BOARD OF DIRECTORS
DEVELOPMENT PROGRAMME
The BIBF is a semi-government training institute affiliated with the Central Bank of Bahrain, established in 1981. The Institute plays a vital role in the training and development of human capital in Bahrain and beyond.

The BIBF's commitment to excellence has strengthened its position as the leading educational provider across all major business disciplines. The Institute serves as a partner to numerous world-class institutions; delivering Thought Leadership, Assessment and Training in the areas of Banking, Islamic Finance, Executive Development, Accounting and Finance, Academic Studies, Leadership and Management, Insurance, Digital Transformation and Project Management; resulting in a complete business solution.

The BIBF qualifies over 20,000 learners a year across all major business disciplines and economic sectors. Since its establishment, it has provided training and development opportunities in 63 countries giving the institute a global footprint.

The BIBF has delivered training to over 340,000 students in 63 countries since its inception in 1981.
5 Reasons Your Board Should Join the Board of Directors Development Programme

1. Gain access to an all-inclusive, flexible executive programme with options to fit every director’s schedule and requirements.

2. Ensure your board is prepared to address emerging disruptions, including cyber risk, shareholder activism and regulatory risk.

3. Make a strong and public statement to shareholders about your dedication to exemplary board leadership.

4. Learn best practices for effective board oversight of corporate strategy development and implementation.

5. Apply insights into your board’s core responsibilities and critical competencies to create highly successful governance action plans.
Welcome to the BIBF’s Board of Directors Development Programme, which is designed to help expand leadership skills and professional competencies to support excellence in Governance and Strategy for decision makers of Bahrain businesses. With its flexible format, this programme can be customised to an organisation’s strategy requirements specific to its industry and needs.

The programme includes a carefully curated set of topics on the latest trends in leadership, digitalisation, innovation and strategy. With recent developments in FinTech and Digitalisation, our programmes have extended to ensure company decision-makers are equipped to develop and implement strategies for a digital world. With the anticipation of significant disruption to business from emerging technologies, Directors and Executives need to ensure they are prepared to lead their organisations through these changes and put the right resources in place to execute strategy.

In our dynamic learning environment, Directors and Executive Management will apply practical tools and best practice insights for immediate impact on the business. Our programmes offer flexibility and customisation for your business to adjust to a shifting dynamic landscape.

We look forward to welcoming you to this elite programme to reach your full potential as a business leader and support excellence in Governance across Bahrain.

Dr. Ahmed Al Shaikh
BIBF - Director
“The single biggest way to impact an organization is to focus on leadership development.

There is almost no limit to the potential of an organization that recruits good people, raises them up as leaders and continually develops them.”

-John Maxwell
Introduction

The BIBF is committed to supporting the Banking and Finance sector in Bahrain by providing opportunities for training and development at all levels. In response to requests from the Central Bank of Bahrain, major banks and financial institutions, the BIBF has worked in collaboration with leading international experts to provide a comprehensive top-level development programme specifically designed for Board members. As the world of international finance becomes increasingly competitive and the regulatory environment grows in complexity, it is essential that Board members are kept abreast of the latest developments in corporate governance and other significant issues likely to affect the performance of their organisations.

Our Approach

We recognised that no two institutions are the same and so a tailored approach is essential to meet the needs of each particular Board. Our facilitators, who are globally-recognised experts in their fields, will take time to understand the particular needs of each Board and will develop a programme specifically tailored to those needs. As seasoned Directors themselves, our facilitators understand that time is precious and are experienced in developing programmes which accommodate the time pressures on busy Board members.

Our programmes are highly interactive in nature and issues are explored through extensive use of case studies and critical incidents, as well as many examples and illustrations drawn from the facilitator’s own professional experience.
Programme Topics

Each programme will be tailored to the needs of the Board and the detailed content will be agreed with the facilitator in advance. Programmes of any length can be provided, but we normally recommend a minimum of one day.

