCLAIMER: Every effort has been made to ensure the accuracy of the information provided in this brochure. However, programme arrangement and content are subject to change without prior notice. Delivery of this programme is subject to sufficient enrollment.

## Programme Summary

CIBAFI and Ivey Business School partnership has a superb track record in delivering world-class and highly interactive learning experiences for Islamic Financial Institutions (IFIs) executives across continents. We are delighted to launch our sixth annual joint programme in 2020. This year's programme will focus on two distinct but critically-related topics – (1) strategic thinking and agility as businesses and societies enter the new normal, and (2) how strategies can only be successful if they are enabled by effective leadership style, character, and grooming.



## 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 Description and Reasons for Attending

This programme is expected to have a strong strategic focus, which is crucial for transformation from functional to strategic leaders in the face of unprecedented change and disruptions, both in businesses and societies. In addition, the programme aims to develop and improve agile leadership in an era of exponential change, which requires executives to hone capabilities for deeper reflection and exposition, to re-engineer mindset as we grapple with the COVID-19 pandemic and post-pandemic changes, and to understand how innovations may be the “game changer” for financial services institutions.

To be an agile leader and organization, we must equally focus on leadership and people issues. This programme will provide an individual assessment of leadership style under normal and stressful conditions, and practical aspects of managing and influencing others with different leadership preferences. The assessment will be reinforced by lessons in activation of various leader character dimensions to manage crisis and the new normal. The final session provides insights into how talent can not only be bred with the appropriate leadership approaches, but also hampered by short-sighted practices that block personal development.



## Programme Sessions

### Session 1

- Objectives and expectation from the programme
- Perform Now and Build for the Future
- Primer on strategic thinking – from functional leaders to strategic leaders
- Exposition and lecture on disruptive innovation models and how global disruptions may present challenges and opportunities to Islamic Financial Institutions (IFIs).

### Session 2

- Narrative and discussion on exponential thinking, a requisite mindset for regulators and legacy organizations in financial services to increase their strategic agility and sensitivity to innovation.
- The state and impact of disruption, and how different types of disruption impact innovation and leadership approaches.

### Session 3

- Building an Agile Organization
- Understand the concept of agile working and how agility works in practice
- Building an Agile Organization at ING Bank case

### Session 4

- Leadership Style, Authenticity, and Influence
- Personal Assessment: The Leadership Wheel

### Session 5

- Workshop: Foster Effective Leadership in the New Normal through Leader Character

### Session 6

- Leadership Grooming and Succession Case



## Programme Schedule

Programme starts from 2:00PM to approximately 5:00PM (Bahrain, GMT +3) daily.

Days	Sessions
November 1, 2020 (Sunday)	Sessions 1 and 2
November 2, 2020 (Monday)	Session 3
November 4, 2020 (Wednesday)	Sessions 4 and 5
November 5, 2020 (Thursday)	Session 6

## Interactive Case Learning Methodology

The Ivey learning approach is based on learn-by-doing, not just learn-by-listening. What managers truly need does not come in a textbook. It is experiential and intuitive. It is something we call the Ivey Learning Experience. The experience is carefully orchestrated to mirror the business decision-making process and integrate across business disciplines.

Through Ivey's case learning method, participants will be put in the shoes of decision-makers, struggling with real challenges, incomplete or too much information, time limits, people issues and resource constraints. Participants develop a set of skills to effectively analyze issues, develop strategies and execute plans successfully. Leveraging on this renowned application driven case learning approach, this programme is a useful forum for stepping back from the daily business to take a broader and more strategic look at the organization and industry, in order to drive sustainable performance and future growth.

### About CIBAFI

The General Council for Islamic Banks and Financial Institutions (CIBAFI) is an international non-profit organisation founded in 2001 by the Islamic Development Bank (IDB) and a number of leading Islamic financial institutions. CIBAFI is affiliated with the Organisation of Islamic Cooperation (OIC).

CIBAFI represents the Islamic financial services industry globally, defending and promoting its role, consolidating cooperation among its members, and with other institutions with similar interests and objectives.

With over 130 members from 34 jurisdictions from all around the world, CIBAFI is recognised as a key piece in the international architecture of Islamic finance.

### 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.



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### Registration Form

Name \_\_\_\_\_  
Nationality \_\_\_\_\_  
Institution \_\_\_\_\_  
Position \_\_\_\_\_  
Department \_\_\_\_\_  
Address \_\_\_\_\_  
Country \_\_\_\_\_  
Email \_\_\_\_\_  
Telephone \_\_\_\_\_  
Fax \_\_\_\_\_  
Mobile \_\_\_\_\_

#### Registration Details

Virtual Programme Reduced Fee Per Participant:  
CIBAFI Members 2,000 USD  
CIBAFI Non-members 2,320 USD

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