

EXECUTIVE  
DEVELOPMENT



SMU

SINGAPORE MANAGEMENT  
UNIVERSITY

# The Stewardship Advantage

A Contemporary Governance and  
Leadership Model for the Digital Era

PROFESSIONAL



## About the Programme

### WELCOME TO THE STEWARDSHIP 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, 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? Is it possible to drive superior shareholder returns by addressing the very challenges that are threatening us? If so, will traditional models of leadership, management and governance be adequate?

As some companies have learned the hard way recently, the answer is a big NO. In today's brave new world, we need brave new thinking that creates a win-win-win scenario wherein individuals, organisations and humanity at large can thrive together. *To enable this, business bosses must mature into Steward Leaders.*

Join us at The Stewardship Advantage Programme to learn how Steward Leaders can future-proof organisations by activating the Steward Leadership Compass©. Hear from business leaders who "do well by doing good" as they share their transformational stories of transitioning into Steward Leaders.

# THE STEWARDSHIP ADVANTAGE

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

## 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**

Head Commercial,  
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.



## ANNISAH SMITH

Senior Research and Advocacy Manager,  
Stewardship Asia Centre

Annisah Smith is a Senior Research and Advocacy Manager at Stewardship Asia Centre (SAC), where she helps lead and develop sustainability-related engagements and content. With a background in environmental policy and sustainable agriculture, she brings experience in conducting sustainable development research, preparing due diligence and policy analyses, and building public-private partnerships.

Prior to joining SAC, Annisah was based in Kuala Lumpur, Malaysia as a Fulbright Research Scholar, where she examined the inextricable challenges linked to sustainable and equitable palm oil development in Southeast Asia and Latin America. Her research interests have further explored the nexus between environmental governance and private sector engagement, and has enabled her to work and live in the U.S., Costa Rica, Indonesia, and now Singapore.

Annisah is a graduate of American University's School of International Service, where she pursued a B.A. in International Relations and an M.A. in Global Environmental Policy.



## 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 ARCHAN MISRA

Vice Provost (Research) Professor of Computer Science,  
Singapore Management University

As SMU's Vice Provost (Research), Prof. Archan Misra is responsible for defining and executing the university's research strategy and engaging partners for large-scale externally funded strategic research initiatives. At SMU, Archan has provided leadership to multiple large-scale research initiatives, including (a) SMU's Center for Applied Smart-Nation Analytics (CASA) and LiveLabs (which pioneered new technologies for mobile/wearable computing), and (b) the Living Analytics Research Center (LARC) (which develops urban sensing and analytics technologies).

Archan has extensive contributions, across both academia and industry (via substantive careers at IBM Research and Bellcore), in the broad areas of wireless networking and mobile computing. Notable past accomplishments include working on the world's first Mobile IP testbed, patented work on high-throughput WiFi networks, and wearable sensing techniques to track human lifestyle activities. His current research focuses on ultra-low power sensing and AI models for embedded/IoT devices.

## 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
- Practice steward leadership to drive inclusive WIN-WIN-WIN prosperity
- Apply a stewardship-based governance model to drive sustainable growth
- Increase innovation by applying a stewardship approach
- 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 of 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  
<http://exd.smu.edu.sg/public-programmes/the-stewardship-advantage>

## Programme Fees

SGD 6,800 + prevailing GST\*\*

## Programme Dates

Run 1: 15–18 May 2023 (4 Days)  
Run 2: 16–19 Oct 2023 (4 Days – TBC)

## Location

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

## Contact Us

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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 is a non-profit organisation established by Temasek, dedicated to helping business and government leaders, investors and individuals activate stewardship practices through research, executive education and engagement. We define stewardship as the mindset of creating value by integrating the needs of stakeholders, society, future generations and the environment.

Hosted by:



**Executive  
Development**


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