Following is an indicative, although by no means exhaustive, list of topics that can be incorporated into programmes:

Corporate Governance, Strategy, Leadership & Management
1. Corporate Governance & the Roles & Responsibilities of the Director
2. Digital Leadership & Organisational Digitalisation
3. Digital Disruption & Strategy for Boards
4. Strategy & Corporate Governance
5. Latest trends & Best Practices in Corporate Governance
6. Internal Culture, Politics & Values: the Role of the Board of Directors
7. Board Evaluation
8. Board Effectiveness & Corporate Governance
9. Board Leadership
10. Managing Conflicts of Interest
11. Corporate Governance Codes
12. Oversight of Overseas Entities
13. The Relationship between the Board & the CEO
14. Managing the Influence of a Controlling Shareholder
15. Remuneration Practices

Banking & Finance
1. Financial Roles & Responsibilities of Directors
2. Discussion & Assessment of Audited Accounts
3. Value-added Tax (VAT) for the Financial Sector
4. Preventing Financial Crime & Anti-Money Laundering
5. The Importance of Internal Audit & the Relationship with External Auditors
6. IFRS update for Banks & Financial Institutions
7. Risk Management
8. Early Warning Signals, Problem Loans & Restructuring
9. Trade Finance & Compliance
10. Corporate Finance

Islamic Banking
1. Overview of Islamic Banking & Finance
2. Contemporary issues & cases from the Islamic Finance Industry
3. Overview of the Islamic Banking & Finance Industry Infrastructure
4. Integration of Islamic Banking with the Global Halal Economy
5. Principles of Governance & Role of Shariah Board

Insurance Corporate Governance, Compliance, & Risk Management
1. Takaful (Salient Features for Takaful Operators)
2. Anti-Money Laundering (AML) & Combating Terrorism Financing (CTF) in Insurance
3. Claims Reserving & its Implication for profitability
4. Analysing Financial Statements of Insurance Companies

Project Management
1. What Business Leaders Need to Know About Project Management?
2. Are You Being an Effective Project Sponsor?
3. The Driving Factors of Project Management Success in the Financial Services Sector

Digital Transformation
1. Cyber Security for Executives
2. FinTech for Executives
3. Blockchain for Executives
4. Cloud Computing for Executives
5. Digital Transformation
6. Digital Innovation
7. Artificial Intelligence
8. Digital Banking

Media Management
1. Senior-Level Media Training & Presentation Coaching
2. Crisis & Reputation Management: Board Responsibilities

Board Secretaries Programme
1. ICSA Board Secretary Qualifying Programme
2. Board Minutes & Board Papers

Management is efficiency in climbing the ladder of success; leadership determines whether the ladder is leaning against the right wall.

– Stephan Covey
1. Corporate Governance & the Roles and Responsibilities of the Director

Governance is a business-critical and business enabling discipline which can help a board make high-quality decisions to grow the value of the business and improve organisational outcomes. As business is rapidly changing to embrace emerging technology Directors need to make important strategic decisions to ensure business sustainability.

2. Digital Leadership & Organisational Digitalisation

In this technological era, digitalisation is the way forward for the corporate world. Organisations have to be viable, vigilant and resilient to the constant changes occurring, not only with technology, but also with market trends, customer preferences, and employee expectations. These workshops focus on the culture and mindset change on an individual level.

The BIBF’s Board of Directors and Executive training programmes offer modules tailored to the needs of Board of Directors and Executive Management.

The BIBF’s partnership with ICSA The Governance Institute allows access to best practice and updates on Governance from a global perspective to ensure world class Board of Directors training.
3. Digital Disruption & Strategy for Boards
Boards are being asked to assess the impact of emerging technologies as part of their strategic decision-making. Strategic thinking and decision-making has never been more important to move your organisation to a future digitalised world.

4. Strategy & Corporate Governance
Strategy is the means by which an organisation puts into place the processes which will capture value – strategy-setting and execution is the most important activity in which directors can engage. Yet this is the activity where the Board and the management team most often fail.

5. Latest Trends & Best Practices in Corporate Governance
The world is changing fast – policy-makers and regulators are pushing governance reforms at speed, with stakeholders increasingly seeking evidence that the company is at the least compliant, and maybe ahead of the game. Keep on top of the latest developments to allow you to understand these new demands which often do not respect geographical or political boundaries.

6. Internal Culture, Politics & Values: The Role of the Board of Directors
Culture has become the latest buzzword in governance, and all the signs are that it is not just a fad. Culture, values and politics are the ‘soft’ side of the business, and play a crucial role in keeping the business on track.

