

International Corporate Governance

Introduction

Delivered by our partner Jasper International Academy, the learning department of Jasper Global Corporation an International Human Capital Performance Improvement Company. Jasper International Academy is based in London UK, Dubai, Singapore and Hong Kong.

Jasper International Academy is the strategic educational arm through which, all international developmental programmes are facilitated in multiple occupational sectors on a worldwide basis.

“The concept of corporate governance has been attracting international public attention for quite some time, more especially after the financial crisis of 2008. It has been finding wide acceptance for its relevance and importance to industry and economies. It contributes not only to the efficiency of business enterprises, but also, to the growth and progress of a country's economy.”

The financial crisis of 2008 revealed severe shortcomings in corporate governance at a regulatory level and at a corporate level. When most needed, existing standards failed to provide the checks and balances that companies need in order to cultivate sound business practices.

This course gives you an overview of the regulation, frameworks and principles behind good corporate governance policy and practice. The aim is to give you an understanding of core governance debates and issues, practical advice on compliance and familiarity with accepted best practice.

Towards better corporate governance: In 2008, the OECD launched an ambitious action plan to develop a set of recommendations for improvements in priority areas such as remuneration, risk management, board practices and the exercise of shareholder rights. These recommendations also address how the implementation of already-agreed standards can be improved. The case studies we use in this course demonstrate how regulation was circumvented and high risk structures and policies adopted.

In the wake of the deadline set to January 1, 2020 by the Federal Reporting Council (FRC) of Nigeria for the adoption and compliance of the Nigerian Code of Corporate Governance 2018, it has become necessary that companies comply especially with its application, as they draft their annual reports for financial year's ending after the aforementioned date (January 1,2020).

This makes this programme stand out, as participants will learn how to practically apply this code as they draw up their end of year financials and also other important issues with respect to the code.

Programme Aim

- I. The Corporate Governance Programme equips potential and employed executives and professionals who currently serve or are interested in serving on corporate boards with the knowledge required to excel as stewards of shareholders that promote long-term and sustainable value creation.



- II. Drawing on thought leadership from world-renowned experts and leading practicing directors, this programme integrates global research with a deep understanding of the emerging issues that boardrooms face.
- III. A unique aspect of the programme is that one day is entirely devoted to emerging issues in the field of corporate governance, such as CEO succession plans, shareholder activism, the disruptive impact of technology and cyber risk, and the topic of diversity and inclusion.
- IV. To gain new insights and the sharpened skill set needed to serve effectively.

Objectives

To embed the principles of good business governance and to provide an understanding of the following important areas:

1. Shareholders and Stakeholders
 - Stakeholder groups
 - Guidance on shareholders' and stakeholders' interests
 - Roles of shareholders and stakeholders
2. The Role of Institutional Investors in Corporate Governance
 - Influence of institutional investors
 - Stewardship □ Development of guidance on institutional investors' responsibilities
 - Private equity and sovereign wealth funds (SWFs)
 - Tools of corporate governance
 - Corporate governance and corporate performance
3. Socially Responsible Investment (SRI)
 - Strategies for SRI
 - Institutional investors' policies
 - International guidance
 - CSR indices
 - Corporate social responsibility (CSR)
 - The impact on shareholder value
4. Directors and Board Structure
 - Unitary board versus dual board
 - Role, duties, and responsibilities
 - Chief executive officer (CEO), chairperson, senior independent director, and company secretary
 - Board subcommittees
 - Remuneration, nomination, risk, and ethics committees
 - Non-executive directors
 - Director evaluation



- Succession planning
- Board diversity

5. Directors' Performance and Remuneration

- The directors' remuneration debate
- Key elements of directors' remuneration
- Role of the remuneration committee and remuneration consultants
- Performance measures
- Remuneration of non-executive directors
- Disclosure of directors' remuneration
- International guidance on executive remuneration
- 'Say on pay'

How Companies Benefit

This course is aimed at educating employees on the laws, regulations and company policies that apply to their day-to-day job responsibilities. The course is intended to give you the ability to achieve the key compliance goals of:

- Avoiding and detecting violations by employees that could lead to legal liability for the organization; Creating a more hospitable and respectful workplace; and Laying the groundwork for a partial or complete defence in the event that employee wrongdoing occurs.

In addition, you will be exposed to :

- I. An overview of current thinking and developments in the field of corporate governance.
- II. The ability to administer effectively corporate affairs within an organisation and to contribute to corporate performance at a senior level.
- III. Understanding the interrelationship between management, finance, law and ethics in the field of corporate governance.
- IV. An understanding of ethics and values in the business community and the relationship to corporate governance
- V. A sound grounding in the key components of corporate governance, which will in turn enhance their ability to operate at more senior levels of organisations.

