



Harvard Business School Executive Education



Navigating the Future: Leading Financial Institutions in an Era of Innovation and Transformation

A Custom Executive Development Program for Banking and Finance
Executives that are part of the Kuwait Institute of Banking Studies



January 13 - 18, 2024
W Dubai - The Palm
Dubai, UAE



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Business
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Navigating the Future: Leading Financial Institutions in an Era of Innovation and Transformation

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2024 PROGRAM

From the deployment of generative AI to the green transition, the competitive landscape in financial services is rapidly changing.

Leaders need new tools and a broad perspective to take advantage of emerging opportunities, manage emerging risks, and effectively manage high-performing, diverse teams. With that challenge in mind, Harvard Business School and the Kuwait Institute of Banking Studies are offering a one-week executive education program, designed specifically to support the development of senior leaders in the banking and finance sector in the GCC countries.

Program duration: Saturday, January 13 - Thursday, January 18, 2024
Location: W Dubai - The Palm, Dubai, UAE
Daily program activity: 8 AM - 5 PM

Each day includes a Discussion Group meeting and four highly interactive plenary sessions led by Harvard Business School faculty.

WHO SHOULD ATTEND?

This program targets banking and finance executives in public and private sector organizations, identified as a high potential prospect for promotion to a more senior role in their organization. Participants should have a level of authority over teams, major initiatives, or business units, with a minimum of seven years in a leadership role and at least three direct reports. The program is taught in English, so participants should be comfortable speaking and reading in English.

WHAT TO EXPECT

HBS uses a proven case-study method. Participants should expect to dedicate time in advance of the program, typically a minimum of twenty hours, to reading and preparing cases. Cases, articles, and assignment questions will be available through a dedicated program website approximately four weeks prior to the start of the program and should be reviewed in advance of the program. During the program, participants will be actively involved in case discussions, lectures and simulations. The program has an intensive and all-day schedule, and its success relies on the commitment and active engagement of each participant.

PROGRAM OBJECTIVES

Through real world case studies, simulations, and interactive lectures from world's leading scholars, participants will discover actionable insights in areas including the following:

Deep Domain Knowledge for Leadership in a Rapidly Changing Industry

- o Explore the implications of the global growth of ESG investing for you and your organization.
- o Learn how and where to best employ emerging tools such as Generative AI and machine learning.
- o Managing risks in data-driven manner.
- o Emerging opportunities in FinTech.
- o Promoting Successful Digital Transformation.

Further Developing Your Skills as an Exceptional Leader:

- o Leading and building a culture of innovation that enables organizational transformation.
- o How AI will change how your teams, how organizations are structured, and how you lead.
- o Personalized training to enhance communication and leadership in high-pressure, high-profile situations.
- o How to support diverse talent collaboration and get the most out of cultural difference.
- o Building and strengthening high-performing teams.
- o Leading and building a culture of innovation that enables organizational transformation.
- o How AI will change how your teams, how organizations are structured, and how you lead.
- o Personalized training to enhance communication and leadership in high-pressure, high-profile situations.
- o How to support diverse talent collaboration and get the most out of cultural difference.
- o Building and strengthening high-performing teams.



Overall Approach

HBS programs utilize proven methods:

- Practical Value, providing tools, techniques, frameworks and ideas that can be put to use back at work
- Application of new research and best practices from financial services and other industries in other countries to the context of managing in the banking and finance sector
- High-energy teaching methods to engage program participants with different learning styles

Curriculum

The program focuses on two primary themes:
Financial markets strategy and leadership.

Financial Markets Strategy

Faculty will equip participants with concepts and tools for successful leadership in a rapidly changing financial landscape. The teaching faculty include leading global experts in finance and technology. Topics covered in depth include how financial institutions can take advantage of opportunities and manage risks associated by an increasing global emphasis on environmental sustainability; and how to compete with new technologies, and how to lead successful digital transformation.

While cases will cover the emerging trends and the latest technologies, the central lens will be the role of senior management in promoting organizational success.

Leadership

A rapidly evolving financial landscape requires excellent strategic leadership. Successful execution depends on leaders who can align all elements of the organization - the formal structure, critical tasks, people, and culture. With fresh research-based insights, faculty will engage participants in how they can both transform their own personal leadership, and in turn, transform teams and their broader organization. Through real life cases, experiences, and simulations, faculty will engage participants with tools and approaches that will impact the performance, innovation, and culture of their organization.

Core Program Elements

Program website: Approximately four weeks before the program, participants access a private HBS website containing the program schedule, faculty biographies and downloadable versions of pre-reading materials. Participants are expected to read and prepare all case materials before the program begins. The website is open for 60 days after the program to allow continued access to materials, including any new items posted during the program.