7. Board Evaluation
The argument for Board evaluation is threefold:
• Signal to the wider organisation a culture of self-improvement.
• Place the Board at the same level of self-improvement as is found in the company
• Seek to self-improve! Learn how to conduct a Board evaluation and devise an action plan

8. Board Effectiveness & Corporate Governance
The Board is the controlling mind of the organisation – ‘everything begins and ends with the Board’. But Boards are not always effective, sometimes getting in the way of the management team’s attempts to run the business. What are the secrets of an effective Board? And how can the Board and the management team work together to create out-performance and superior business success for improvement and excellence.

9. Board Leadership
Board leadership is one of the biggest factor of organisational success by those with the most power in the organisation. No wonder Boards can get it wrong, with disastrous consequences – and a Board which gets it right drives organisational success. Learn how to be part of a Board that leads – and succeeds.

10. Managing Conflicts of Interest
Conflicts of interest are one of the most contentious aspects of Board behaviour. In different jurisdictions they can be acceptable, or illegal. In most jurisdictions they are not necessarily bad news. Let’s forget about legal issues and look at the business opportunities – and downsides.

11. Corporate Governance Codes
Governance Codes are an indispensable part of the way in which we run our companies in the modern world, and we ignore them at our peril. But do Codes really point the way towards ‘best practice’?

12. Oversight of Overseas Entities
Every entity, or subsidiary, provides an organisation with the means to pursue a particular strategy. The opportunities can be significant, the risks disproportionate. When the entity is in a foreign jurisdiction, the possibilities of upside and downside are magnified.

13. The Relationship between the Board & the CEO
The Board’s single most important decision is to appoint the right CEO. The Board’s next most-important decision advising supporting the CEO and, if necessary, firing the CEO. If the Board gets these key decisions right, directors will sleep well at night. And if they get them wrong, they will never sleep. Learn how to get a good night’s sleep!

14. Managing the Influence of a Controlling Shareholder
Controlling Shareholders are a fact of life in many business models in the Region. They can bring business focus, simplicity of strategy and clear thinking to the table. They can also have side effects – including conflicts of interest, and disregard for the views and interests of minority shareholder groups and individuals.

15. Remuneration Practices
Providing meaningful – and empowering – incentives to senior (and middle, and junior) executives to deliver the business plan is the most difficult, and possibly most failed, strategies associated with modern-day corporate life. Why have we got it wrong? What does a successful remuneration policy look like?
Banking & Finance

Board Members are the fiduciaries who steer companies and organisations towards a sustainable future by adopting sound, ethical and legal governance and financial management policies. These training sessions prepare Board members to enhance their financial overview responsibilities.

1. Financial Roles & Responsibilities of Directors
Every Board member must read the financial statements and understand whether the information they contain are consistent with the director's own knowledge of the company's affairs. It is not necessary for all directors to be 'financial experts'. However, they must be financially literate and need to know when to ask for expert advice.

2. Discussion & Assessment of Audited Accounts
Today, organisations operate in an increasingly complex financial reporting and regulatory environment. These are further fuelled by recent changes to the IFRS (International Financial Reporting Standards), among other things, that directors cannot delegate to the audit committee, and others, their responsibility for approving the statutory financial reports.

3. Value-Added Tax (VAT) for the Financial Sector
It is important that all Board members in the financial sector are aware of the Value Added Tax (VAT) implementation challenges and how this new indirect tax will create additional scrutiny on financial and regulatory compliance matters to the entity. The board members have to update themselves on financial and reputational risk matters of non-compliance due to incorrect application of VAT.

4. Preventing Financial Crime & Anti-Money Laundering
The Great Financial Crisis brought a new wave of accountability to the corporate world. Learn about the major regulatory initiatives in this area and what steps have to be taken at operational level for firms to be compliant and avoid unwelcome enforcement action.

5. The Importance of Internal Audit & the Relationship with External Auditors
Internal Audit is not simply an independent, objective assurance activity designed to improve an organisation's operations. It plays a vital role in improving the effectiveness of risk management and protect the value of the organisation. Learn more about this critical activity, and how the relationship with External Auditors can make or break the function.

6. IFRS update for Banks & Financial Institutions
Given the increased subjectivity and management disclosures involved in IFRS, Board members and senior executives need to have a strong understanding of their role in reviewing and approving IFRS statements as well as ensuring strong corporate governance and transparency for shareholders.

7. Risk Management
Risk management is one of the most important disciplines a company can perfect. Learn how to perfect the development of risk capability and risk performance as the basis of value creation.

