

**Harvard
Business
School**
Executive
Education



Strategic Leadership in the Age of Financial Sustainability

A Custom Executive Development Program for Banking and Finance Executives



April 12 - 17, 2025
Four Seasons Hotel - Kuwait



Strategic Leadership in the Age of Financial Sustainability

2025 PROGRAM

From digital innovation to sustainability, the banking industry is changing faster than ever, and the challenges and opportunities of the post-pandemic era are putting leaders under even more pressure to succeed. It is critical for leaders to evaluate and reflect on their business, and their approach to leadership, to ensure the best outcomes in markets with shifting financial technologies, regulatory structures and market volatility. 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.

The program will run **Saturday, April 12, 2025 to Thursday, April 17, 2025, in Kuwait City.** Daily program activity starts at 8:00AM and ends at 5:00PM. 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 who are top leaders in their organization. Participants should have a level of authority over teams, major initiatives, or business units, and should be identified by their organization as a prospect for promotion to even more senior roles.

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 workshops. The program has an intensive and all-day schedule, and its success relies on the commitment and active engagement of each participant.

PROGRAM OBJECTIVES

After attending this program, participants will be able to:

Anticipate and respond quickly and effectively to strategic opportunities and threats in financial markets, including:

- Using new technologies and competing with fin tech disruptors
- Understanding the risks and appropriate responses to cyber threats
- Managing and leading digital innovation
- Understanding and managing investor concerns around ESG and sustainability

Better understand the challenges faced today by senior financial executive and way to address these challenges with topics that explore:

- Leader development through experiences
- Disruptive leadership techniques
- Leading and building a culture of innovation that enables transformation

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. This will include cutting-edge technologies, and understanding how to compete with FinTech disruptors. Faculty includes leading global experts in finance, innovation management and product development. The critical role of leadership and management in formulating and implementing strategy to address these challenges will be examined throughout the sessions.

Leadership

Digital transformation in the financial sector 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 the broader organization. Through real life cases and life experiences, 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. KIBS, 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.

Discussion Group Meeting	8:00 – 9:00 am
Session 1	9:00 – 10:30 am
Break	10:30 – 11:00 am
Session 2	11:00 am – 12:30 pm
Lunch	12:30 – 1:30 pm
Session 3	1:30 – 3:00 pm
Break	3:00 – 3:30 pm
Session 4	3:30 – 5:00 pm

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.

2025 Faculty

HBS faculty, that will be participating in KIBS 2025. Listed by order of appearance in the program, below are their name and faculty position, school unit, and areas of expert. The following pages give more details on each faculty member.



Shawn A. Cole

John G. McLean Professor of Business Administration

Finance
Financial Services
Impact Investing
Financial technology
Microfinance



Lakshmi Ramarajan

Diane Doerge Wilson Professor of Business Administration

Organizational Behavior
Organizational Behavior
Diversity Management
Social Change



Feng Zhu

MBA Class of 1958 Professor of Business Administration

Technology and Operations Mgt
Business Model Innovation
Digital and AI Transformation
Competitive Strategy



Hise O. Gibson

Senior Lecturer of Business Administration

Technology and Operations Mgt

Shawn Cole is the John G. McLean Professor in the Finance Unit at Harvard Business School, where he teaches and conducts research on financial services, impact investing, and Social Enterprise. He serves as faculty chair of the Social Enterprise Initiative.

