



International Centre For Leadership In Finance

LEADERSHIP DEVELOPMENT

by

Rafiah Salim
Executive Director of ICLIF



Contents

- ❑ Background on Leadership Training
- ❑ Rationale behind ICLIF
- ❑ ICLIF's Leadership Training



Background on Leadership Training

- ❑ General – more managerial than leadership
- ❑ Generic training
- ❑ Institutional training



Rational Behind ICLIF

- ❑ Malaysia's Financial Master Plan
- Continuing Education
- ❑ Vision of Bank Negara Malaysia
- ❑ Endowment fund of more than
US\$120 million
- ❑ Non-profit organisation



Development of Leadership Competency Model

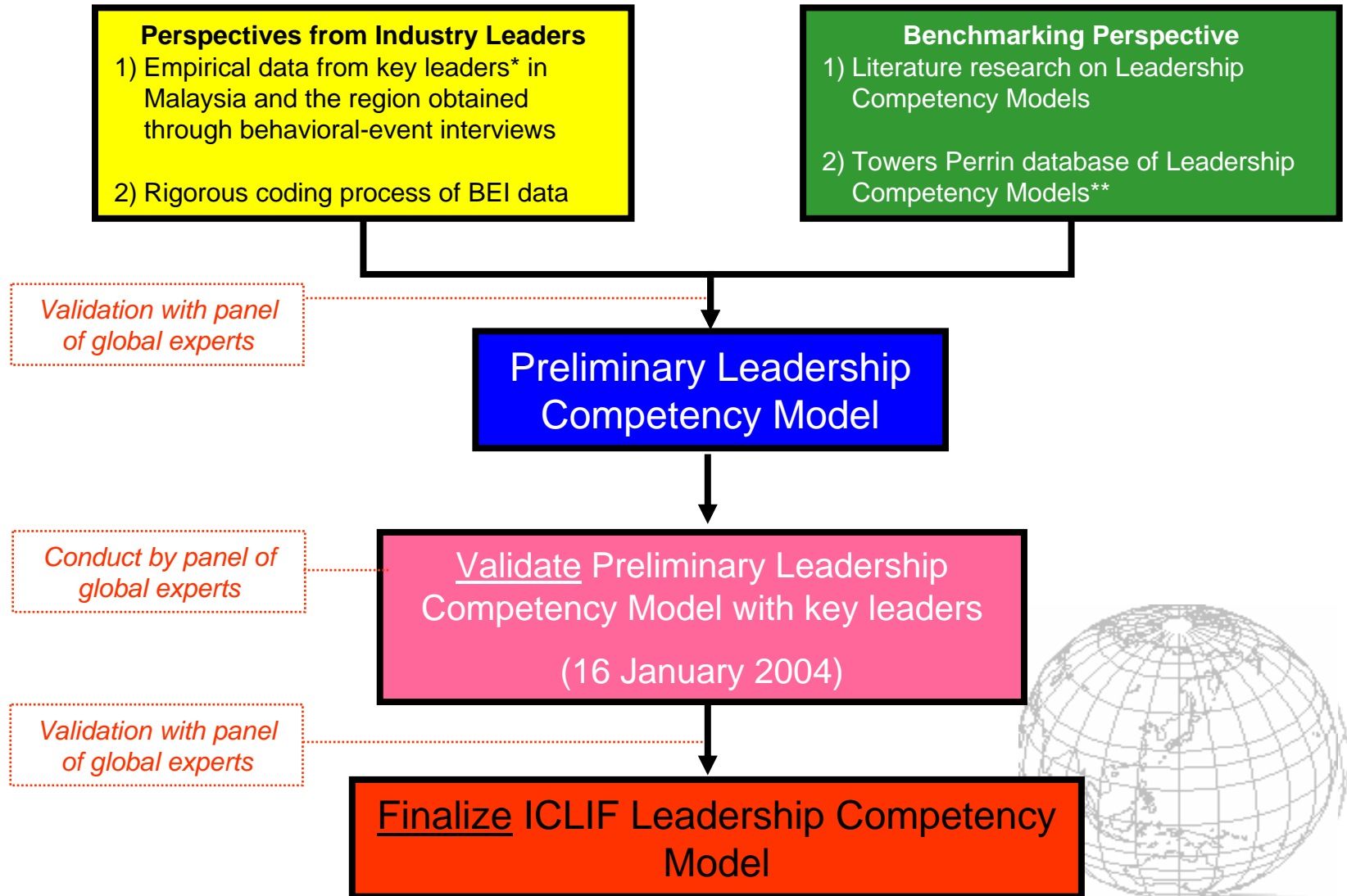


Background and Objectives to the Leadership Competency Model

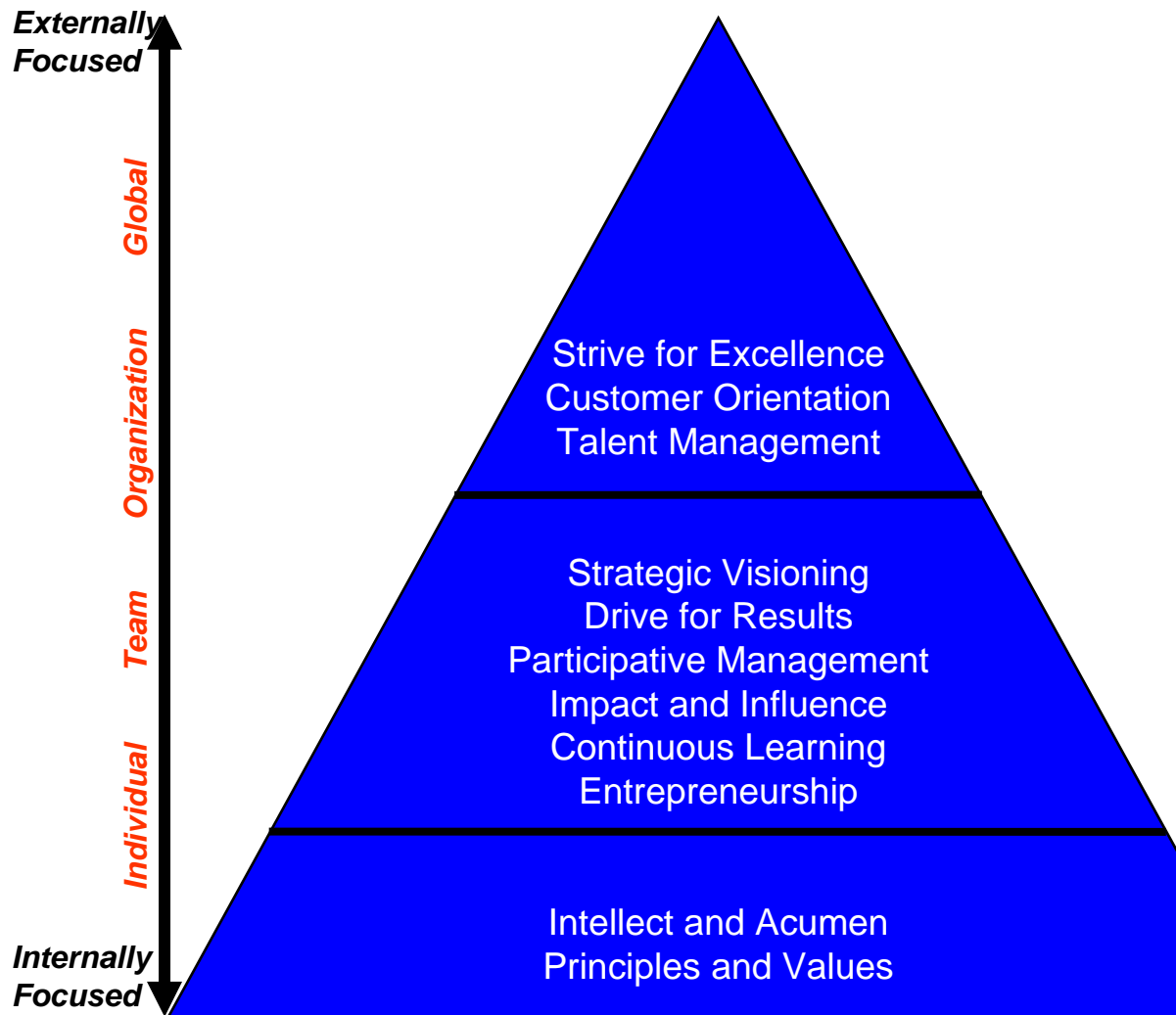
- ❑ As part of ICLIF's strategic objective to build a stellar pool of top management talent for the financial sector and corporations in Malaysia and the region, ICLIF is focused on delivering high level training for the top members of management to create a pool of CEOs for the future. This will be done via strategic partnerships with top institutions of learning from the region and globally.
- ❑ The Leadership Competency Model will support ICLIF's initiatives by crystallising and articulating the essential skills and behaviours that are needed by leaders to navigate and be successful not only for today but also in anticipation for what the future holds, and these essential skills and behaviours will form the foundation to drive the design and delivery of ICLIF's leadership development learning programmes.