8. Early Warning Signals, Problem Loans & Restructuring
Many lending institutions across the world are still burdened with a high level of actual or potential nonperforming loans or other credit exposures. In these situations, financial institutions need to maximise their recovery rates and optimise their long-term returns, subject to prevailing insolvency laws, the lender's own capital situation.

9. Trade Finance Compliance
The Board of Directors need thorough technical knowledge and understanding to succeed in trade finance compliance. The wide-ranging scope of this training will cover:
- Anti-Money-Laundering (AML)
- Countering Terrorism Financing (CFT)
- Sanctions and Anti-boycott provisions
- Weapons of mass destruction
- Bribery and corruption including Commercial fraud.
1. Overview of Islamic Banking & Finance
This session is aimed for Board members who have limited background in Islamic Banking and Finance and also serves as a refresher for members who have experience in Islamic banking.

2. Selected contemporary issues & cases from the Islamic Finance Industry
This case-study and discussion based training will look at some of the issues and cases that have been brought into the public lime-light over the years.

3. Overview of the Islamic Banking & Finance Industry Infrastructure
This session gives an overview of all the regulatory and infrastructure organisations pertaining to the Islamic finance industry. The governance standards of these institutions would also be discussed with special focus (where applicable) on Board members’ roles and responsibilities.

4. Integration of Islamic banking with the global Halal Economy
With the increase in the global Muslim consumption, the Halal Economy has seen a resurgence. We have seen many non-Muslim entities as well as non-Muslim majority countries leveraging off the Halal Economy.

5. Principles of Governance & Role of Shariah Board
When it comes to the Governance structure of an Islamic financial institution, the unique feature of a Shariah Board stands out. This training aims to demystify the role of the Shariah Board as well as emphasise the role of Shariah audit. Relevant AAOIFI and IFSB Governance Standards will also be discussed.

1. Takaful (Salient Features for Takaful Operators)
In order for Takaful to maintain its value proposition of Shariah compliance, Takaful companies should be structured and operated differently from their conventional counterparts. Board members should pay attention to critical issues related to participants and shareholders, fund segregation, adherence to Shariah compliance and investment policies.

2. Anti-Money Laundering (AML) & Combatting Terrorism Financing (CFT) in Insurance
The session will discuss the main characteristics and impacts of Financial Crime, the vulnerabilities of the Insurance sector to AML and CFT, and AML risk assessment. Best practice guidance from the International Association of Insurance Supervisors (IAIS) and the Financial Action Task Force (FATF) will also be discussed.

3. Claims Reserving and its Implication for Profitability
This session will discuss the adequacy of net technical reserves booked with reference to unearned premium reserve (UPR), outstanding claims reserve, and incurred but not reported Claims (IBNR and IBNER). The session will also present the issues of pricing adequacy and performance measures.

4. Analysing the Financial Statements of the Insurance Companies
Effective governance of an insurance company’s operations requires an accurate assessment of its financial performance. The session focuses on differentiating between important variables including written premium, unearned, earned premium, paid claims, incurred claims and run-off.
1. Cyber Security for Executives
A Board-level understanding is required to adequately direct the organisation on cyber threat management. As attackers continue to target owners, employees and clients, it is essential for Board members and executives to learn how to protect all stakeholders.

2. FinTech for Executives
The emergence of FinTech has defined the direction, shape and pace of innovation and has reshaped customer expectations. The FinTech for Executives session is designed to provide the Executive Team with the fundamental understanding towards the latest trends.

3. Blockchain for Executives
Blockchain has been publicised to be the next generation of the internet. It is transformative in its potential to liberate the commercial and business world. This Board level training provides the key knowledge areas in relation to Blockchain technology, how it works and how it can impact an organisation.

4. Cloud Computing for Executives
Companies that use the cloud most effectively are driven by executives who understand the power and value of cloud computing. Cloud can no longer just be the focus of the IT department. This training explores how the cloud becomes part of an organisation’s tool-kit to make strategic decisions that drive transformation and enable innovation.

5. Digital Transformation
Approached correctly, digital transformation offers incredible opportunities for organisations willing to make significant changes in their organisation.

Media Management

Today, it is imperative for Board Members to be ready to face the media, as research and preparation is central to successful media encounters.

These Coaching Sessions prepare Board Members to confidently manage media requests.

1. Senior Level Media and Presentation Coaching
This industry-leading media and presentation training is particularly effective because it offers more than just media and presentation training techniques. It helps participants to define their story, that is powerful enough to influence opinion whilst being robust and concise under the pressure of any media interview or public scrutiny.

