

EXECUTIVE EDUCATION

GOVERNANCE DURING AND AFTER CRISIS: WHY IS GOVERNANCE KEY AND HOW TO USE CRISIS WELL

The lessons of COVID are numerous. The bigger one might be the way the virus has taken the world and our health systems by surprise. The damage in human life and suffering has been horrific, even if economically the bill has been less than many feared. In all this, the continued progress of stock markets provides a puzzling contrast, now dampened by the Ukraine war, as has been the remarkably effective response of global science and pharma, with full support from governments, even if they have piled up considerable debt in the process. All these create a new context for banking, with challenges for sure, and opportunities as well.

KEY BENEFITS: This program offers the opportunity for a collaborative review of the world we have come to, and an ensuing reflexion of the future we may prepare for. In this context, banks, which already were under duress from fintechs and regulators, have for sure a major if not greater role to play. They are well advised to use this unique moment to review their strategies, defences and organization, as well as to explore beneficial repositioning for sustainability and aim for growth again, when it is possible. Reminding oneself that leadership is taken, and never given.

24-25 JAN 2023

09h30-17h00

Pestana Palace

Lisboa



Program Directors
**PETER NATHANIAL &
LUDO VAN DER HEYDEN**

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PROFESSORS



PETER NATHANIAL

Peter Nathaniel provides strategic, risk management and restructuring advice to major Financial Institutions, Central Banks, Governments and other International Multi-lateral Organizations from around the world. He is frequently called on for his expertise as a leading professional in the area of corporate/debt restructuring, risk-management, and corporate governance.

Peter Nathaniel has been a partner of the boutique merchant banking firm Impala Partners since late 2009. Impala Partners advises and invests principally in stressed companies and situations around the world. He is also a member of the managing partner for Kilimanjaro Credit Fund.

From 2007 to 2009, Peter Nathaniel was the Group Chief Risk Officer and Member of the Executive Committee for The Royal Bank of Scotland Group. He was responsible for over \$3 trillion in assets on the balance sheet and for working through the financial crisis. He established and managed a "bad bank" and a global loan-restructuring group within the Group.

Prior to The Royal Bank of Scotland, Peter Nathaniel spent over sixteen years at Citigroup, holding a variety of senior business management roles in New York, Zurich, London, Moscow, and Warsaw.

In his last role at Citigroup, Peter Nathaniel was based in New York as a Senior Corporate Officer / Managing Director and Head of Global Risk Oversight and Investments, where he had oversight of Citigroup's Asset Management, Insurance, Alternative Investments Businesses, Employee Pension Plans, Country Risk, and Citigroup's proprietary M&A activities.

Peter Nathaniel is the co-founder and director of INSEAD's flagship certification program for Boards of Directors in the banking and financial sector, Modern Governance in Banking. Peter Nathaniel is a Fellow of the International Corporate Governance Centre of INSEAD.

Originally from Australia, Peter Nathaniel is based in the United States and also serves on several private Advisory Boards, Boards of Directors and Multi-Family offices around the world. He has also previously served as President and Board Member of a NASDAQ publicly listed company and SPAC.

Peter Nathaniel is a founding member of the International Financial Risk Institute, a former Member of the President's Council of the International Crisis Group and was conferred as a Fellow of the Chartered Institute of Bankers Scotland in 2007. Peter Nathaniel holds a BA from Macquarie University in Sydney, Australia.



LUDO VAN DER HEYDEN

Professor of Technology and Operations Management at INSEAD since 1988 and INSEAD Chaired Professor in Corporate Governance since October 2010. Emeritus since September 2018.

Founding Director of INSEAD's Corporate Governance Centre and, with colleagues, co-founded the International Directors Programme, the Modern Governance in Banking and the Value Creation for Owners and Directors programs.

Directed the Advanced Management Program (INSEAD's most senior general management programme) from 2000 to 2008, the INSEAD Zentrum Leipzig (1994-99), co-Dean of INSEAD (1990-95), and first PhD Director & Associate Dean for Research (1989-90).