Approach to Developing and Validating ICLIF's Leadership Competency Model



Preliminary Leadership Competency Model



Research Outputs and Hypothesis

Best practice research indicate these as **“Needed to Win”** and **“Building Capabilities for the Future”** competencies.

There was markedly **relatively little evidence** of these competencies gathered from the interviews when compared to competencies in the “Needed to Play” category.

The hypothesis is that this is the next key area that Malaysian leaders need to focus on developing as they aspire to the next level and build capabilities for the future.

Best practice research indicate these as **“Needed to Play”** competencies

The bulk of the evidence gathered from the interviews fell into this category, indicating that Malaysian leaders demonstrate mastery of these competencies

Best practice research indicate these as **“Baseline Traits”** which leaders are typically born with (and which are not usually easy to develop)

There was markedly little evidence of *demonstrated* behaviors though principles and values were consistently *expressed* as important. This may be attributed to the fact that traits are very internally focused and not as “visible” as compared to competencies

Global Leadership Development Programme



Design rationale of the GLDP

The design of the GLDP is geared towards achieving the following objectives:

- ❑ To be the premier best-in-class, leadership development program at the national level
- ❑ To become an integrated part of ICLIF's overall Leadership Development efforts to grow and nurture talent across the financial industry
- ❑ To focus efforts on developing the brightest and best from within each organization's talent pool
- ❑ To provide unparalleled experience and opportunity to GLDP participants for growth, inspiration and exposure to the 'top minds' and leading global organizations and their own peers
- ❑ To combine the optimal mix of 'theory' and practical applicability in Leadership Development tactics and practices



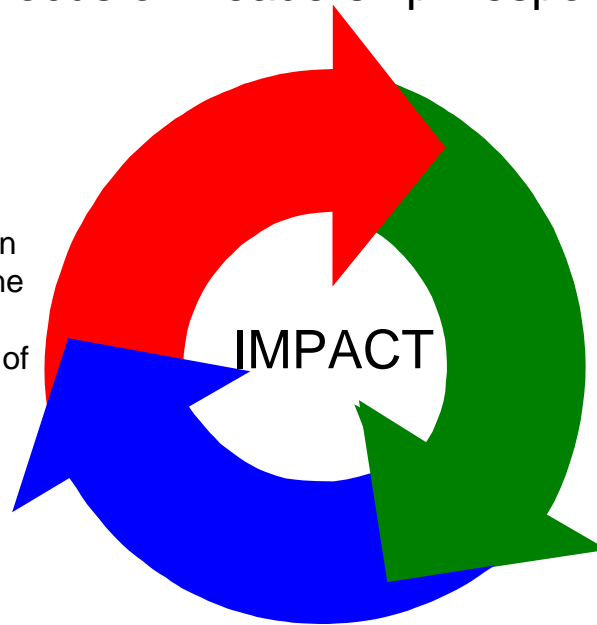
The integrated High Impact Leadership Model™

Underpinning the design of the GLDP modules is Warren Bennis' High Impact Leadership Model™ . The first week will focus on individual discovery and Leadership Competencies. The second week will look at tactical Leadership Skills whilst the 2-week US study trip will focus on Leadership Responsibilities and pulling it all together.

Leadership

Responsibilities

- Creating Results
- Creating the Vision
- Creating the Organisation
- Creating the People of the Future
- Creating the Knowledge of the Future



Leadership Skills

- Change Management
- Coaching & Mentoring
- Communication
- Negotiation
- Problem Solving