Training Methodology:

The training methodology is highly interactive and participative with business case studies and role play; presentations and discussion groups, analysing and discussing real life dilemmas.

Who Should Attend?

- Heads of organisations, chief officers, chairpersons, board members and directors.



- Those who wish to explore some of the more challenging aspects of corporate governance in the 21st century
- Professionals, practitioners, and management
Those employed in the corporate and investment sectors, as well as public, voluntary, and nonprofit organisations who wish to place much more emphasis on good governance
- Those who wish to understand the development of corporate governance in the last twenty-five years and its importance
- Strategic or Operational and Specialist Managers, including Company Secretaries and Executives
- Anyone interested in finding out about international business corporate governance
- Legal departments and practitioners who want to update their understanding or who are new to their role and need to know about international compliance
- Employees, particularly managers, wanting to understand how organisations can put governance and ethical commitments into practice
- Those who have responsibility for producing and implementing governance policies and procedures
- Other professionals interested in financial performance
- Senior managers/Board members requiring an understanding of Corporate Governance

Programme Schedule:

Day One

- What is Corporate Governance
- The difference between shareholders and stakeholders.
- The various different stakeholder groups.
- An overview of the way that shareholders and stakeholders are provided for in various corporate governance codes and guidelines.
- The roles that shareholders and stakeholders can play in companies and the development of corporate governance.
- Who institutional investors are.
- The growing influence of institutional investors and why they are increasingly interested in corporate governance.
- The importance of institutional investors' relationships with their investee companies and the role of stewardship.
- The 'tools of governance' that institutional investors have available to them. □ How to assess the potential impact of corporate governance on corporate performance.

Day Two

- The origins of socially responsible investment.
- The different approaches that may be used for socially responsible (ethical) investment.
- The role of institutional investors in socially responsible investment.
- The different ethical indices that may be used to assess performance of socially responsible funds.



- The evidence analysing the performance of socially responsible investment funds.
- The distinction between unitary and dual boards.
- The roles, duties, and responsibilities of directors.
- The rationale for key board committees and their functions.
- The criteria for independence of non-executive (outside) directors.
- The role and contribution of non-executive (outside) directors.

Day Three

- The importance of board evaluation, succession planning, and board diversity.
- The main features of the directors' remuneration debate.
- The key elements of directors' remuneration.
- The role of the remuneration committee in setting directors' remuneration.
- The different measures used to link directors' remuneration with performance.
- The disclosure requirements for directors' remuneration.
- Possible ways of evaluating directors.

Emotional & Social Intelligent Leadership for Strategic Leaders

Introduction

When you think of a "perfect leader," what comes to mind?

You might picture someone who never lets his temper get out of control, no matter what problems he's facing. Or you might think of someone who has the complete trust of her staff, listens to her team, is easy to talk to, and always makes careful, informed decisions.

These are qualities of someone with a high degree of emotional intelligence

In this programme, we'll look at why emotional intelligence is so important for leaders – and how you, as a leader, can improve yours.

Emotional intelligence or EI is the ability to understand and manage your own emotions, and those of the people around you. People with a high degree of emotional intelligence know what they're feeling, what their emotions mean, and how these emotions can affect other people.

For leaders, having emotional intelligence is essential for success. After all, who is more likely to succeed – a leader who shouts at his team when he's under stress, or a leader who stays in control, and calmly assesses the situation?

According to Daniel Goleman, an American psychologist who helped to popularize emotional intelligence, there are five key elements to it:



1. Self-awareness. 2. Self-regulation. 3. Motivation. 4. Empathy. 5. Social skills.

The more the leader manages each of these areas, the higher their emotional intelligence.

Programme Aim

Success at work is due to many things including self-awareness, managing one's emotions, picking up on non-verbal signals and building effective, working relationships.

- Understanding human behaviour, by understanding our own emotional reactions and the emotional triggers of others.

Objectives

- I. Emotional Intelligence and the BEQ Model
- II. The role and distinction between Emotions and feelings in decision-making.
- III. To understand internal states and disruptive emotions.
- IV. Leadership styles
- V. How to respond to change
- VI. Learn how to motivate teams
- VII. The most critical elements of EQ that impact effectiveness
- VIII. Establish you EQ level
- IX. Strategies and techniques for using behavior to improve EQ
- X. Lessons for applying EQ at work — including leadership, sales, and teams

How Companies Benefit

Our training workshops focus on developing staff capability and building effective relationships at work which is important to fully utilize human capital. With the relationship with a manager being the most common reason for employees to leave, getting to know and understand your team has never been more important.

With the rise of cross functional project teams, those who do not directly manage staff increasingly have to form good working relationships across other parts of an organization.

Our Leadership Training workshops on Emotional Intelligence will improve initiative, empathy, and adaptability and influencing skills as attendees, explore new ways of handling and understanding interpersonal relationships and the motivation of others.