First (and only) holder of the Wendel Chair in the Large Family Firm, initiated INSEAD's activities in family business. Led to the creation of the Wendel international Centre for Family Enterprise at INSEAD. Also held the Solvay Chair in Technological Innovation and the Mubadala Chair in Corporate Governance and Strategy. Received several Outstanding MBA Core Teacher Awards, an Outstanding Service Award in Executive Education, and an Outstanding Contribution Award to Executive Education. Honorary Alumnus of the INSEAD International Alumni Association. The King of Belgium appointed him Officer of the Order of Leopold in 1996. Recipient of the Mercurius Award from the Federation of Belgian Distributors for his work (with Professor Arnd Huchzermeier of WHU, Koblenz) on the introduction of the Euro. Received (with M. Pich and N. Harlé) the ECCH European Case Award 2003 for the Marks & Spencer and Zara case. With INSEAD colleagues, he is the recipient of the Family Business Network 2006 Research Award for the article Striving for Justice in Family Firms, as well as a co-author of Industrial Excellence, a book that identifies better manufacturing practices in French and German factories. Published in many journals.

Before joining INSEAD, Ludo Van der Heyden was on the faculty of the School of Organization and Management at Yale University (1980-1988) and of the Kennedy School of Government at Harvard University (1978-80). He holds an Engineering Degree in Applied Mathematics from the Université Catholique de Louvain (1974) and a Ph.D. Degree in Administrative Sciences from Yale University (1979).

Sat on the Supervisory Board of Naftogaz of Ukraine and is currently the Chairman of the Board of Seisquare, a software company for estimating natural resource reserves. He also is a member of the Advisory Board of Bencis Capital Partners and a co-founder of the Association des Plantes Aromatiques et Médicinales, which supports the restart of essential oils production in Milly-la-Forêt.



FULL MEMBER OF



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ATTENDEES: CAAdm's Chairmen, CEOs, Executive and Non-Executive Directors, Members of Fiscal Boards, Members of Audit Committees and other Bank's Core Functional Directors

LOCATION: Hotel Pestana Palace – Lisboa

FEE: APB member: 2 500 € / Non-members: 2 875 €

PROGRAM

DAY 1: Tuesday, January 24th

09:00-09:30	Welcome Coffee
09:30-11:30	Introduction and presentation of the Everest Case Study (with video) and discussion <i>Understanding crisis, its root causes, its emergence, and its dynamics</i>
11:30-11:55	Coffee Break
12:00-13:00	A Short History of Banking Crises : Overview and Anatomy <i>Discussion of patterns (external roots, internal roots, loss of fit between a bank's vision and strategy, and its competitive position)</i>
13:00-14:15	Lunch
14:15-16:00	Idiosyncratic Banking Crisis Case Study 1: Crédit Suisse <i>A detailed look at an idiosyncratic banking crisis at one institution</i>
	Systemic Banking Crisis Case Study 2 involving 2007/08 US Financial Crisis, 2013 Greek Crisis, 2015/16 Cyprus Crisis, 2017 Italian Crisis <i>A closer look at systemic banking crises and their outcomes. A proposed typology.</i>
16:15-17:00	Discussion: What could have been done? First insights and observations?

DAY 2: Wednesday, January 25th

09:00-09:30	Welcome Coffee
09:30-11:00	ESG in Banking <i>A review of current ESG developments and implications for banks: Progress, confusion, or both?</i>
11:00-11:15	Coffee Break
11:15-13:00	The Current Landscape for Banks <i>A look at the current situation and its impact on priorities</i>
13:00-14:15	Lunch
14:15-15:15	Crisis Management: A Framework <i>How to prepare for the next crisis? Once in it, how do you manage during a crisis? How to exit?</i>
15:30-16:45	Lessons & Developing Commitment to Change from the Board Level. <i>Personal review and planning exercise utilizing the LEAP framework</i>
16:45-17:00	Concluding Remarks by IFB CEO António Neto da Silva



FULL MEMBER OF

