

**Listed Entity Director (LED) Programme**  
**Module 2: Board Dynamics**  
**Core Module**

Target Audience	: Aspiring, new and current directors, C-suite and senior management of listed companies
Date	: 12 March 2019
Time	: 9.00 am to 1.00 pm
Venue	: Marina Mandarin Hotel
Cost	: SID Member : S\$420 (excl. GST); S\$449.40 (incl. GST) Non SID Member : S\$580 (excl. GST); S\$620.60 (incl. GST)
CPD	: 4 hours

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The module explores what shapes boardroom behaviour and how directors can more effectively work with each other in the best interests of the company. It covers the kind of relationship that an effective board should have with management, the balance needed in the board/management and chairman/CEO relationship, and the challenges of maintaining director independence.

**Course Objectives**

1. Understand the importance of healthy board dynamics.
2. Highlight the culture, interactions and behaviours that impact board and director effectiveness.
3. Examine best practices for improving boardroom dynamics.
4. Analyse the role of the chairman and successful practices on leading an effective board.

**Programme**

8.30 am	Registration
9.00 am	Introduction
9.20 am	The Effective Board
9.35 am	Boardroom Behaviour
10.35 am	Break
10.50 am	Board and Management Relationship
11.50 am	Role of the Chair
12.05 pm	Panel Discussion
12.45 pm	End of Programme (Lunch provided)

## Speakers & Panellists



**Robert Gordon**  
**Director of Programs, Board Accord**

Mr Robert Gordon is the Director of Programs of Australian-based consultancy Board Accord, with reach across Australia into NZ and Asia. He has three decades of experience consulting, coaching and mentoring in the C Suite and the Boardroom. He holds a Masters in Counselling Psychology (dissertation Workplace Resilience) from University Notre Dame. He is also a graduate of AICD's International Director Program (UAE) and INSEAD International Directors Program (Singapore, Paris) and has numerous industry-based professional training certifications.

In 2004, IBM and JP Morgan invited him to introduce the discourse on *Workplace Stress and Resilience into the Modern Corporate Economy* to senior executives in China, HK and Taiwan. Mr Gordon has facilitated numerous Board, Chair, CEO and Management reviews globally. His expertise is in Boardroom Governance and Dynamics, Social Organisation Coaching Psychology, Integral, Developmental and Complexity Theory, Emotional Intelligence, Communication, Mindfulness and Workplace Resilience.

Since 2015 he has regularly collaborated with Directors Institutes in Thailand, India and Singapore, delivering a diverse range of programs. He presents on Boardroom Performance and Dynamics and has pioneered applying Developmental and Integral Theory discourse to the Boardroom.



**Theresa Goh**  
**Board Advisor, The Centre for NonProfit Leadership**

Ms Theresa Goh is the Board Advisor to The Centre for NonProfit Leadership. She has over 20 years' experience in the Technology sales, Executive Search and Leadership development business in Asia. Her background is in organizational psychology.

Ms Goh's career began with IBM Singapore where she managed global accounts in the petrochemical and transportation sectors. For the last 15 years, through her boutique firms, the 360 group, she provides services in the areas of leadership search, assessments and coaching and Strategic talent acquisition, development and succession planning. She is an associate leadership coach with The Centre for Creative Leadership. In 2008, she was selected by Business-Week as one of 'The World's Most Influential Headhunters'.

She is a board member with the Agency for Integrated Care (Ministry of Health), National Volunteer and Philanthropy Centre and SATA CommHealth where she is Chairperson.



**Mr Michael Gray**  
**Independent Director Avi-Tech Electronics Ltd, GSH Corporation Ltd and FSL Trust Management Pte Ltd**

Mr Michael Gray is and has been an independent director and chairman of the audit committees of a number of entities listed in Singapore and the United Kingdom. In several of these, he was brought in as a director after they had incurred significant financial, management and board issues, which were eventually rectified after intervention by the new board.

He was in the shipping industry from 1962 to 1973. In 1973 he joined Coopers & Lybrand in the United Kingdom and trained as a Chartered Accountant. He moved to Singapore in 1978 and was a partner in PricewaterhouseCoopers until 2004. He was the founding partner of PricewaterhouseCoopers Indochina. From 2005 until 2011 he was a Senior Advisor to Tricor Singapore.

He is a Fellow of the Singapore Institute of Directors and was the editor of the SID Directors' Bulletin for a number of years. He has written articles for the Bulletin and the Business Times.

