

Classroom & Online Training

# MEETING THE ETHICAL CHALLENGES OF LEADERSHIP

Level: Intermediate

## PROGRAMME DESCRIPTION

In business, there are black and white situations where all the facts are known, and the answer is immediately apparent. However, there are also times when some issues are of darker shades of grey than others in which critical facts are unknown, your peers disagree on the best solution and you are uncertain on the next step. During these moments, it is easy to be paralysed as judgement is not easy.

Furthermore, judgement is particularly risky today because of the seductive power of analytical techniques. It is tempting to think if you can get the right information and use the right analytics, you can make the right decisions. But tools and techniques will not always give you the right answer. Nevertheless, when it comes to making critical judgment, we are fortunate that we can turn, not to the latest management theories but to much older source of thinkers, who over the centuries have wrestled with the big questions of human nature.

So, let us now commence a journey where your fellow 'sifus' include Aristotle, John Stuart Mills, Immanuel Kant, Adam Smith, Confucius, Lao Tzu, Prophet Muhammad (p.b.u.h), Sun Tzu, Ibn Rushd and Vivekananda, to name just a few. Over many centuries and across many cultures, they have emerged as those with serious responsibilities and have struggled with difficult problems. Their penetrating minds and compassionate spirits of human history can guide your organisation to navigate the greyest of grey areas.

We will explore how these ancient scholars have been guided to make decisions in grey areas by asking five critical thinking questions:

1. What are the core uncompromisable duties and obligations?
2. What are the various and ultimate consequences of an action?
3. What are the economic choices that benefit the nation and create wealth?
4. What really matters to the employer, the employee, the community and culture
5. What works in the real world?

## LEARNING OBJECTIVES

By the end of this programme, participants will be able to:

- Describe the five sources of power available to managers, and the ethical issues related to authoritarian and participatory leadership
- Examine office politics and how to ethically gain traction with peers
- Evaluate practical guidelines how to make ethical decisions that are fair and just
- Design and conduct employee performance appraisals that encourage ethical behaviour
- Examine how to discipline and forgive employees for major and minor ethical infractions

## PROGRAMME DELIVERY

- This one day (or two half-day for online delivery) programme can be delivered either via face-to-face classroom or webinar
- It is interactive using Kahoot, quizzes, polling and discussion of case studies in breakout areas/rooms

## PARTICIPANT PROFILE

Senior Executives, Managers, Senior Managers, Heads of Department and Division Heads in the capacity of managing sales force, operational planning, staff performance, strategic thinking and organisational culture.

## PROGRAMME OUTLINE

### Module 1: Ethical Leadership

- Role modelling and personal integrity
- Leadership style and exercise of power

### Module 2: Fostering Ethical Behaviours

- Holistic organisational goals
- Goal setting and stretch goals

### Module 3: Ethically Engaging & Empowering Employees

- Ways to ethically engage employees with their work tasks
- Empowering go-getters, fence-sitters and adversaries

### Module 4: Ethical Employee Performance Appraisal

- Design and conduct employee performance appraisals that encourage ethical behaviour
- Unethical behaviour, bullying and sexual harassment

### Module 5: Disciplining Ethical Violations

- Major and minor infractions
- Dealing with unethical employees

### Case Studies & Videos

Pragmatic business ethical decisions – lessons learned from the following case studies:

- Why sometimes “good” managers make bad ethical choices
- Is it ethical for banks to mandate employees to take COVID-19 vaccination?
- Dealing ethically with underperforming employees
- Implicit bullying and designing ethical KPIs
- When ethics, law and religion clash

## PROGRAMME DETAILS

**Dates:** 5 & 6 April 2021

**Duration:** 2 days (consisting of a 4-hour online webinar session each day)

**Time:** 9.00am – 1.00pm (15 mins. break)

**Training Platform:** Zoom

## PROGRAMME FEES

**MYR1,500\***

AICB Members

**MYR1,800\***

Non-AICB Members

*\*Subject to 6% Service Tax*

Note : This programme can also be delivered for in-house training

## ABOUT THE TRAINER



### **Director of Digital Banking / Senior Consultant, Asian Banking School**

Dr Vijay started his career working in one of the big 8 Chartered Accountants and Management Consultancy firms in the UK. He has over 20 years of banking experience working in local and foreign banks up to senior management level, ranging over a diverse range of disciplines. Being a Director of Graduate Training & FSTEP, Vijay is wearing more than one hat, as he is not only overseeing the newly established ABS Digital Banking Centre, but also spearheading the AML team in rolling out the first ever Certified in AML/CFT program (CAMCO) and the development of ABS Mobile Learning Platform and Executive Education Series.

He is currently involved in structuring bespoke technical and soft skill programmes for banks. In addition, he is a member of the AICB curriculum working committee for professional qualification programmes such as the Chartered Banker, Credit Certification and Bank Risk Management. He is also a designated Chartered Banker trainer, bringing a fresh approach to self-directed learning using mind-mapping techniques, case studies and problem-based learning. Dr Vijay has published banking and finance related textbooks and journal articles internationally, including, "Success Factors for the Implementation of Entrepreneurial Knowledge Management in Malaysian Banks" (Journal of Information & Knowledge Management, 2013).

He holds an Honours Degree in Accounting and Finance from Scotland, a Master of Science Degree in Multimedia Technology (Banking), a Doctor of Business Administration (Banking Strategy and Marketing) from Australia, and a Doctor of Philosophy (Knowledge Management in Banking) from Malaysia. He is also a Certified Training Professional (ARTDO) and an alumnus of the Cambridge Judge Business School Executive Education, a programme designed for leaders in the financial-related sectors, focusing on the topic of 'Leading into Digital Futures'.

Vijay is currently doing research in digital transformation, banking in the post Covid era and pursuing an entrepreneurship project with a leading financial institution.

## ABOUT ASIAN BANKING SCHOOL

The **ASIAN BANKING SCHOOL (ABS)** is dedicated to developing talent and is the largest specialised provider of quality banking training programmes in the ASEAN region.

As the industry's preferred partner in learning and development, ABS offers customised and open enrolment training programmes that cover a comprehensive list of banking areas developed by its Specialist Training Consultancy Team or in collaboration with strategic learning partners that includes some of the top business schools in the world. This includes its Executive Education programmes with Cass Business School in London, the University of Cambridge Judge Business School, the Frankfurt School and INSEAD.

ABS also works closely with the Asian Institute of Chartered Bankers in raising competency standards for the industry through the delivery of training workshops related to professional qualifications developed and awarded by the professional body; and is the exclusive training partner for the Chartered Banker Institute in the UK. It plays a significant role in enriching the talent pipeline for the financial services sector through the industry recognised Financial Sector Talent Enrichment Programme (FSTEP) and Graduate Training programmes; and is also responsible for designing, developing and delivering the industry-wide Ethics and AML/CFT programmes.

Published in 2021 by the Asian Banking School

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### CONTACT US

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