Training Methodology

The training methodology is highly interactive and participative with business case studies and role play; presentations and discussion groups, analysing and discussing real life dilemmas.

Organizational Impact



Emotionally Intelligent people will always regulate their own emotions and definitely understand and manage the emotions of others in an appropriate manner. At the workplace, managerial level people have to deal with employees to get the work done as well as to do the work. Today, most of the organizations are recognizing the influence and importance of Emotional Intelligence on the employee performance.

EQ affects the everyday decisions employers make, such as promoting, hiring and firing employees.

Nearly three-quarters (71%) of hiring managers surveyed by Career Builder in 2011 said they valued an employee's EQ over their IQ. A further three-quarters (75%) said they would be more likely to promote an employee with high emotional intelligence. More than half (59%) said they wouldn't hire a candidate with a high IQ and low EQ.

Employers may also use EQ as part of their assessment of which employees have leadership potential, or who is next in line for a pay rise or promotion. Writing for Forbes in 2014, Travis Bradberry, author of Emotional Intelligence 2.0, said that "Of all the people we've studied at work, we've found that 90% of top performers are also high in emotional intelligence. On the flip side, just 20% of bottom performers are high in emotional intelligence. You can be a top performer without emotional intelligence, but the chances are slim."

Personal Impact

Being able to relate behaviors and challenges of emotional intelligence on workplace performance is an immense advantage in building an exceptional team. One of the most common factors that lead to retention issues is communication deficiencies that create disengagement and doubt.

A leader lacking in emotional intelligence is not able to effectively gauge the needs, wants and expectations of those they lead. Leaders who react from their emotions without filtering them can create mistrust amongst their staff and can seriously jeopardize their working relationships.

Reacting with erratic emotions can be detrimental to overall culture, attitudes and positive feelings toward the company and the mission. Good leaders must be self-aware and understand how their verbal and non-verbal communication can affect the team.

To help understand the emotional intelligence competencies required for effective leadership, we help delegates determine where you stand on the below elements.

Self-Assessment: This can be defined as having the ability to recognize one's own emotions, strengths, weaknesses, values and drivers and understanding their impact on others.

Without reflection we cannot truly understand who we are, why we make certain decisions, what we are good at, and where we fall short. In order to reach your maximum potential, you must be confident in who you are, understanding the good with the bad. Those that have a strong understanding of who they are and what they want to work on, can improve themselves on a regular basis.

Self-regulation: Also known as discipline. This involves controlling or redirecting our disruptive emotions and adapting to change circumstances in order to keep the team moving in a positive direction.



Leaders can't afford to lose their cool. Being calm is contagious, as is panic. When you take on a leadership role you can no longer afford to panic when things get stressful. When you stay calm and positive you can think and communicate more clearly with your team.

Empathy and Compassion: Empathy is the ability to put yourself in someone else's shoes and understand how they may feel or react to a certain situation. When one has empathy, the capacity to feel compassion is open. The emotion that we feel in response to suffering that motivates a desire to help.

The more we can relate to others, the better we will become at understanding what motivates or upsets them.

Relationship Management: You can't make deep connections with others if you're distracted. Many of us have families, other obligations, and a crazy to-do list, but building and maintaining healthy and productive relationships is essential to one's ability to gain higher emotional intelligence.

You must have the ability to communicate effectively and properly manage relationships in order to move a team of people in a desired direction.

Effective Communication: Studies show that effective communication is 7% the words we say and 93% tone and body language.

Misunderstandings and lack of communication are usually the basis of problems between most people. Failing to communicate effectively in a workplace leads to frustration, bitterness, and confusion among employees. Effective communication can eliminate obstacles and encourage stronger workplace relationships. When employees know their role within a company and understand how they benefit the overall direction and vision, there is a sense of value and accomplishment. Good communication results in alignment and a shared sense of purpose.

Emotional intelligence is a powerful tool critical for exceeding goals, improving critical work relationships, and creating a healthy, productive workplace and organizational culture.

Competencies Emphasized

- **Emotional Self-Awareness:** The ability to understand our own emotions and their effects on our performance.
- **Emotional Self-Control:** The ability to keep disruptive emotions and impulses in check and maintain our effectiveness under stressful or hostile conditions.
- **Achievement Orientation:** Striving to meet or exceed a standard of excellence; looking for ways to do things better, set challenging goals and take calculated risks.
- **Positive Outlook:** The ability to see the positive in people, situations, and events and persistence in pursuing goals despite obstacles and setbacks.
- **Adaptability:** Flexibility in handling change, juggling multiple demands, and adapting our ideas or approaches.
- **Empathy:** The ability to sense others' feelings and perspectives, taking an active interest in their concerns and picking up cues about what others feel and think.