He holds a Bachelor of Science in Maritime Studies from Plymouth University, United Kingdom and A Master of Arts in South East Asian Studies from the National University of Singapore. He was also awarded an honorary Doctorate of Business by the University of Newcastle, Australia.



**Ong Yew Huat**  
**Independent Non-Executive Director**

Mr Ong Yew Huat was the Executive Chairman of Ernst & Young Singapore and Chief Operations Officer of Ernst & Young Asia Pacific till December 2012. A Chartered Accountant, Mr Ong began his career with Ernst & Young's London office and upon his return to Singapore in 1983, he embarked on financial advisory work, whilst continuing his audit practice.

Mr Ong is an Independent Director of United Overseas Bank Ltd where he serves on the Executive Committee, Audit Committee, and Chairman of the Board Risk Committee. He was Chairman of United Overseas Bank Malaysia Berhad (2013 to 2018) and Chairman of the National Heritage Board (2011 to 2018). Mr Ong is also a director of Singapore Power Ltd, Ascendas-Singbridge Ltd and the Singapore Mediation Center, and Chairman of the Tax Academy of Singapore.

Mr Ong holds a Bachelor of Accounting (Hons) degree from the University of Kent at Canterbury. He is a member of the Institute of Chartered Accountants in England and Wales and Institute of Singapore Chartered Accountants.

## **Registration**

Please register online at [www.sid.org.sg](http://www.sid.org.sg) by **7 March 2019**.

## **Course Enquiries**

**Email** : [events@sid.org.sg](mailto:events@sid.org.sg)

**Tel** : (+65) 6422 1188

**Fax** : (+65) 6422 1199

*Upon successfully enrolling for the course, you are deemed to have read and accepted SID's Terms and Conditions stated overleaf.*

## **TERMS AND CONDITIONS FOR SID COURSES/EVENTS**

SID's courses and events are subject to terms and conditions as set out below. The Institute reserves the right to changes these terms and conditions without notice.

### **COURSE/EVENT REGISTRATION**

A participant is successfully enrolled for the course/event once an invoice is generated.

### **NO CANCELLATION**

There will be strictly no cancellation once the participant is successfully enrolled for the course/event.

### **NO-SHOW**

There will be strictly no refund of fees for no-show.

### **REQUEST FOR REPLACEMENT OR DEFERMENT**

Where a participant cannot attend a course, he/she may request to send a replacement or defer the course subject to the following conditions:

1. Replacement of a participant is subject to at least 5 working days prior notice in writing. In the case whereby a SID member participant is replaced by a non-member, a top-up fee will be levied. No refund will be made if a non-member participant is replaced by a member.
2. Deferment of a course to the next scheduled date (for same course) is subject to at least 10 working days prior notice in writing. Deferment is only allowed for half day and full day courses run by SID. An administration fee for each deferment of S\$50 (for half day course) and S\$100 (for full day course) shall apply.

### **CANCELLATION OF COURSE/EVENT BY SID**

SID will exercise all possible care to run the confirmed courses. However, in the event of unforeseen circumstances or low enrolment, SID reserves the right to cancel or defer the course/event, and/or to change venue, speaker, course date and fees. SID will make all reasonable efforts to notify participants of changes, should they happen.

If SID cancels a course, a full refund will be made to the participants.

### **CPD HOURS & CERTIFICATE OF ATTENDANCE**

Entitlement of CPD hours / Certificate of Attendance is subject to the participant arriving no later than 30 minutes after the programme starts or leaving no more than 30 minutes before the programme ends, and submitting the module Evaluation Form only at the end of the event.

### **CAR PARK COUPONS**

Complimentary car park coupons, where available, are given on a first-come-first-served basis.

### **PAYMENT POLICY AND OPTIONS**

Course/Event fees are due upon registration, and payment should reach SID at least 7 working days before the course date. SID reserves the right to refuse admission if payment is not received in full before a course/event.

1. Online Payment  
Log in to your account at [www.sid.org.sg](http://www.sid.org.sg)  
Select invoice to pay at "My Open Invoices".
2. Cheque Payment  
Payable to: Singapore Institute of Directors (please quote invoice number behind the cheque)  
Mail to: 168 Robinson Road, #11-03, Capital Tower, Singapore 068912  
Attention to: Finance Department
3. Telegraphic Transfer  
Bank Name: DBS Bank Limited  
Branch: Raffles Place Branch  
Bank Code: 7171  
Beneficiary Name: Singapore Institute of Directors Account Number: 048-016620-2  
Swift Code: dbsssgsg  
Reference: Please quote invoice number  
(Note: All bank charges are to be borne by the applicant)