2. Crisis & Reputation Management: Board Responsibilities
Nothing can destroy a business more quickly than a loss of reputation, which can see hostile political and regulatory intervention, product boycotts and worse. The Board has a crucial role to play in ensuring that proper crisis unit management plans in place and that if a crisis does hit, the necessary steps are taken to contain the damage and protect the company’s reputation.

Digital Transformation

In today’s new digitally transforming landscape, get up-to-speed with digital transformation to make informed decisions and provide the best recommendations.

1. Cyber Security for Executives
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5. Digital Transformation
Approached correctly, digital transformation offers incredible opportunities for organisations willing to make significant changes in their organisation.
1. What Business Leaders Need to Know About Project Management?

The success of the project depends heavily on the business strategies set. Moreover, these strategies rely on the business management team for their achievements. The session aims to highlight the required understanding about the critical areas of project management support.

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Project Management

Board Members are the fiduciaries who steer companies and organisations towards a sustainable future by adopting sound, ethical and legal governance and financial management policies.

These training sessions prepare Board members to enhance their financial overview responsibilities.

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6. Digital Innovation

The leading Digital Business Innovation session is designed for Executives and Senior Managers who wish to develop a strategic roadmap for digital business innovation. It focuses on taking advantage of "Digitisation" to create new business concepts and direction.

7. Artificial Intelligence

Artificial Intelligence (AI) has become increasingly significant in today's world. Search engines, financial algorithms, and autonomous vehicles all use AI to provide advantageous services. This training provides the Board and senior executives with an introduction to AI, common approaches, sample topics and uses for organisations across all sectors.

8. Digital Banking

This course introduces the fundamentals of Digital Banking. This non-technical, business-focused session will cover why Digital Banking is important to the growth and profitability of banks, real-life case studies of banks around the world that embarked on digital transformation programmes.
2. Becoming an Effective Project Sponsor?
Most enterprise projects reflect a strategic perspective and demand a strong sponsorship commitment to succeed. This session provides an excellent opportunity to understand the roles of sponsorship and to learn proven methods to effectively playing the sponsorship role.

3. The Driving Factors of Project Management Success in the Financial Services Sector
Today’s projects in the financial services sector are faced with high complexity, uncertainty, inability to define final outcomes, tight budget constraints, unstable market conditions and many other challenges. Hence, the fundamental base of a core business strategy lies in the combination of the tactful planning of projects, foreseeing the risks and successfully tackling challenges.

4. Chief Project Officer, the Emergence of New C Suite
The enduring reliance on the project successes indicates the need to establish project management function as an integral part of every enterprise. Chief project officers (CPO) are the new positions that represent the projects organisation at the highest level of an enterprise providing strategy, support and interface between project management and the enterprise supply chain.

1. ICSA Board Secretary Qualifying Programme
The BIBF is proud to partner with the UK-based ICSA The Governance Institute for Board Secretary and Governance Training. The ICSA qualifying programme is the benchmark qualification for governance professionals. It builds a unique breadth of technical skills that equip you for a varied career at Board level and validates your knowledge with an internationally respected accreditation.

Offered for the first time in Bahrain, the ICSA Qualifying Programme is an opportunity to develop professional Governance oversight and high quality Board management.

2. Board Minutes and Board Papers
The quality of decision-making by a Board is driven significantly by the quality of the Board papers, the management information (MI-1) and market intelligence (MI-2) which comes before directors. How can the MI system be improved? How can Boards take better decisions? When the Board meeting is over, what role do Board minutes play in taking the company forward?
“Quality starts in the Boardroom.”

W. Edwards Deming
Seamus Gillen
Seamus is Founder and Director of Value Alpha Limited, a governance advisory service that works with Boards and directors to help them become more effective. He was a senior UK government advisor for over a decade, before moving into the industry as the Group Company Secretary and Director of Regulation of Anglian Water plc, and then as the Head of Public Policy and Regulation at the mobile phone company O2 plc. He was previously the Policy Director of the governance body ICSA, authoring a number of influential publications post the Global Financial Crisis.

Seamus writes and speaks publicly on governance issues. He holds a Degree in Business Studies, and is an MBA and an ICSA Fellow.

John Peters
John Peters provides a unique combination of consulting services, customised development programmes, facilitation and coaching to Boards, senior leaders and business teams to transform their individual and organisational capabilities in ways that will enable them to compete, succeed and to grow.