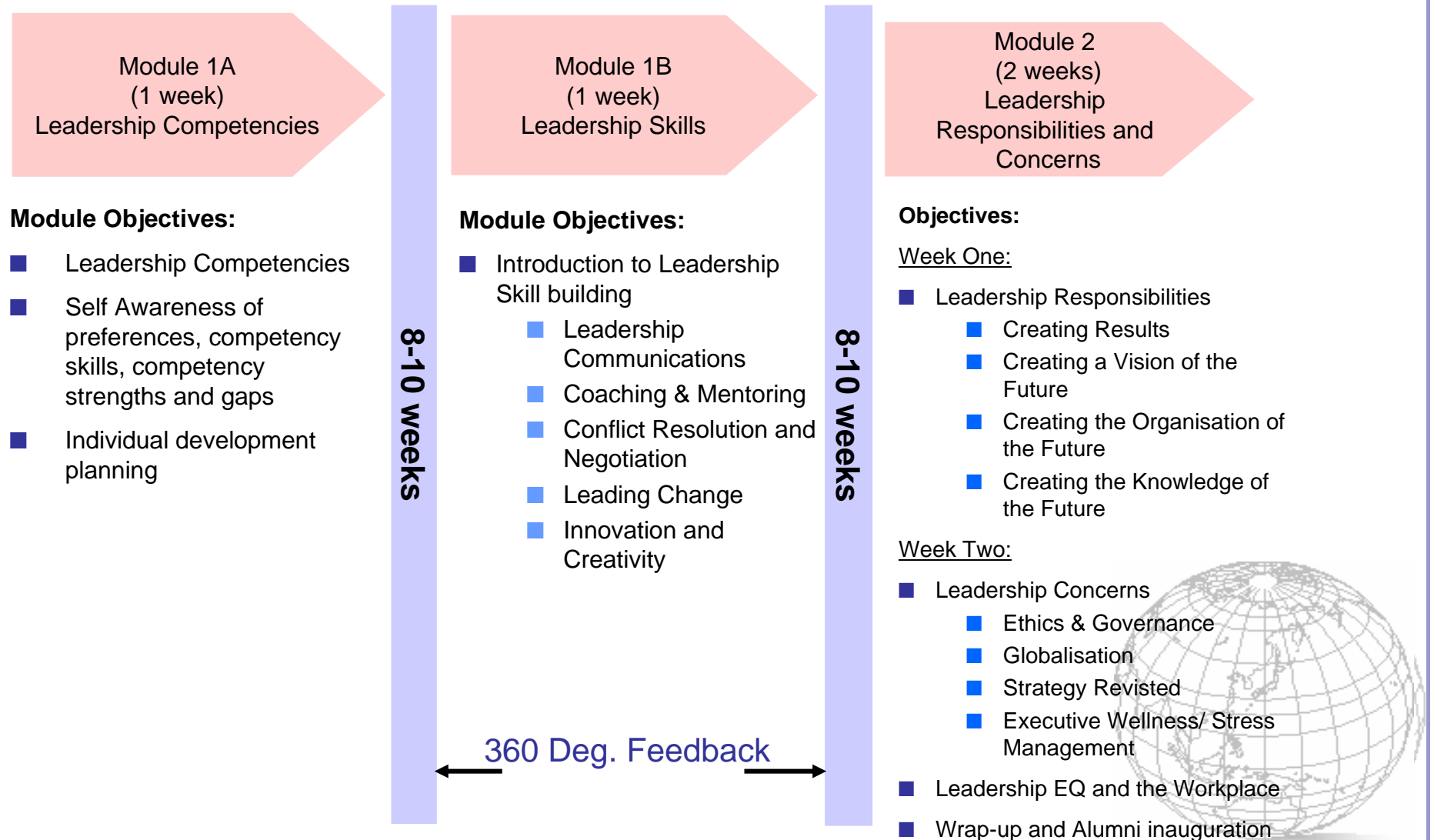
Leadership Competencies

- Focused Drive
- Emotional Intelligence
- Trusted Influence
- Conceptual Thinking
- Systems Thinking



*Adapted from the Leadership Assessment Instrument™
- Linkage Inc., Warren Bennis*

GLDP programme construct and content

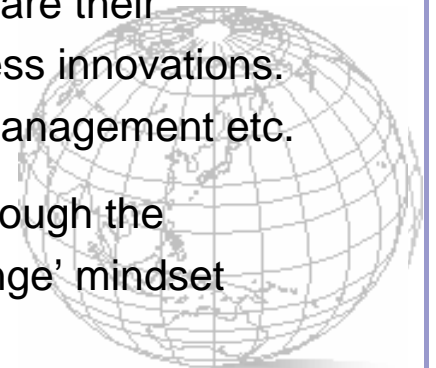


IT Leadership

□ Rationale

□ Objectives

- Long term future technology development trends and applications and the ramifications of their potential impact on the organisation and society
- Mid-term, short-term and current technological changes and assess their impact on the industry and the business of their organisation
- Political, economic, societal and technological drivers of change through the use of scenario thinking, for the benefit of their organisation, the industry and Malaysia's international competitiveness
- Skill sets to build concrete organisational development plans to prepare their organisation to embrace the new technologies and implement business innovations. This may include embracing the culture and practice of knowledge management etc.
- Implementation of technology driven business innovation projects through the cultivation, measurement and management of the 'receptivity to change' mindset particularly among the top echelons of the organisation



IT Leadership - Components

- ❑ Understanding Technology Scenario Planning
- ❑ Applied Technology Scenario Planning
- ❑ Capstone Video-Conference



IT Leadership - Venue

- Kuala Lumpur and Scotland Understanding

