Driving forces of next-generation governance: Shaping the future of corporate leadership

4 April 2025, Friday
9.00am – 1.00pm
Speaker: PROF DR ZUBAIDAH ZAINAL ABIDIN FCIS (CS) (CGP)

Virtual
Course code: CG040425W1
Closing date: 2 April 2025

4 CPD HOURS

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Introduction

In an era of rapid change, the landscape of corporate governance is undergoing a profound transformation. Traditional governance models are being challenged by a host of emerging forces, including technological advancements, shifting societal expectations, and evolving regulatory frameworks. As organizations strive to navigate complex global markets, the need for next-generation governance has never been more critical.

The driving forces behind this shift are reshaping how boards and leadership teams make decisions, interact with stakeholders, and ensure long-term sustainability. Today, governance is no longer just about compliance and oversight; it has become a strategic driver of innovation, risk management, and organizational resilience. The increasing focus on Environmental, Social, and Governance (ESG) issues, the rise of digital technologies, the demand for greater transparency, and the emphasis on diversity and inclusion are all reshaping corporate leadership and governance structures.

This topic explores the key forces that are influencing the future of governance and shaping the next generation of corporate leadership. From advancements in artificial intelligence and data analytics to the evolving role of stakeholders and the rise of corporate social responsibility, the course will delve into how these factors are redefining how boards operate, how they manage risk, and how they foster a culture of accountability and ethical leadership. Understanding these driving forces is essential for leaders seeking to future-proof their organizations and create sustainable value in an increasingly complex and interconnected world.

Course objectives

The objective of this course is to explore the key driving forces reshaping corporate governance and how they are influencing the future of leadership in organizations. Participants will gain an understanding of how evolving trends such as technology, regulatory changes, stakeholder expectations, and sustainability are transforming governance practices and leadership structures. By analyzing these forces, the course will equip participants with the knowledge and tools necessary to navigate the complexities of modern governance, adapt to emerging challenges, and build resilient, future-ready organizations

By the end of this course, participants will be able to:

1. Identify Key Forces Shaping Next-Generation Governance
   ➢ Understand the technological, societal, and regulatory factors driving the evolution of governance models.
2. Analyze the Role of Technology in Governance
   ➢ Explore the impact of digital transformation, artificial intelligence, data analytics, and cybersecurity on governance and decision-making.
3. Understand the Growing Importance of ESG (Environmental, Social, Governance)
   ➢ Learn how ESG factors are becoming integral to corporate strategy, risk management, and leadership accountability.
4. Evaluate the Impact of Stakeholder Expectations
   ➢ Assess how shifting expectations from investors, consumers, employees, and communities influence governance practices and corporate behavior.
5. Develop Strategic Leadership for the Future
   ➢ Learn how to lead organizations through change, foster innovation, and build a governance culture that embraces transparency, diversity, and ethical decision-making.
6. Enhance Organizational Resilience and Sustainability
   ➢ Understand the need for adaptive, forward-thinking governance models that support long-term organizational sustainability and success.
7. Apply Best Practices in Governance for Future Growth
   ➢ Gain practical insights on how to align governance practices with future challenges and opportunities to drive sustainable growth and competitive advantage.

This course is designed for board members, executives, governance professionals, and others responsible for corporate oversight, providing them with a comprehensive understanding of the driving forces shaping the future of governance and leadership.

Course outline

Module 1: Introduction to Next-Generation Governance

Overview of Traditional Governance vs. Next-Generation Governance
- Understanding the shift in governance models and structures.
- The need for adaptability and strategic leadership in modern governance.

The Role of Governance in Shaping Organizational Success
- Governance as a driver of long-term value, innovation, and resilience.
- Key challenges and opportunities in evolving governance

Module 2: The Impact of Technology on Governance

Digital Transformation and Governance
- The role of technology in enhancing governance practices (e.g., digital tools, platforms).
- The influence of big data, artificial intelligence, and automation on decision-making.

Cybersecurity and Risk Management
- Managing digital risks and cybersecurity threats in governance frameworks.
- The growing importance of data privacy and ethical use of technology.

