

# The Steward Leadership Advantage

A Contemporary Governance and  
Leadership Model for the Digital Era

# About the Programme

## WELCOME TO THE STEWARD LEADERSHIP 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, two wars, recurring 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 success without addressing planet Earth's existential crisis? As some organisations have learned the hard way recently, the answer is a big NO.

Is it possible to drive superior shareholder returns by addressing the very challenges that are threatening us? YES. True champions of sustainability have already proven that it is indeed.

But will traditional models of leadership, management and corporate governance be adequate? And will the current focus on ESG ensure business growth and save our planet and humanity at the same time? **Our research reveals that current models are hopelessly outdated.**

To address today's challenges and achieve profitable growth by doing so, we need a values-driven revolution. **We need steward leadership—the ability to create a win-win-win future for stakeholders, society, and the environment.**

As a forward-looking organisation that strives hard to marry purpose with profit, the 21st-century business leadership and governance challenge is to empower your leaders to capitalise on current environmental and social trends and drive the 'doing well by doing good' agenda. To enable this, business bosses must mature into **Steward Leaders**.

Join us at The Steward Leadership Advantage Programme to learn how Steward Leaders can future-proof organisations by activating the Steward Leadership Compass®. Hear from business leaders who have pioneered innovative approaches to create profitable solutions to today's challenges as they share their transformational stories of transitioning into Steward Leaders.

## Programme Directors



**MR RAJEEV PESHAWARIA**

CEO, Stewardship Asia Centre

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.



**DR FLOCY JOSEPH**

Deputy Senior Director,  
SMU Executive Development,  
Singapore Management University

Dr Flocy Joseph leads her team of Client Directors and Business Development Managers at SMU Executive Development. As a leadership researcher, she has designed and delivered bespoke learning journeys for her clients across business sectors and geographies – focusing on senior leaders in the public and private sectors in Asia. Through her professional and academic experiences, she has successfully forged business partnerships with several overseas business schools in Europe, the Americas, and Asia, and maintained through uniquely curated Singapore-based immersion programmes for the executives from these partner schools.

Flocy has authored and published several case studies on leadership and remains an active participant in the ecosystem. Her work has won awards and recognition – most recently earning the Runner Up award for her case on Bold and Responsible Leadership at the FT Awards in 2021. She has also won the inaugural 'Dissertation Impact Award' from SMU which assesses the impact of the thesis of the Doctoral students in real life. She has co-authored the book "Living the Corporate Purpose: Insights from Companies in Asia" which is a collection of case studies of purpose led organisations operating in Asia.



## 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.



**DR HAO LIANG**

Associate Professor of Finance  
& Lee Kong Chian Fellow,  
Singapore Management University

Dr Hao Liang is an associate professor of finance at Singapore Management University (SMU), where he also holds the BNP Paribas Fellowship, DBS Sustainability Fellowship, and Lee Kong Chian Fellowship. He also services as the Co-Director of Singapore Green Finance Centre. He is a research member of European Corporate Governance Institute (ECGI) and an extramural fellow of Tilburg University. His research interests include sustainable finance, impact investing, corporate finance and governance. He has published on prestigious academic journals such as Journal of Finance. He is the Section Editor (Finance & Business Ethics) of Journal of Business Ethics (a FT50 top business journal), and is on the editorial boards of Asia-Pacific Journal of Financial Studies, British Accounting Review, Journal of Industrial and Business Economics and Strategic Management Journal.

Hao is the recipient of the Alliance for Research on Corporate Sustainability Emerging Scholar Award in 2020, and two-time winner of the prestigious Moskowitz Prize for Socially Responsible Investing (2014 & 2019). At SMU, he teaches Sustainable Finance and Entrepreneurial Finance at undergraduate, masters, DBA and PhD levels. He is a frequent contributor to Harvard Law School Forum of Corporate Governance and Oxford Business Law Blog among many other media. He is a member of the China ESG 30 Forum nominated by Caixin Magazine.



**PROF LIM SUN SUN**

Vice President, Partnerships  
& Engagement, Professor of  
Communication and Technology,  
Singapore Management University

Professor Sun Sun Lim is Vice President, Partnerships & Engagement and Professor of Communication and Technology at the Singapore Management University. A veteran of higher education, she has held leadership positions at the National University of Singapore where she was faculty for fourteen years, and was Dean of Humanities, Arts and Social Sciences at the Singapore University of Technology Design for six years. From 2018-2020, she was Nominated Member of the 13th Parliament of Singapore, raising issues such as governance of big data, support for gender diversity in the technology sector, and digital rights for children. She is Vice President of the Singapore Computer Society's Women in Tech chapter and also serves on the Media Literacy Council, Singapore Environment Council and Social Science Research Council. She is an honoree of the inaugural Singapore 100 Women in Tech list in 2020.