He designed an Executive MBA programme for Aston Business School and is a former Chair of the Association of MBAs and a Fellow of Kingston Business School, running leadership modules on their Executive MBA at the Academy of National Economy in Moscow and has worked in Scandinavia, the Middle East, and Africa. With particular areas of interest being dealing with uncertainty, trust and organisational learning, he is currently writing a book on leadership and is the author of the psychometric, LEAP© - the Leadership Executive Agility Profile.

Dr. Tarek Seif
Dr. Tarek Seif is a veteran insurance professional with over two decades of hands-on experience as an insurance practitioner and at the cutting edge of the insurance industry as a consultant, lecturer and trainer with different multinational companies and prestigious institutions. Presently, Dr. Seif utilises his experience to create, develop and deliver insurance courses and seminars across the entire insurance spectrum in the GCC. Presently, Seif utilises his experience to create, develop and deliver insurance courses and seminars across the entire insurance spectrum in the GCC.

Shaikh Dr. Nizam Yaquby
Shaikh Nizam Mohammed Yaquby is an internationally acclaimed Sharia scholar within the Islamic banking industry. He has a background in both traditional Islamic sciences with senior scholars from different parts of the Muslim world, a PhD in Islamic Studies and a degree in Economics from McGill University in Canada. Shaikh Nizam has taught Islamic subjects in Bahrain, lectured all over the world and has edited several Arabic manuscripts with more than 500 audio-visual lectures and lessons in both Arabic and English.

Dr. Osama AlAli
Dr. Osama Al-Ali was at the beginning of the IT revolution before it was even known by that name. His early work in the 1980’s was spent as a Business Systems Analyst and Head of Technology before embracing academics as Assistant Professor of Applied Sciences at Arabian Gulf University in his native Bahrain.

In the mid 90’s he took his expertise – in computer applications and information systems – into the world of banking as Vice President and Gulf Business Technology Head of Citibank. Dr. Al-Ali serves as a business adviser and coach to many businesses and CEOs across the Gulf region, and in addition provides training in executive leadership, system dynamics, and innovation.

Michalis Perkis
Michalis is a veteran Banker with over 12 years of specialist IFRS training experience in the EMEA region. He is currently working as a Head Trainer with GnosisLearning. Michalis is educated in the UK as an engineer and later as a financial mathematician, went on to practise and qualify as a Chartered Accountant. His prior work experience includes being a consultant and visiting faculty at big four audit firms across EMEA for over a decade and his 15 years of experience at Bank of Cyprus.
Our Facilitators

Qunmber Ehsan

Qunmber Ehsan is the founder of an independent and modern multi-family office catering for entrepreneurial clients and their families. As one of London’s pre-eminent Immigration Lawyers, he founded the business as many of his international clients wanted a different service, which incorporated other areas outside of Law.

Qunmber’s Family Office caters for clients from all over the globe including USA, Europe, Middle East and Asia. They also help clients from unusual/high risk geographic jurisdictions or with political connections, such as PEPs and jurisdictional risks.

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Ian Francis

Ian Francis is a motivating Learning and Development professional with experience of unlocking the potential in others both in the UK and internationally. He employs his infectious enthusiasm and coaching style to build strong, close working relationships. Specialising in grasping advanced learning and development theory, he transforms it into useful, engaging and worthwhile learning solutions.

An influencer at the Board level, Ian can deliver strategies that have an impact from the shop floor to the senior leadership team, whether it is working with the ILM to create an accredited team leader programme or coaching overseas to the CEO level. He has a proven track record of making a difference at all levels and enabling a business to deliver through people.

Hitesh Bhalla

Hitesh Bhalla started his career with PricewaterhouseCoopers and has over 10 years of experience in implementing and managing Internal Financial Regulations, Strategic Analytics and Cash Flow Budgeting with international companies, including; Hollister, Allergan and Johnson & Johnson. Hitesh is a practicing member of the Institute of Chartered Accountants of England & Wales and holds a degree in Chemistry from UCL, University of London and is a past Governor of Stockley Academy.

