

## About Executive Education at Henley

Henley Business School is a global leader in executive education. We provide impactful and innovative executive programmes to individuals and organisations.

Established by business, for business, and as the UK's oldest business school, we have over 60 years' experience in developing managers of, and for, the future. We are recognised worldwide for delivering executive leadership and management development programmes that build capability and enhance performance.

### Executive programmes

Our open executive development programmes, designed for individuals, span the major management related areas essential for running sustainable organisations. They range in length from 2 days to 3 weeks and create immediate impact back in the working environment.

In addition we work closely with a wide range of leading global organisations to provide distinctive and challenging customised executive and tailored qualification programmes. These are designed to address the specific needs and issues faced by your organisation and staff.

### Working with the best

We are one of the world's leading providers of executive education, and as such work with some of the world's leading organisations, across the public, private and third sectors. Our clients include 3M, Aegon, Barclays, Canon, Ford, IBM, KPMG, Microsoft, RBS Insurance, Shell, Vodafone and Zurich. Details of the full range of Executive Education programmes can be found at [www.henley.com/open](http://www.henley.com/open).

**Disclaimer:** We reserve the right to change any part of the programme due to circumstances beyond our control but we endeavour to substitute any changed portion with something of equal value. **Payment:** The fee must be paid in advance of the workshop to secure your place. Cheques and bank drafts should be crossed and made payable to Mentor Communication Resources Sdn Bhd. **Cancellations/Refunds/Transfers:** Cancellations received by fax or in writing not later than 4 weeks before the workshop are entitled to full refunds. Complete documentation and a half-refund only for cancellations received after that date. However, transfers are acceptable at no extra cost.

## About our partners

Administration for this programme is currently managed by our partners, MENTOR Communication Resources – a Malaysian service-provider in its sixteenth year, specialising in capacity-building in the soft-skills area of communication and leadership skills.

### Your investment

MYR 5,895.00 per delegate, inclusive of:

- programme manual
- soft-copy templates
- confidential leadership appraisal
- meals and refreshments
- certificate of participation

Name	
Position	
Organisation	
Tel	Fax
Address	
Approving Manager's Name	
Signature & Company Chop	

You may fax or email this form to Mahyon at:  
**Mentor Communication Resources Sdn Bhd**  
Suite 16-7, 16<sup>th</sup> Floor, Wisma UOA II,  
21 Jalan Pinang, 50450 Kuala Lumpur, Malaysia  
Tel (603) 2166 0006 / 2166 0009  
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# Leadership for Stakeholder Value

24 – 25 April 2012 Kuala Lumpur

30 – 31 October 2012 Johor Bahru

Malaysia is enjoying considerable business success both in the region and globally. Designed specifically for senior executives and high-potential leaders of Malaysian organisations that have not only regional, but global, growth aspirations this programme explores critical issues of credibility and reputation for an organisation; issues of corporate governance, stakeholder management, corporate reputation and responsibility, corporate values and ethics, transparency demands and communication skills. It has been designed to develop skills, knowledge and competencies across a range of business-critical areas.

Leadership for Stakeholder Value is delivered by Henley Business School, University of Reading in Malaysia under its continuing Executive Education programme. The Programme Directors and Faculty have been associated with Henley for several years and have extensive knowledge of the Malaysian market and culture. We sincerely look forward to welcoming you and members of your leadership team on this exciting new programme.



**Hugh Evans**

Vice Dean, Executive Education

**Dr Millicent Danker**  
**BA, MA, DBA, MCIPR**



Dr Danker is a Business Communications Counsellor and Public Affairs / Reputation Strategist, beginning her career in the mainstream media, and having more than 25 years experience as a consultant, gained first with global firm Burson-Marsteller and then with her own agencies in Kuala Lumpur which she established 16 years ago.

An entrepreneur, consultant, and coach she has counseled multinational and Malaysian publically-listed companies, government agencies and educational institutions in the areas of corporate reputation, positioning, issues management, perception audits, organisational and leadership communications and stakeholder relations.

Having spent six years as a research associate at Henley Business School, University of Reading, where she investigated issues relating to Corporate Transparency among Malaysian Plcs, Millicent completed her Doctorate in Business Administration in 2010. Her professional interests are now corporate governance, communication ethics and stakeholder management and working with boards and senior management in areas of communication policy. Millicent's approach to stakeholder communications suggests that 'transparency' is the anti-thesis of 'spin'; she argues that corporate transparency, now a pillar of corporate governance, is a word pregnant with ethical communication responsibilities, and needs embedding in the workplace through board policy.

Outside of Malaysia and Singapore, Dr Danker has worked in a number of emerging markets including Indonesia, Vietnam and Africa. As one of Asia's leading public relations practitioners, she has facilitated and led at least 300 workshops and individual and group learning sessions to date, many of which targeted at board members, CEOs and company chairpersons. She has organised and moderated international conferences, seminars and focus groups in Europe and the Asean region with a focus on promoting the agenda of emerging markets. She divides her time mainly between Kuala Lumpur and London.