She is a Fellow of the International Communication Association and serves on thirteen journal editorial boards. She frequently offers her expert commentary in international outlets including Wall Street Journal, Guardian, Nature, Scientific American, Channel NewsAsia and writes a monthly TechTalk column in The Straits Times. She has won eight awards for excellent teaching. See [www.sunsunlim.com](http://www.sunsunlim.com)



**MR SUNIL PURI**

Senior Vice President,  
Research & Engagement,  
Stewardship Asia Centre

Sunil leads the Research and Engagement team. He is responsible for research and thought leadership, and he designs educational programmes, events, toolkits and frameworks.

Prior to joining SAC, Sunil was a Senior Director, Research, Innovation and Product Development with Center for Creative Leadership (CCL) in Singapore and India, where he led the development of new products (events, programs, tools) based on research, partner with clients as a leadership subject-matter expert and develop annual research agenda with global stakeholders to execute research initiatives. Between 2014 and 2016, he was the Head of Research & Insights with Human Capital Leadership Institute (HCLI), where he led Pan-Asia research initiatives on "Asian leader development", facilitate programs for senior business and HR leaders. He also worked as an Independent Consultant in India for a few years and was with CEB India (now Gartner) in India and USA for 8 years.

Sunil graduated with a Master of Technology in Energy Studies from Indian Institute of Technology Delhi. He also has an Executive MBA from Indian Institute of Management, Ahmedabad. He has authored several research studies and wrote articles for Economic Times, The Business Times and Harvard Business Review.

## THE STEWARD LEADERSHIP ADVANTAGE

— An Executive Education Programme based on the Steward Leadership Compass®.

### Guest Speaker



**HO KWON PING**

Founder, Executive Chairman,  
Banyan Tree Holdings and  
Laguna Resorts and Hotels

Ho Kwon Ping is the Founder and Executive Chairman of Banyan Tree Holdings and Laguna Resorts and Hotels, and Executive Chairman of Thai Wah Public Company. All three family-owned companies are listed in Singapore and Thailand.

He was the founding Chairman of Singapore Management University (SMU), and has chaired Singapore Power and MediaCorp Singapore. He has served on the boards of Standard Chartered Bank, Diageo, Singapore Airlines, and GIC.

Among various awards, Mr Ho has received the London Business School Entrepreneurship Award; CEO of the Year at the Singapore Corporate Awards; CNBC Travel Business Leader Award; Distinguished Alumnus Award from the National University of Singapore; and Lifetime Achievement Awards from the American Creativity Association, China Hotel Investment Summit, Australia Hotel Investment Summit and School of Hotel and Tourism Management The Hong Kong Polytechnic University. Honoured for his contributions and accomplishments in the hotel industry in the Asia Pacific region and globally, Mr Ho is the only two-time recipient of Hotel Investment Conference Asia Pacific - HICAP's Innovation Award (2003) and Lifetime Achievement Award (2019) in its 30-year establishment.

For his services to the country, he has been decorated with the Meritorious Service Medal and Distinguished Service Order by the Singapore Government. Mr Ho has also been conferred honorary doctorates by Johnson & Wales University and Hong Kong Poly University.



## Learning Outcomes

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

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
- Redefine leadership and uncover the leadership energy to catalyse change and advance the 'doing well by doing good' agenda
- Operationalise the Steward Leadership Compass© to drive inclusive WIN-WIN-WIN prosperity
- Apply a stewardship-based governance model to promote innovation and accelerate sustainable growth
- 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
- Learn best practices from the best of the best steward leaders in action

## Who Should Attend

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

## 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

<https://exd.smu.edu.sg/short-courses/the-steward-leadership-advantage>

## Programme Fees

SGD 6,800 + prevailing GST\*\*

## Programme Dates

Run 5: 15–18 Sep 2025 (4 Days)

## Location

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

## Contact Us

For further enquiries:

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

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





## 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)

Stewardship Asia Centre (SAC) is a non-profit organisation dedicated to helping business and government leaders, investors, and individuals accelerate leadership action on environmental and social challenges through catalytic knowledge and advisory. We are part of the Temasek Trust ecosystem with a shared purpose of building a better future for every generation. Temasek Trust is the philanthropic arm of Singapore-based global investor Temasek Holdings.





## **SMU EXECUTIVE DEVELOPMENT**

Singapore Management University

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