

## EXECUTIVE EDUCATION

# THE GOVERNANCE OF MISTAKES: AN ESSENTIAL BOARD COMPETENCE IN A TURBULENT WORLD



**17 – 18 OCT 2024**

09h00-17h00

Pestana Palace

Lisboa



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

Informações: **Catarina Santos** [c.santos@ifb.pt](mailto:c.santos@ifb.pt) +351 217916293

## THE GOVERNANCE OF MISTAKES: AN ESSENTIAL BOARD COMPETENCE IN A TURBULENT WORLD

## EXECUTIVE EDUCATION

### PROFESSORS



#### PETER NATHANIAL

Is an IMD Executive in Residence and co-founder and co-Director of IMD's Bank Governance Program. A Former Group Chief Risk Officer and member of the Executive Committee of The Royal Bank of Scotland Group, he is a Former Global Head of Risk Oversight at Citigroup.



#### LUDO VAN DER HEYDEN

Became a Distinguished Scholar at IMD in September 2022. He supports IMD's developmental activities and programs in the banking sector, including the Bank Governance program. Ludo is the founding Academic Director of INSEAD's Corporate Governance Centre (ICGC) and was co-Dean of INSEAD (1990-1995).

### METHODOLOGY

The first day is dedicated to exploring the topic, defining what it consists of, how it is relevant to organizations and their managers, and the taxonomy it uses. Cases will be used and examined from the SEM angle, notably the downfall of FORTIS and the Kerviel rogue trader affair at SOCGEN. We discuss what their respective boards might have done, given that both crises have their roots in errors of a strategic nature for FORTIS and of a more operational nature for SOCGEN.

The second day will be devoted to discussing more recent examples, all having occurred after the Global Financial Crisis. These include the Wells Fargo cross selling disaster, the downfall of SVB in California, and the collapse of Crédit Suisse.

As a summing-up, participants will be invited to discuss and evaluate their corporate strategies on SEM in subgroups and share their insights with the all group.



FULL MEMBER OF



# THE GOVERNANCE OF MISTAKES: AN ESSENTIAL BOARD COMPETENCE IN A TURBULENT WORLD

## EXECUTIVE EDUCATION

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

**LOCATION:** Pestana Palace – Lisboa

**FEE:** APB member: 2 600 € / Non-members: 2 990 €

### DAY 1: Thursday, October 17th

09:00-09:30	Welcome Coffee
09:30-11:00	Introduction and Welcome – Error Management for Boards What is Error Management?: Key Concepts, Motivation and Taxonomy
11:00 –11:15	Coffee Break
11:15 - 13:00	Framing Error Management Using Two Cases: Fortis and Societe Generale
13:00-14:15	Lunch
14:15–15:30	Case Study: Silicon Valey Bank. Error Management Perspective.
15:30-16:00	Coffee Break
16:00-17:00	Final Discussion: Error Management for Boards: Insights and Conclusions reflecting on yours, your Board's and your organization's own errors?

### DAY 2: Friday, October, 18th

09:00-09:30	Welcome Coffee
09:30-11:00	What is Corporate Governance Culture? The importance of the Tone at the Top.
11:00-11:15	Coffee Break
11:15-13:00	How does Error Management Relate to Corporate Governance Culture?
13:00-14:15	Lunch
14:15-15:30	How does IA affect SEM and Board Governance? Working Session: Major Lessons for you and your Board of Directors. Develop Action Plans in Groups
15:30-15:45	Coffee Break
15:45-16:45	Sharing Insights, Lessons and Action Plans. Final Plenary Discussion
16:45-17:00	Concluding Remarks by IFB CEO António Neto da Silva



FULL MEMBER OF



**Pedidos de Cancelamento:** Só poderão dar origem ao reembolso total do valor pago, quando recebidos até 5 dias úteis antes da data de início do curso. A partir deste prazo, a inscrição será paga na totalidade, podendo, no entanto, o participante ser substituído por outro; Deverão ser efetuados por e-mail e rececionados pelo IFB dentro do prazo acima estabelecido.

IFB FORMAÇÃO AVANÇADA