Discussion Groups: Each day begins with discussions in small groups comprised of approximately six participants. Discussion Groups will meet in assigned meeting rooms at the start of each day of the program to exchange preliminary ideas, test assumptions and possible solutions and “warm-up” for plenary class discussions. Discussion Groups are encouraged to meet in advance of the program.

Discussion Group Leaders: This important role is responsible for ensuring their Discussion Group fully prepares for the upcoming case discussion. IBS, with member bank input, will appoint Discussion Group Leaders.

Daily Schedule: Each day will include four 90-minute sessions with faculty, two in the morning and two in the afternoon. The first day begins with a welcome and program overview session, and the last day ends with a single afternoon closing session. There are meal breaks and a morning and afternoon break time every day.

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Saturday, Jan 13	Sunday, Jan 14	Monday, Jan 15	Tuesday, Jan 16	Wednesday, Jan 17	Thursday, Jan 18
7:00 AM - 8:00 AM Breakfast	7:00 AM - 8:00 AM Breakfast	7:00 AM - 8:00 AM Breakfast	7:00 AM - 8:00 AM Breakfast	7:00 AM - 8:00 AM Breakfast	7:00 AM - 8:00 AM Breakfast
8:00 AM - 9:00 AM Welcome and Program Overview Eng. Rana Alnibari Prof. Shawn Cole	8:00 AM - 9:00 AM Discussion Groups	8:00 AM - 9:00 AM Discussion Groups	8:00 AM - 9:00 AM Discussion Groups	8:00 AM - 9:00 AM Discussion Groups	8:00 AM - 9:00 AM Discussion Groups
9:30 AM - 10:30 AM Discussion Groups	9:00 AM - 10:30 AM Leading Innovation Case: Mastercard Prof. Linda Hill	9:00 AM - 10:30 AM Leadership and Teamwork Simulation Prof. Linda Hill	9:00 AM - 10:30 AM AI in Decision Making Case: ReUp Education Prof. Feng Zhu	9:00 AM - 10:30 AM Communicating with Impact Workshop Dramatic Resources	8:30 AM - 10:00 AM International Finance Corporation Gender Bonds Case: Making Impact Investing Markets: IFC Prof. Shawn Cole
10:30 AM - 11:00 AM Break	10:30 AM - 11:00 AM Break	10:30 AM - 11:00 AM Break	10:30 AM - 11:00 AM Break	10:30 AM - 11:00 AM Break	10:00 AM - 10:30 AM Break
11:00 AM - 12:30 PM Sustainable Finance: Shareholder Activism Case: Engine #1 Prof. Shawn Cole	11:00 AM - 12:30 PM Leadership and Teamwork Simulation Prof. Linda Hill	11:00 AM - 12:30 PM Leading Innovation Case: Raja Al Mazouei at the DIFC FinTech Hive Prof. Linda Hill	11:00 AM - 12:30 PM Digital Innovation Case: Tech with a Side of Pizza - How Domino's Rose to the Top Prof. Feng Zhu	11:00 AM - 12:30 PM Communicating with Impact Workshop Dramatic Resources	10:30 AM - 12:00 PM Harnessing the Tools of FinTech to create Value for Your Customers and Your Firm Interactive Lecture Prof. Shawn Cole
12:30 PM - 1:30 PM Lunch	12:30 PM - 1:30 PM Lunch	12:30 PM - 1:30 PM Lunch	12:30 PM - 1:30 PM Lunch	12:30 PM - 1:30 PM Lunch	12:00 PM - 1:30 PM Closing Session Prof. Shawn Cole
1:30 PM - 3:30 PM Exploring the Impact of Leadership Style and Development Case: Coaching Makena Lane Prof. Ethan Ber nstein	1:30 PM - 3:30 PM How AI Will Change Collaboration Structures Case: Valve Prof. Ethan Ber nstein	1:30 PM - 3:30 PM Data-Driven Innovation Case: Ant Group Prof. Feng Zhu	1:30 PM - 3:30 PM Innovation and Transformation Interactive Lecture Prof. Feng Zhu	1:30 PM - 3:30 PM Communicating with Impact Workshop Dramatic Resources	
3:00 PM - 3:30 PM Break	3:00 PM - 3:30 PM Break	3:00 PM - 3:30 PM Break	3:00 PM - 3:30 PM Break	3:00 PM - 3:30 PM Break	
3:30 PM - 5:00 PM Developing Managers and Building a Culture of Candor Case: Candor at Clever Prof. Ethan Ber nstein	3:30 PM - 5:00 PM Transforming Organizations Interactive Lecture Prof. Ethan Ber nstein	3:30 PM - 5:00 PM Sustainable Finance Case: Ford Green Bond Prof. Shawn Cole	3:30 PM - 5:00 PM Cyber Security(I) Case: SolarWinds Confronts Sunburst Prof. Shawn Cole	3:30 PM - 5:00 PM Cyber Security(III) Simulation Prof. Shawn Cole	
Case Preparation	Case Preparation	Case Preparation	Case Preparation	Case Preparation	12:30 PM - 1:30 PM Lunch

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Dubai



PROGRAM CERTIFICATES

This is a Harvard Business School Executive Education program. The program adheres to the school's standards for Executive Education Programs that provide rigor and quality in the learning experience. Participants who successfully complete the program will receive a Harvard Business School Executive Education certificate of program completion.