Frank De Mita

Frank De Mita began his legal career in Washington DC as an associate with Shaw Pittman Potts & Trowbridge specialising in tax and banking matters, before joining the staff of US Senator Paul Simon. Frank has lectured and written on a range of topics including financial crime, sanctions, FATCA, CRS and the extraterritorial application of US law and regulation, as well as human factors in risk management and on US politics generally. He has also served as a senior consultant for internal AMU/CFT investigations on behalf of multinational financial services’ clients and as a technical consultant to Jersey Finance Limited. Frank holds degrees from Haverford College, Cornell University, the University of Michigan and was a visiting fellow at the University of Oxford.

Dr. Arnab Banerji

Dr Arnab Banerji is Chairman of Collabrium Capital, an emerging markets investment house. He is a non-Executive Director of the Qatar Financial Centre and a non-Executive director of Kames Capital, which is part of the AEGON Group. He has held a number of senior financial positions, including: Nomura Securities, Citibank and Foreign and Colonial Investment Trust. He is also the Chief Investment Officer responsible for the management of over USD 100 billion in assets. He has served on the Morgan Stanley Capital international advisory Board, the UK’s Export Credit Guarantee advisory Board and was a director of CDC, the global emerging markets private equity group. For three years he worked in No. 10 Downing Street as the Senior Policy Advisor on Economic Affairs to then Prime Minister, Tony Blair. Dr Arnab is a graduate of Oxford University and has degrees in Human Physiology and Medicine, and is a member of the University’s Medical Sciences Advisory Board.

George Cardona

George Cardona spent most of his career in banking. He was Head of Strategy of HSBC, then General Manager with responsibility for the overseas operations of the HSBC Bank. In addition to his career as a full-time banker, he has been a non-executive director of more than twenty banks, bank holding companies and other financial institutions, in Europe as well as in many emerging markets. In 1979-81, he was a Special Advisor to the UK Finance Ministry.

He graduated from University of Oxford with First Class Honours in Philosophy, Politics and Economics.

David Haigh

David is the CEO and founder of Brand Finance plc, the leading independent brand valuation consultancy. David qualified as a Chartered Accountant with PricewaterhouseCoopers in London. He has worked in the area of branded business, brand and intangible asset valuation since 1991, and since January 1995 has specialised entirely in this area. David has represented the British Standards Institute on the International Standards Committee working party on the standardisation of brand valuation methods and practices, whose standard (ISO 10668) was published in early 2010. David is a passionate writer and has written many articles for the marketing and financial press on branded businesses, brand valuation, and is the author of numerous publications.

Professor Nelson Phillips

Professor Phillips is the Abu Dhabi Chamber Chair in Strategy and Innovation, and Acting Dean at Imperial College Business School in London. Prior to joining Imperial, Professor Phillips was the Beckwith Professor of Management Studies at Cambridge University’s Judge Business School from 2002 to 2005 and was an Associate Professor in the Strategy and Organisation Area at McGill University in Montreal, Canada from 1993 to 2002. Professor Phillips cut across strategy, innovation, he has published widely for both academicians and practitioners.
Our Facilitators

Andrea Giochetta
Andrea has over 20 years of professional experience, having started his career as a strategy consultant working first with Booz Allen Hamilton and subsequently McKinsey Company. He then moved to JPMorgan Cazenove where he completed a range of M&A and Equity Capital Markets transactions in excess of US$30bn. Subsequently, he focussed extensively on emerging markets private equity, particularly in Asia. Andrea has been invited to speak as a guest lecturer at leading universities, including Wharton Business School in America and the CASS Business School in London. He is currently also acting as a Trustee and Treasurer to WildAid UK.

Jonathan Harefield
Jonathan is an experienced banker and professional who has operated extensively in tough frontier markets. He has deep skills in the financial sectors of Central Eastern Europe, Former Soviet Union (FSU), and the Middle East. This is combined with a robust record of transaction origination and execution as a commercial bank CEO and as an advisor. He has a strong understanding of the importance of compliance and regulation, concurrent with other roles, being the anti-money laundering officer, for four years, at the European Bank for Reconstruction and Development. Jonathan’s skills focus on transaction engineering, risk management, financial crime and banking operations. When leading a commercial bank, he transformed it from an owner-managed business into one ready for an initial public offering. His banking experience includes firms in Central Eastern Europe, Africa, Asia, the Middle East, the Levant, and the Maghreb.