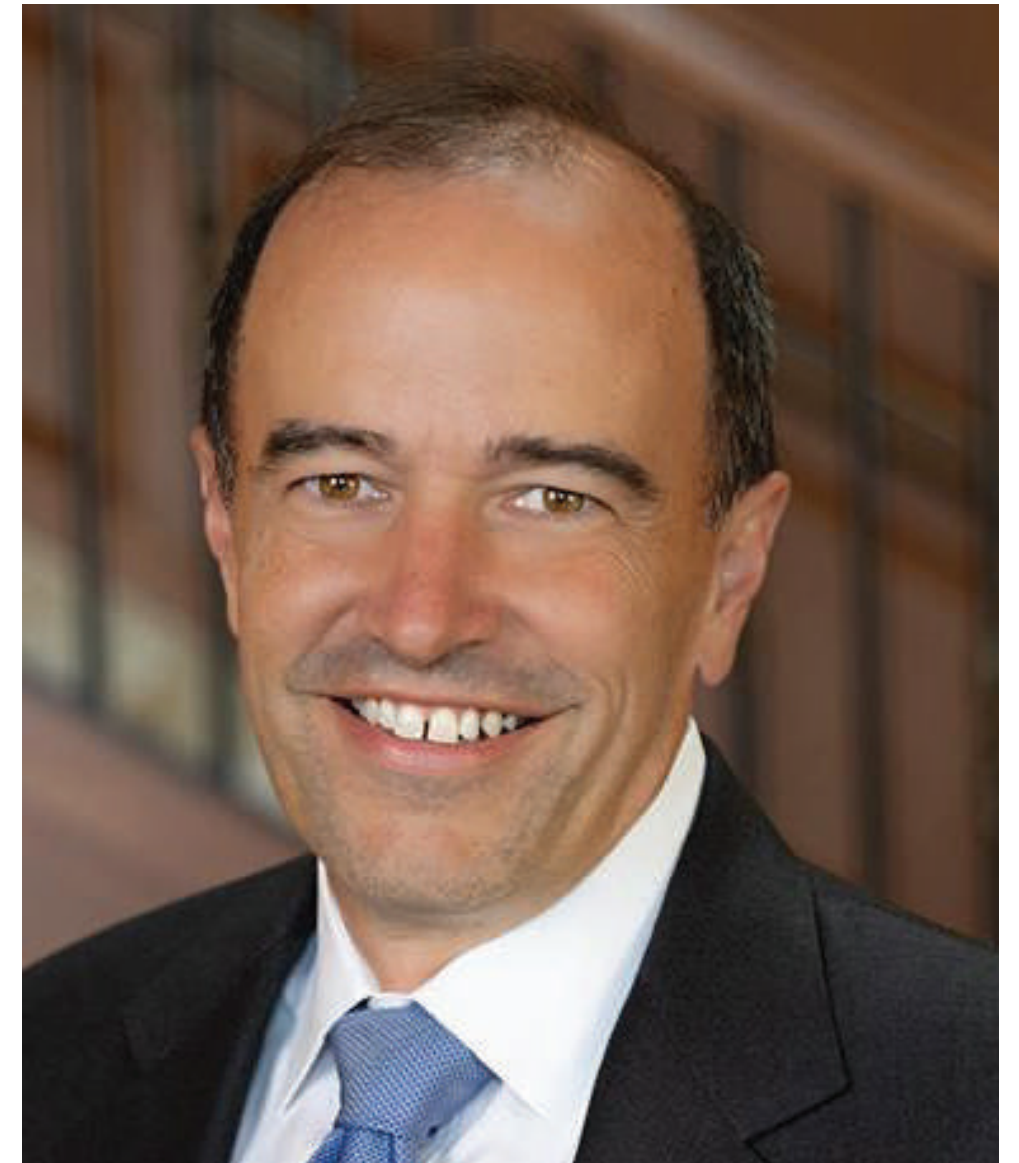
Much of his research examines corporate and household finance in emerging markets, with a focus on insurance, credit, and savings. He has also done extensive work on financial education in the US and emerging markets. His recent research focuses on designing and delivering advice and education over mobile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

He has worked in China, India, Indonesia, South Africa, and Vietnam. He is an affiliate of the National Bureau of Economic Research, and the Bureau for Research and Economic Analysis of Development. He is on the board of the Jameel Poverty Action Lab, as the faculty lead on Corporate Engagement. He is an affiliate of Harvard's Center for International Development.

At HBS, he has taught FIN1 and FIN2 in the core curriculum, Business at the Base of the Pyramid, and courses on impact investing, as well as various executive education courses, and the Ph.D. development sequence in the department of Economics.

Before joining the Harvard Business School, Professor Cole worked at the Federal Reserve Bank of New York in the economic research department. He has served on the Boston Federal Reserve's Community Development Research Advisory Council, served as an external advisor to the Gates Foundation, and was the chair of the endowment management committee of the Telluride Association, a non-profit educational organization. He is a cofounder and board member of a non-profit, Precision Agriculture for Development.

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 also named given a Faculty Pioneer Award from the Aspen Institute.



Shawn A. Cole

John G. McLean Professor of
Business Administration

Professor Ramarajan is the Diane Doerge Wilson Professor of Business Administration in the Organizational Behavior Unit at Harvard Business School. Her research examines the management and consequences of identities in organizations.

She teaches the second-year MBA course, Power and Influence, as well as the PhD seminar on Micro-topics in Organizational Behavior. She also teaches in various executive education programs. She previously taught the second-year MBA course, Authentic Leader Development and the first-year MBA course in Leadership and Organizational Behavior (LEAD). Professor Ramarajan's research examines how people can work fruitfully across social divides, with a particular emphasis on identities and group boundaries. Her research addresses two broad questions: 1) How does the work environment shape people's experiences as members of particular groups and of their multiple identities? 2) What are the consequences of multiple identities and group differences in organizations? She investigates professional and work identities alongside other identities that are important to people, such as ethnicity, community and family. She examines consequences such as employee engagement and commitment to work, career success and satisfaction, quality of interpersonal and intergroup relations, and performance. In recent work, using experiments, surveys and interviews, she has examined how individuals' manage their organizational, cultural and personal identities, and how these identities interact to influence engagement and performance. Professor Ramarajan's research has been published in journals such as the Academy of Management Journal, Organization Science, the Academy of Management Annals, and the Academy of Management Review, among others.

