

EXECUTIVE  
DEVELOPMENT



SMU

SINGAPORE MANAGEMENT  
UNIVERSITY

# The Stewardship Advantage

A Contemporary Governance and  
Leadership Model for the Digital Era

PROFESSIONAL



## About the Programme

### WELCOME TO THE STEWARDSHIP ADVANTAGE

Although technological advancements have led to life-changing innovation in recent years, the first two decades of the 21st century have already witnessed two global recessions, socio-political strife, severe resource/income inequality, and massive environmental degradation. We live in times where exciting growth opportunities coexist with existential threats to current and future generations.

Can businesses fully exploit the growth opportunities and sustain their success without addressing the challenges? Will traditional models of leadership, management and governance be adequate to ensure long-term profitability and growth in an increasingly connected and transparent world? As some companies have learned the hard way recently, the answer to both questions is a BIG NO. In today's brave new world, we need brave new thinking that creates a WIN-WIN-WIN scenario wherein individuals, organisations, and humanity at large can thrive together. In short, we need a whole new model. One that embraces steward leadership.

# THE STEWARDSHIP ADVANTAGE

— An Executive Education Programme based on the Stewardship Compass©.



## Programme Director

Mr Peshawaria is an out-of-the-box thought leader on leadership, management and corporate governance, with extensive global experience in leadership development and organisational consulting, as well as developing and delivering business strategy. Prior to joining SAC he was the CEO of the Iclif Leadership and Governance Centre based in Malaysia. With diverse experience across various industries including banking, financial services and FMCG, he has held executive roles including Chief Learning Officer at both Coca-Cola and Morgan Stanley, and senior positions at American Express, HSBC and Goldman Sachs. At Goldman, he helped found Pine Street — the firm's acclaimed leadership academy — and headed the initiative for Europe and Asia.

Mr Peshawaria is the author of Wall Street Journal and Amazon best sellers "Open Source Leadership" (McGraw Hill 2017), "Too Many Bosses, Too Few Leaders" (Simon & Schuster 2011), and co-author of "Be the Change" (McGraw Hill 2014). A sought after international speaker and a leadership consultant, Mr Peshawaria was named one of Top 100 Global Thought Leaders for Trustworthy Business by 'Trust Across America' in 2014 and 2017.

### Mr Rajeev Peshawaria

CEO, Stewardship Asia Centre

## Who Should Attend

This programme is suitable for board directors and senior business leaders who wish to challenge their own thinking and create more sustainable growth for their organisations.

## Learning Outcomes

A highly interactive developmental experience for aspiring steward leaders who want to create a better world and thrive personally at the same time.

As a result of attending this programme, participants will be better able to:

- Understand how the world has changed in recent years because of massive shifts in both technological and societal norms
- Practice steward leadership to drive inclusive WIN-WIN-WIN prosperity
- Apply a stewardship-based governance model to drive sustainable growth
- Increase innovation by applying a stewardship approach
- Explore the challenges and opportunities of responsible use of data in an AI driven ecosystem
- Recognise the current direction and future capital flow trends in sustainable finance



# Programme Faculty



## PROF ARNOUD DE MEYER

Chairman,  
Stewardship Asia Centre

Prof De Meyer is a global academic leader with more than 35 years of experience in top academic institutions in Europe and Asia. Until December 2018, he served as President of Singapore Management University (SMU), where he is now University Professor. Before joining SMU, Prof De Meyer was from 2006 until 2010 Director (Dean) of the Judge Business School at the University of Cambridge. From 1983 until 2006, he was a faculty member at INSEAD and assumed several management positions, among others as founding dean of INSEAD's Asia campus in Singapore. He has additionally been an Independent Director of various international companies, and is currently Independent Director of Viva Energy Pty Ltd and Banyan Tree Holdings Limited.

Prof De Meyer is an internationally recognised researcher in the areas of Research & Development and Innovation Management, Manufacturing Strategy and International Management. He has published more than 100 academic articles and 12 books. In 2020, his most recent book "Ecosystem Edge: Sustaining Competitiveness in the Face of Disruption" was published with Stanford Business Press.



## ANNISAH SMITH

Research and Advocacy Manager  
Stewardship Asia Centre

Annisah Smith is a Research and Advocacy Manager at Stewardship Asia Centre (SAC), where she helps lead and develop sustainability-related engagements and content. With a background in environmental policy and sustainable agriculture, she brings experience in conducting sustainable development research, preparing due diligence and policy analyses, and building public-private partnerships.