Module 3: The Rise of ESG (Environmental, Social, Governance) in Governance

The ESG Imperative: A Strategic Governance Focus
- How ESG factors are becoming integral to governance, decision-making, and long-term strategy.
- The role of boards in overseeing ESG initiatives and aligning them with corporate goals.

Balancing Financial Performance with Social and Environmental Responsibility
- The importance of ESG reporting, transparency, and accountability.
- Case studies of boards successfully integrating ESG into governance frameworks.

Module 4: Shifting Stakeholder Expectations and Their Influence on Governance

Evolving Stakeholder Landscape
- The growing influence of investors, customers, employees, regulators, and communities.
- Understanding stakeholder capitalism and its effect on governance strategies.

Transparency, Accountability, and Ethical Leadership
- How boards are responding to demands for greater corporate transparency.
- Creating a culture of trust, ethics, and social responsibility.

Module 5: Building Strategic Leadership for the Future

Leading Through Change and Disruption
- How next-generation governance enables agile leadership in times of change.
- The importance of resilience and innovation in governance **practices.**

Fostering Collaboration and Diversity in Leadership
- Leveraging diverse perspectives for better governance outcomes.
- Enhancing collaboration between board members, executives, and stakeholders.

Module 6: Future-Proofing Governance Structures

Adapting Governance Frameworks for Future Challenges
- Creating flexible, adaptive governance models to thrive in an evolving business environment.
- Incorporating sustainability, innovation, and long-term growth into governance structures.

Risk Management and Strategic Oversight for the Future
- Strengthening the board's role in managing emerging risks and uncertainties.
- Developing proactive strategies for business continuity and sustainable growth.

This course outline is designed to equip board members, executives, governance professionals, and strategic leaders with the insights and practical tools they need to navigate the driving forces reshaping governance practices and corporate leadership. Participants will gain the knowledge to lead organizations effectively in the face of evolving challenges and emerging opportunities.

Who should attend

Board Members, Corporate Secretaries and Governance Professionals, Governance Committee Members, Regulatory and Compliance Professionals, Consultants and Advisors

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Prof. Dr. Zubaidah Zainal Abidin, PhD, FCIS
Governance Professional | Academic Leader | Corporate Practices and Sustainability Expert

Dr. Zubaidah Zainal Abidin is a distinguished expert in governance, sustainability, and corporate practices, with over 40 years of experience spanning the corporate and academic worlds. She has held key roles, including Group Company Secretary for Safuan Group of Companies and senior leadership positions at Perwaja Terengganu Sdn Bhd and Malaysia Mining Corporation Berhad, mastering regulatory compliance and governance frameworks. An accomplished academic, Dr. Zubaidah served as Deputy Vice-Chancellor (Academic and Internationalization) at Kolej Universiti Poly-Tech MARA and earned a Professorship at Universiti Teknologi MARA (UiTM), where she contributed significantly for over 25 years. She holds a PhD in Accounting from Curtin University and an MSc from the University of Southampton, reflecting her academic rigor. Her teaching and mentorship have guided countless professionals and students in subjects like corporate governance, boardroom dynamics, and corporate social responsibility. Dr. Zubaidah's areas of expertise include ESG and sustainability reporting, board governance, anti-money laundering compliance, and Section 17A of the Malaysian Anti-Corruption Commission Act. She is a Certified HRD Trainer, a Fellow of MAICSA, and a Council Member for the Chartered Governance Institute Malaysia Berhad. As a prolific author, her eight books and numerous research contributions have influenced governance practices nationwide. A sought-after speaker, she has addressed global forums on governance risks, sustainable leadership, and ethical practices. Currently, she serves as an Academic Fellow at Universiti Sains Islam Malaysia (USIM), advancing research and education in governance. Dr. Zubaidah's legacy lies in her commitment to ethical leadership, sustainable growth, and mentoring the next generation of governance professionals. Her transformative work continues to inspire organizations and individuals to navigate the complexities of modern governance with integrity and foresight.

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