- Organizational Awareness: The ability to read a group's emotional currents and power relationships, identifying influencers, networks, and organizational dynamics.
- Influence: The ability to have a positive impact on others, persuading or convincing others in order to gain their support.
- Coach and Mentor: The ability to foster the long-term learning or development of others by giving feedback, guidance, and support.
- Conflict Management: The ability to help others through emotional or tense situations, tactfully bringing disagreements into the open and finding solutions all can endorse.
- Inspirational Leadership: The ability to inspire and guide individuals and groups towards a meaningful vision of excellence, and to bring out the best in others.
- Teamwork: The ability to work with others towards a shared goal; participating actively, sharing responsibility and rewards, and contributing to the capability of the team.

Who Should Attend?

The programme is designed for:

- Any individual in business, government, education, social aid and the military
- Anyone who is asked to lead and manage an organization, division, department or team will return to work prepared and skilled to tackle the toughest leadership assignments
- Those responsible for: developing and implementing strategies, initiating and managing change, improving operational performance, creating and leading high performance teams and demonstrating empowering leadership

Programme Schedule:

Day One

- Introduction to EQ and IQ
- EQ, IQ and Social Intelligence
- The Principles and Concepts of Emotional Intelligence
- Self-Awareness and Self-Management
- Social Awareness: The impact of Emotional Intelligence on Life and Work Interactions
- Understand the 4 pillars of EI.
- Recognise the key EI skills.
- Learn your positive triggers. What motivates you
- Be aware of the history of EI and the basic physiology of the brain.
- Learn your own triggers. What makes you react more emotionally.
- Understand how your emotions change under stress.
- Read non-verbal language more effectively.

Day Two



- Emotional Intelligence in Relationship Development and Management
- The Role of Emotional Intelligence in Life and Work situations
- The Personal Emotional Blueprint
- Develop a better rapport with individuals.
- Be more aware of others' motivations and styles and learn to appreciate their difference.
- Learn basic coaching skills to better understand people and their needs and goals.
- Manage and work with people more effectively by respecting and understanding their emotions.
- Adapt to how others thinking and what different perspectives they have.
- Use a conversation model to encourage more emotionally effective conversations.

Facilitator Profile



Dr Marshall Potts

Phd - MSc - B.A M Inst LM – MCIPD – MIBC - MIMC

With an extensive career in education and organisational improvement, Marshall sits in a privileged role as Chairman of Jasper Global Corporation, which comprises of a Number of companies in the United Kingdom, Middle East and East Asia.

With a Phd in Organizational Psychology and extensive experience in Occupational Psychology, a Masters in International Human Resources and a B.A in Business Administration, Marshall is a dedicated leader development specialist, with extensive experience of Human Capital and Knowledge Management, Organizational and Personal Development and with over thirty years' experience in the Commercial, Public and Higher Educational Sectors.

He is a member of the British Psychological Society, the American Psychological Society and The Institute for Leadership and Management he also sits on the British Psychological Society Psychological Testing Centre (PTC) (Registration Number T6413).

Currently leading Jasper Global Corporation; which comprises of Jasper International Academy; Jasper International Consulting.



Marshall is a powerful business driver whose entrepreneurial instincts and clarity of vision have carried his companies through rapid and continuous growth.

He holds many different technical and academic qualifications including business and psychology, in a range of professionally relevant disciplines.

He speaks and / or writes 5 languages of which 3 are computer coding languages.

Marshall's success formula for excellence in execution:

80% Execution (do it) | 15% Position (stick to it) | 5% Strategy (plan it)

Guided by this formula, Marshall has led his companies to breakthrough results.

Marshall is distinguished by his passion for business, his focus on collaborative team-building, and his commitment to meeting customer and market demands. His contagious enthusiasm instills him and his team members with extraordinary energy and dedication in an environment where creativity and innovation are encouraged. Marshall does not just set out ambitious goals ... he motivates people to deliver.

A dynamic public speaker, Marshall is a sought-after presenter at meetings and conferences for the leadership, investment, banking and cyber security industries. He transmits key concepts in Business Innovation supported by smart adoption of technology—with emphasis on revenue opportunities & impact, efficiency, enhanced client delegate experience, and new business opportunities. Marshall's presentations engage top management including Onboard Revenue VPs and Executives; CIO & IT Managers; and Marketing & Product Managers; as well as IT, Communication & Technology, HR and Health Care Departments.

Career History Overview UK and International Commercial Training and Consultancy Exposure:

- Food Drink Hospitality and Tourism
- Health and Care Sector
- Oil, Gas and Energy Sector
- Investment Securities and Banking
- Cyber Security
- Public Administration and Educational Organisations
- Logistics and Freight Movement
- Telecommunications

Working internationally: Africa, Middle East, Asia, UK and Europe.