Gavin Lawrie
Gavin is an experienced management consultant and training professional specialising in providing practical support to client organisations concerning Strategic Performance Management, Strategy Execution, Change Management and Governance related topics. Gavin worked for several years with Robert Kaplan and David Norton, founders of the Balance Scorecard methodology, to develop strategic performance management solutions for organisations in Europe and North America. His broad experience has been gained through project based work undertaken for clients from private, public and NGO sectors spread across a broad range of industries. His approach is to work closely with Directors and Executive teams to offer practical workshops with implementable strategic outcomes.

Saleh Hussain
Saleh Hussain is a Bahraini national with a Masters Degree from Brunel University in the United Kingdom. He over 35 years of experience in banking and governance in the region as well as Asia Pacific. Saleh started his banking career in Bahrain in 1970 with British Bank of the Middle East (currently HSBC) and later joined the Bank of Bahrain and Kuwait. In 1981 he joined The Saudi National Commercial Bank Group, first managing their affiliates, Arab Asian Bank Bahrain and became a General Manager of NCB till 2005. Saleh has extensive experience of the GCC as well as Asia Pacific markets in the areas of Retail Banking, Corporate Financing and Capital Market activities. He served and continues to serve on a number of Boards of banks and financial institutions and professionals and social committees.

Alkis Philippou
Alkis currently serves as the Executive Vice-Chairman at the Cyprus Energy Regulatory Authority (CERA), with overall responsibilities for the regulation of the national energy market, which includes the Electricity & Gas markets. Prior to this he held directorships in SilverShield Capital Ltd, a boutique investment firm, First Mediterranean Commodities Ltd, a trading firm and was a financial advisor and trader at ExxonMobil Corporation.
Alkis has over 20 years experience in Energy Regulation, Oil & Gas trading and Financial Analytics. Alkis holds an MBA from the Fuqua School of Business, Duke University, a Bachelor’s degree from Baruch College, City University of New York and is a Certified Public Accountant (CPA), New York.

John Dalton
John is a recognised authority on Reputation Management and the related disciplines of Crisis & Issue Management. He has taught Reputation Management and related disciplines in over 30 countries. He is also the author of many books, articles and an advisor to multinational companies, NGOs and foreign governments. In 2012 John became Director of the Centre for Issue and Crisis Management, which acts as both a think tank and an advisory service to public institutions and multinational corporations for identifying global risks that may affect their brands.
John holds a degree in Biology from the University of London Queen Mary, is a Chartered Biologist and a Fellow of the Institute of Training and Occupational Learning.

Dr. Bijan Majidi
Dr Bijan is an accomplished business innovator, entrepreneur and chief executive, with over 30 years of international experience and a successful proven track record in multimillion dollar business start-ups, joint ventures, M&As, IPOs and market penetrations in North America, Europe, the Far East and the Middle East.
He has served as CEO, MD and Board member in several blue chip companies across several high-technology industries. As a Governance and Strategy professional, Dr. Bijan works with Boards and Executive teams to develop strategic outcomes and ensure the good Governance to implement them. Bijan’s mission is to advise and support decision makers, companies, entrepreneurs and public authorities to innovate and transform their business models, organisations and operations.

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Yousif Faraj
Mr. Yousif Faraj is a Senior Lecturer at the BIBF with more than 17 years’ experience in different banking and training industries. Mr. Yousif carries with him extensive experience and knowledge in different areas of IT training. His experience includes delivering numerous trainings related to IT Trends, FinTech Awareness, IT Risk Management, Cloud Computing, Business Continuity Management, IT Risk, IT Disaster Recovery, IT Governance, IT Service Management, Business Impact Analysis of IT Trends, Building the Internet of Things, Big Data, Automation and Web-Scale IT. He delivers training to various staff levels starting from Top Management and Board Members to all staff from all levels (Mid Management and Junior Staff/ IT and Non-IT included).

Dr. Vijaya Moovala
Dr. Vijayalaxmi Moovala is currently a Principal Lecturer and Lead Consultant in HR and Digital Leadership programmes at BIBF. She is a high profile professional with an outstanding reputation and over 25 years of experience in the region, as a management consultant, L&D facilitator, coach to several HR managers, corporate researcher, and counsellor.

She developed a path-setting comprehensive Digital Leadership Competency Framework (DLCF), which was globally copyrighted by BIBF in 2018. The DLCF provides a unique perspective on digital leadership, highlighting the competency clusters, competencies and competency definitions for five levels of employees, namely, C-Suite/ Senior managerial level; Middle managerial level; Front line managerial level; Non-managerial and Graduate levels.

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