Prior to joining SAC, Annisah was based in Kuala Lumpur, Malaysia as a Fulbright Research Scholar, where she examined the inextricable challenges linked to sustainable and equitable palm oil development in Southeast Asia and Latin America. Her research interests have further explored the nexus between environmental governance and private sector engagement, and has enabled her to work and live in the U.S., Costa Rica, Indonesia, and now Singapore.

Annisah is a graduate of American University's School of International Service, where she pursued a B.A. in International Relations and an M.A. in Global Environmental Policy.



## PROF DAVE FERNANDEZ

Professor of Finance (Practice);  
Director, Sim Kee Boon Institute for  
Financial Economics, SMU

Dave Fernandez is the Director of the Sim Kee Boon Institute (SKBI) for Financial Economics and Professor of the Practice of Finance at the Lee Kong Chian School of Business at Singapore Management University (SMU). He is also the Co-Director of the Singapore Green Finance Centre which is jointly run by SKBI and Imperial College London's Centre for Climate Finance & Investment. Outside of SMU, he was recently appointed chair of the Advisory Panel at the ASEAN+3 Macroeconomic Research Office.

Prior to returning to academia in 2018, Prof Dave worked as an economist in the private sector at Barclays and J.P. Morgan. He started his career in the public sector, serving as an economist in the administration of President George H.W. Bush and at the Federal Reserve Bank of New York.

Outside of his activities as an economist, he sits on the board of EIMpower, a global philanthropy focused on at-risk youth in emerging market countries. He is also a member of Phillips Exeter Academy's Asia Council and the Exco of the Princeton Alumni Association of Singapore.



## PROF MARK FINDLAY

Professorial Research Fellow;  
Director, Centre for AI and Data  
Governance, SMU

Professor Mark Findlay is a Professor of Law at Singapore Management University, and Director of its Centre for AI and Data Governance, where he is a Professorial Research Fellow. In addition, he has honorary Chairs at the Australian National University, the University of Edinburgh and the University of New South Wales, as well as being an Honorary Senior Research Fellow at the British Institute for International and Comparative Law, and an Honorary Fellow of the Law School, University of Edinburgh.

Professor Findlay is the author of 29 monographs and collections and over 150 refereed articles and book chapters. He has held Chairs in Australia, Hong Kong, Singapore, England and Ireland. For over 20 years he was at the University of Sydney as the Chair in Criminal Justice, the Director of the Institute of Criminology. Most recent publications include: 'Globalisation, Populism, Pandemics and the Law: The Anarchy and the Ecstasy', [\[Link\]](#) 'Law's Regulatory Relevance? Property, power and market economies' [\[Link\]](#) and 'Principled International Criminal Justice: Lessons from Tort Law' [\[Link\]](#).

Currently he is working on COVID-19 regulatory issues, trust in AI regulation and governance, smart cities and surveillance/mass data sharing, and law and change. More material by Professor Findlay is available on the CAIDG website. <https://caidg.smu.edu.sg/>



## WILLOW WONG

Research Associate,  
Centre for AI and Data Governance,  
SMU

Willow Wong is Research Associate at the Centre for AI and Data Governance, Singapore Management University. She first joined the research centre in October 2020 under the SGUnited Traineeship programme, where she pursued her research interests in moral philosophy, metaethics and the philosophy of technology. Prior to SMU, Willow was the elected Vice President (Welfare and Diversity) and Board of Trustee Member for two years at Royal Holloway Students' Union, where she was responsible for campaigning and lobbying for high-level policy changes around student wellbeing and diversity issues at Royal Holloway, University of London.

In 2019, she was the elected student representative on College Council, the governing body of Royal Holloway, where she contributed to the equality, diversity and widening participation agenda of the institution. Willow has a first-class degree in BA English and Philosophy (Joint Hons) and received the Edmée Manning Award (2020) for best academic performance in the graduating cohort of the English department at Royal Holloway, University of London.



## DR RAJIV LALL

Professorial Research Fellow,  
Sim Kee Boon Institute for Financial  
Economics, SMU

Rajiv Lall is a Professorial Research Fellow at the Sim Kee Boon Institute for Financial Economics and sits on the Singapore Green Finance Centre's Management Committee. He has been active in the finance and policy landscape as an economist and business leader for over 35 years. Dr Lall was Founder MD & CEO of IDFC Bank, and prior to that was CEO and then Executive Chairman of IDFC Limited.