HBS FACULTY NAMES AND BIOGRAPHIES

Only HBS Faculty teach in our Executive Education programs. Three communication workshops are facilitated by our trusted partner Dramatic Resources, who participates in several HBS Executive Education programs. The following faculty will be included in the IBS program.



Shawn Cole is a professor in the Finance Unit at Harvard Business School, where he teaches and conducts research on financial services, social enterprise, and impact investing.

Much of his research examines corporate and household finance in emerging markets, with a focus on insurance, credit, and savings. He has also done extensive work on financial education in the US and emerging markets. His recent research focuses on designing and delivering advice and education over mobile phones, with an emphasis on agricultural and financial management.

He received a Ph.D. in economics from the Massachusetts Institute of Technology in 2005, where he was an NSF and Javits Fellow, and an A.B. in Economics and German Literature from Cornell University. His work on insurance earned the 2015 "Shin Research Excellence Award;" in 2015, he was given a "Faculty Pioneer Award" from the Aspen Institute.



Shawn A. Cole

John G. McLean

Professor of Business Administration- HBS
One of the top experts in financial services

Linda Hill is a professor at Harvard Business School and chair of the Leadership Initiative. She is regarded as one of the top experts on leadership and innovation. She is the co-author of *Collective Genius: The Art and Practice of Leading Innovation* (Harvard Business Review Press 2014), co-founder of Paradox Strategies, and co-creator of the Innovation Quotient and re:Route. She was named by Thinkers50 as one of the top ten management thinkers in the world in 2013 and received the Thinkers50 Innovation Award in 2015.

Hill's research focuses on leadership development, building agile, innovative organizations, and implementing global strategies. She is the author of highly regarded books and articles on leadership. *Collective Genius* was named by Business Insider as one of "The 20 Best Business Books" and received the Gold Medal for Leadership, Axiom Business Book Award. Linda completed a post-doctoral research fellowship at the Harvard Business School and earned a Ph.D. in Behavioral Sciences at the University of Chicago. She received her M.A. in Educational Psychology from the University of Chicago. She has a B.A., summa cum laude, in psychology from Bryn Mawr College.



Linda A. Hill

Wallace Brett Donham

Professor of Business Administration-HBS
One of the top experts on leadership and innovation

Ethan Bernstein is an associate professor in the Organizational Behavior unit at Harvard Business School. Prior to joining the faculty, Professor Bernstein spent a half-decade at the Boston Consulting Group in Toronto and Tokyo. Tapped by Elizabeth Warren, he then spent two years in executive positions at the Consumer Financial Protection Bureau.

His research studies the impact of workplace transparency – the observability of employee activities, routines, behaviors, output and/or performance – on productivity, with implications for leadership, collaboration, organization design, and new forms of organizing. His focus is inward on developing oneself as a leader and also outward on managing human capital.

Professor Bernstein earned his doctorate in management at Harvard, where he also received a JD/MBA degree. While a doctoral student, he was a Kauffman Foundation Fellow in Law, Innovation, and Growth, and he remains a member of the New York and Massachusetts Bar Associations. He holds an AB in Economics from Amherst College, which included study at Doshisha University in Kyoto.



Ethan S. Bernstein

Edward W. Conard

Associate Professor of Business Administration

Feng Zhu is a professor in the Technology and Operations Management unit at Harvard Business School. He is an expert on platform strategy, digital transformation, and innovation.

Professor Zhu has worked with many leading companies including Alibaba, ByteDance, Facebook, Microsoft, Uber, Abbott, China Construction Bank, Procter & Gamble, Atos, and Ernst & Young. He serves as an advisor to several startup firms. His research has also been relied upon by antitrust regulators in several countries.

Professor Zhu earned his Ph.D. in science, technology and management and a master's in computer science at Harvard University. He did his undergraduate work in computer science, economics, and mathematics at Williams College. He is the first faculty who grew up in China to have been promoted to full professor with tenure in the history of Harvard Business School.



Feng Zhu

MBA Class of 1958

Professor of Business Administration

Project Managers



William H. (Bill) Murphy

“Director Custom Programs.”



Eng. Suha Isaac

MBA, CLO
Head - Training Department
Institute of Banking Studies

Participants

The program is aimed at upper and middle level executives that are typically in department head roles.

Registration

Submit **nomination forms** on the following link:

<https://kafaakw.org/hedp2024/>

From the **Kuwaiti Banks,**

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