Professor Ramarajan earned her B.A. (Honors) in International Relations from Wellesley College, her M.Sc. in International Relations from the London School of Economics and Political Science, and her PhD in Management from The Wharton School of Business. She was awarded the State Farm Foundation Dissertation Proposal Award in 2008. She was a Post Doctoral Fellow at Harvard Business School from 2008 to 2010.

Prior to her academic career, Professor Ramarajan worked in international development, managing conflict resolution programs in West Africa with a focus on gender and workforce development. She was also a professional dancer for several years.



Lakshmi Ramarajan

Diane Doerge Wilson
Professor of Business
Administration

Feng Zhu is the MBA Class of 1958 Professor of Business Administration at Harvard Business School, where he leads the Platform Lab within the Digital, Data, and Design Institute, co-chairs the Harvard Business Analytics Program, and serves as the course head for the Technology and Operations Management course in the MBA required curriculum. He is a faculty associate at the Fairbank Center for Chinese Studies at Harvard. Professor Zhu is an expert on platform strategy, digital innovation and transformation, competitive strategy, and business model innovation.

Professor Zhu has authored over 80 articles, cases, and notes in prestigious practitioner and academic journals, including the Harvard Business Review, American Economic Review, and Management Science. His research has been featured in prominent media outlets such as the Washington Post, Financial Times, the New York Times, and the Wall Street Journal. His research and teaching have won many international awards, such as the Inaugural Practical Impacts Award from the INFORMS Information Systems Society, which recognizes business school academics with outstanding leadership and sustained impact on the industry through their academic research.

He synthesizes some of his research insights in two forthcoming books: *Smart Rivals: How Innovative Companies Play Games That Tech Giants Can't Win* (Harvard Business School Press) and *Web3: Blockchain and the New Economy* (Cambridge University Press). He also co-edited the *Research Handbook on Digital Strategy*.

As a sought-after speaker and advisor to global business leaders, Professor Zhu has consulted for many tech firms such as Alphabet, Meta, Microsoft, and Uber on competition and regulation issues. He has also conducted seminars or provided consulting services to many traditional firms worldwide, helping them with their digital transformation and innovation strategies. Regulators across various jurisdictions, including the United States, UK, OECD, and Mexico, have relied on his research.

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.



Feng Zhu

MBA Class of 1958 Professor of Business Administration

Hise Gibson is a Senior Lecturer in the Technology and Operations Management Unit at Harvard Business School. He currently teaches the required MBA courses Technology and Operations Management and FIELD Global Immersion (Shreveport, LA '22, São Paulo, Brazil '23, Bangkok, Thailand '24). Prof. Gibson also serves as faculty chair for HBS' Viatrix Executive Education Program and teaches for a variety of other custom Executive Education programs at the School. His research focuses primarily on topics related to innovations in technology and operations management, human capital development, inclusive leadership, and leading organizations through crisis. Prof. Gibson holds an MS in Operations Research from the Naval Postgraduate School, a Masters in Operational Art and Science from the Air Command and Staff College, and a Doctorate of Business Administration in Technology and Operations Management from Harvard Business School.



Hise O. Gibson

Senior Lecturer of Business Administration

Project Managers



William H. (Bill) Murphy

Director Custom Programs



Eng. Suha Isaac Ameen

Chartered FCIPD, MBA, CLO
Training Department Head

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:
kafaakw.org

From the **Kuwaiti Banks,**

Ms. Mariam K. AlQenaei
Training Department
mariam@kibs.edu.kw
+965 22901141

Mr. Mohammed A. Mulla Redha
Senior Operations Officer
mohammed.a.e@kibs.edu.kw
+965 22901164

From **State of Kuwait, Kingdom of Saudi Arabia** and **Qatar,**

Ms. Wissam Haddad
Senior Officer
Marketing & Sales
wissam@kibs.edu.kw
+965 22901117

From **Sultanate of Oman, United Arab Emirates** and **Kingdom of Bahrain,**

Mr. Sayed AlMousawi
Senior Officer
Marketing & Sales
sayed.almousawi@kibs.edu.kw
+965 22901190

أحد برامج

كفاك

رؤية بنك الكويت المركزي والبنوك الكويتية
لتطوير الشباب الكويتي

Instagram kafaakw

X kafaakw

Website kafaakw.org

LinkedIn kafaakw