Beyond the world of banking, Dr Lall is also involved in public policy and has served on numerous committees of the Government of India and the Reserve Bank of India. Outside of India, he serves on the Steering Group of SDG Impact and is a member of the City of London's Advisory Council for India and the board of the US-India Business Council.

Dr Lall earned his BA in Politics, Philosophy and Economics from Oxford University and holds a Ph.D. in Economics from Columbia University.

# HEAR FROM WORLD CLASS BUSINESS LEADERS!

Alongside the core faculty below, Steward Leaders from several reputed companies will serve as keynote speakers to share their perspectives and experiences on how they are disrupting industry thinking in Asia and beyond.



**ABEL ANG**

Group CEO,  
Advanced MedTech



**KRISTA BAETENS**

Executive, National Australia Bank, Asia;  
Member of the Corporate & Institutional  
Banking Leadership Team



**KARAN KAPOOR**

Former Senior Energy Specialist, World Bank;  
Founder and CEO,  
The Krysalis Company



**FAY FAY CHOO**

Asia Cocoa Director,  
Mars Incorporated



**JESHER LOI**

Director, Branding and Market Development  
Ya Kun International



**MUNIB MADNI**

Founding Panvestor and CEO,  
Panarchy Partners

\* Additional business leaders pending confirmation.



## ABOUT SINGAPORE MANAGEMENT UNIVERSITY

Highly regarded for excellence in management practice, SMU is one of Asia's leading universities. SMU offers an unparalleled wealth of expertise in issues of business and management in Asia. The SMU city campus is a modern facility, enabling a technologically integrated learning experience in the heart of the Singapore's business district. Uniquely, SMU represents a fusion of Western and Asian theory and practice, with a strong foundation in the research of management and business practices. SMU's Office of Executive Development is dedicated to international talent development, integrating the best of Asian and Western practices and theories. Our Programmes deliver outstanding returns on investment for individuals and organisations, leveraging meticulously-designed curricula which address business challenges in the unique Asian context.



## ABOUT STEWARDSHIP ASIA CENTRE

SAC is a non-profit organisation established by Temasek, dedicated to helping business and government leaders, investors and individuals activate stewardship practices through research, executive education and engagement. We define stewardship as the mindset of creating value by integrating the needs of stakeholders, society, future generations and the environment.

## Application

Applications should be submitted online as early as possible, preferably at least two months before programme commencement. Applications are reviewed by the Admissions Committee and places on the programme are confirmed on a first-come, first-served basis, taking into account the applicant's profile.

To register for the programme, apply online at  
<http://exd.smu.edu.sg/public-programmes/the-stewardship-advantage>

## Programme Fees

**SGD 7,276** (Including GST)\*  
**SGD 6,800** (Excluding 7% GST)\*\*

## Programme Dates

**25–28 April 2022** (4 Days)

## Location

SMU Executive Development,  
SMU Administration Building,  
81 Victoria Street, Singapore 188065

## Contact Us

For further enquiries:

SMU Executive Development  
E: [exd@smu.edu.sg](mailto:exd@smu.edu.sg)  
T: +65 6828 0100  
[exd.smu.edu.sg](http://exd.smu.edu.sg)

Stewardship Asia Centre  
E: [excedu@stewardshipasia.com.sg](mailto:excedu@stewardshipasia.com.sg)  
T: +65 6909 3314  
[www.stewardshipasia.com.sg](http://www.stewardshipasia.com.sg)

\* GST applies to individuals and Singapore-registered companies.

\*\* Fee is subject to change. GST is not applicable to foreign based companies.

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**Executive  
Development**




Administration Building  
Singapore Management University  
81 Victoria Street  
Singapore 188065

 [exd.smu.edu.sg](http://exd.smu.edu.sg)  
 [exd@smu.edu.sg](mailto:exd@smu.edu.sg)  
 +65 6828 0100

In partnership with::



28 Orchard Road,  
Temasek Shophouse,  
Singapore 238832

 [www.stewardshipasia.com.sg](http://www.stewardshipasia.com.sg)  
 [excedu@stewardshipasia.com.sg](mailto:excedu@stewardshipasia.com.sg)  
 +65 6909 3314