**Mr Roger Hayes**  
**BSc (Econ), MA, Henley DBA Research Associate, FCIPR, Member Emeritus IPRA**



Roger Hayes is a leading international public relations and public diplomacy professional with 30 years of experience working in trade associations, corporations and consultancies. He has been Director General of the British

Nuclear Industry Forum, CEO of the International Institute of Communications, SVP, public affairs and government relations for Ford of Europe, Director, corporate communications for Thorn-EML plc, Manager, corporate communications for PA Consulting group and a Director of the public relations firm Burson-Marsteller, operating from both London and New York. He began his career with Reuters in Paris and apart from senior corporate positions has also set up and sold his own PR consulting firm Hayes-Macleod and was co-founder of Echo Research Group (now part of Ebiquity Plc).

In the past seven years Roger has concentrated on consulting and training in emerging markets, including Malaysia, Singapore, Indonesia, India, Ghana and South Africa, including working with both Henley Business School and Mentor Communications Resources. Roger is an approved European Union trainer, having conducted several workshops for EU institutions in Brussels.

Roger has recently returned to London, where he is now mostly based, from a one-year assignment in Delhi as Interim CEO of a leading international management and public affairs consulting firm, for which he has also undertaken assignments in South Africa.

He is a Past President of the International Public Relations Association (IPRA) (1997) and Fellow of the Chartered Institute of Public Relations (CIPR), for which he sits on the Research and Development Committee. He is the author of the IPRA Gold Paper on Public Relations and Collaboration in the Globalised World (2008) and wrote the management best seller Systematic Networking (1997). A graduate of London University, he obtained his MA at USC in California and is currently completing his doctorate on Public Relations and Public Diplomacy in a Globalised World at Henley Business School.

## Programme content:

The **demands on corporate leadership from global stakeholders**, including the challenges of stakeholder management within the boundaries of good corporate governance.

**Corporate reputation**, which is assuming greater importance in an era of globalisation and demands leadership which is sensitive to issues of perception and credibility, reputation and risk.

**Trust as a strategic business imperative** where professionals are expected to aspire to the highest ethical standards when representing their organisations and brands.

**Values-based leadership** with emphasis on effective engagement across cultures, dynamic global business communication via dialogue, the challenges of the new media environment, thought leadership and corporate responsibility, and aligning organisational goals with societal expectations and culture.

## Programme objectives:

To help workshop participants appreciate the growing roles and responsibilities of corporate leaders in a complex global business environment.

To promote sensitivity to corporate governance, transparency, stakeholder management, corporate reputation, ethical communications and values-based dialogue and diplomacy.

To develop and test leadership attributes and communications competencies through stakeholder-specific role plays and team exercises.

## Programme outcomes:

Executives who are kept abreast of a relevant international agenda are able to move from management to leadership, are in a stronger position to align their organisational goals with stakeholder expectations, and can frame compelling narratives beyond sales and brand messages to build sustainable corporate reputations.

## Agenda

### Day One

- 09.00 **Introductions & Objective-Setting**
- 09.30 **Defining Leadership : A Discussion**
- 10.45 *Break*
- 11.00 **Understanding Values-based Leadership**
  - Aligning Corporate Mission, Vision & Values
  - Personal vs Organisational Goal-Setting
  - Demands of Corporate Governance
  - The Trust & Transparency Imperative
- 12.00 *Team exercises*
- 13.00 *Lunch*
- 14.00 **The Challenges of Globalisation**
  - Inter-Cultural Sensitization
  - The New Media
  - International Dimensions vs Local Dilemmas
- 15.00 *Break*
- 15.15 **Stakeholder vs Shareholder Management**
  - Managing Stakeholder Expectations
  - Delivering Performance vs Managing Responsibly
  - Corporate Reputation vs Issues of Perception
- 16.00 *Team exercises*
- 17.00 *Ends*

### Day Two

- 09.00 **Debrief**
- 09.30 **Crisis & Reputational Risk: A Discussion**
- 10.45 *Break*
- 11.00 **The Makings of a Leader**
  - Emotional Intelligence
  - Business Etiquette & Public Diplomacy
  - Systematic Networking & Engagement
- 12.00 *Team exercises*
- 13.00 *Lunch*
- 14.00 **Message Strategies**
  - Ethical & Dialogue-based Communication
  - Story-telling Narratives vs Brand Messages
  - Environmental Scanning & Response
- 15.00 *Break*
- 15.15 **Thought Leadership**
  - Corporate Responsibility
  - Organisational Goals vs Societal Agendas
  - The Challenge of Sustainable Business
- 16.00 *Team exercises*
- 17.00 *Ends*