



**INSTITUTE OF APPROVED
COMPANY SECRETARIES**
[199601015175 (387525-X)]

PROGRAMME DETAILS:

Date : 16th December 2025, Tuesday

Venue : Zoom Webinar

Time : 9.00 am - 1.00 pm



**4 CPE
POINTS**

ABOUT THE ORGANISER

INSTITUTE OF APPROVED COMPANY SECRETARIES (IACS), is a Professional Company Secretaries' body which was incorporated in Malaysia on 16th May 1996 as a company limited by guarantee and not having a share capital under the Companies Act. The Institute's objectives are to promote, encourage and advance the status and interest of the Company Secretaries profession in Malaysia. For more information about our training programmes, please visit www.iacs.org.my.

SPEAKER: Professor Dr Zubaidah Zainal Abidin FCIS (CS) (CGP)

Professor Dr Zubaidah Zainal Abidin is an Academic Fellow at Universiti Sains Islam Malaysia (USIM) and former Professor at Universiti Teknologi MARA (UiTM), where she served for over 25 years. She was the Deputy Vice Chancellor (Academic and Internationalisation) at KUPITM from 2015 to 2018. Prior to joining academia, she was a company secretary for over a decade in both private and public-listed companies.

Dr Zubaidah is professionally qualified with ICSA (UK), holds a Master's in Accounting and Management Science from the University of Southampton, and earned her PhD from Curtin University. She has authored five widely used books on company secretarial practice and is a recognised authority in corporate governance, boardroom dynamics, and sustainability.

She is frequently invited by regulatory and professional bodies—including CCM, MAICSA, MACS, and IACS—to speak on governance, board leadership, and corporate responsibility.

IACS WEBINAR 2025 : THE SHIFT IN BOARDROOM DYNAMICS: ENHANCING GOVERNANCE AND STRATEGIC LEADERSHIP

Introduction

In the ever-evolving landscape of corporate governance, the traditional boardroom structure and decision-making processes are undergoing significant transformation. The shift in boardroom dynamics is reshaping how boards function, collaborate, and make decisions, and it is becoming a critical factor in driving both governance effectiveness and strategic leadership. Today, boards are not just tasked with overseeing financial performance and compliance, but are also increasingly responsible for guiding the organization through complex global challenges, ethical considerations, and long-term sustainability goals.

The changing dynamics in the boardroom—shaped by factors such as increased diversity, technological advancement, evolving stakeholder expectations, and greater focus on Environmental, Social, and Governance (ESG) issues—are influencing how boards engage with management, define strategy, and fulfill their governance responsibilities. These shifts require boards to embrace new skills, foster more open communication, and build stronger relationships between directors, executives, and key stakeholders.

This topic explores how the emerging dynamics in the boardroom contribute to enhancing both governance and strategic leadership. It delves into how changes in leadership styles, board composition, and decision-making approaches are not only improving governance practices but also enabling boards to provide more effective oversight and leadership. Through this shift, boards are becoming more agile, responsive, and capable of driving innovation and long-term value creation in an increasingly complex and fast-changing business environment.

Course Objectives

The objective of this course is to explore the evolving dynamics within the boardroom and their impact on corporate governance and strategic leadership. Participants will gain an understanding of how changes in board composition, leadership styles, communication practices, and stakeholder engagement are transforming the way boards operate and make critical decisions. By examining current trends, challenges, and best practices, the course will provide participants with the tools and insights needed to strengthen governance, enhance strategic oversight, and foster effective leadership in the boardroom.

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

- Understand the emerging trends and shifts in boardroom dynamics, including the increasing focus on diversity, technology, and ESG factors.
- Analyze the role of effective governance in modern organizations and how shifting boardroom dynamics contribute to better oversight and decision-making.
- Identify how changes in board composition, leadership styles, and collaboration methods influence organizational strategy and performance.
- Develop strategies to improve board engagement, communication, and decision-making processes to drive long-term value and sustainability.
- Assess the impact of evolving stakeholder expectations on board responsibilities and governance structures.
- Learn how to foster a culture of strategic leadership and agility within the boardroom to meet contemporary business challenges.

This course is designed for board members, executives, governance professionals, and anyone involved in the oversight or strategic direction of organizations, providing them with the skills to adapt to and capitalize on the shifting dynamics of the modern boardroom.

Course Outlines

Module 1: Introduction to Boardroom Dynamics and Governance

• Understanding Boardroom Dynamics

- ◊ Definition and importance of boardroom dynamics in corporate governance.
- ◊ The evolution of board structures and decision-making processes.

• The Role of Governance in Modern Organizations

- ◊ The changing landscape of corporate governance.
- ◊ Key responsibilities and challenges for today's boards in providing strategic oversight and leadership

Module 2: Factors Driving the Shift in Boardroom Dynamics

• Diversity and Inclusion

- ◊ The impact of increased diversity (gender, ethnicity, skills, and experience) on board performance and decision-making.
- ◊ How diverse perspectives enhance strategic leadership and governance.

• Technological Advancements and Digital Transformation

- ◊ The role of technology in transforming board communication, decision-making, and oversight.
- ◊ How digital tools and data analytics are reshaping governance practices.

• Evolving Stakeholder Expectations

- ◊ The growing influence of investors, customers, employees, and communities on boardroom decisions.
- ◊ The shift from shareholder primacy to stakeholder capitalism.

Module 3: The Role of Leadership in Modern Boardrooms

• Leadership Styles and their Impact on Governance

- ◊ Examining traditional versus contemporary leadership styles in the boardroom.
- ◊ How leadership in the boardroom influences organizational culture and strategic direction.

• Building Collaborative Board Relationships

- ◊ Strategies for fostering trust, effective communication, and collaboration among board members.
- ◊ The role of the board chair in facilitating strategic discussions and decision-making.

Module 4: Integrating ESG and Strategic Oversight

• The Growing Focus on ESG in Boardrooms

- ◊ How boards are increasingly incorporating Environmental, Social, and Governance (ESG) factors into strategic planning.
- ◊ The role of the board in guiding ESG initiatives and ensuring alignment with corporate objectives.

• Balancing Short-Term Performance with Long-Term Sustainability

- ◊ Strategies for integrating sustainability into business models without compromising financial performance.
- ◊ Case studies of boards successfully driving ESG goals.

Module 5: Enhancing Governance through Agile Decision-Making

• Agility in the Boardroom

- ◊ How boards can adapt to rapidly changing market conditions and crises.
- ◊ Tools and strategies to enhance decision-making speed and effectiveness.

• Strengthening Risk Oversight and Strategic Resilience

- ◊ The role of the board in identifying and mitigating emerging risks.
- ◊ How shifting boardroom dynamics improve the ability to navigate volatility and uncertainty.

Module 6: Effective Communication and Stakeholder Engagement

• Board Communication Practices

- ◊ Best practices for clear, transparent, and impactful communication in the boardroom.
- ◊ Ensuring alignment between board members and senior management.

• Engaging External Stakeholders

- ◊ How boards can engage with external stakeholders (investors, regulators, customers) on governance and strategy issues. Managing stakeholder expectations in the context of evolving boardroom dynamics.

ADMINISTRATIVE DETAILS:

Seminar Fees (per participant):

IACS members RM 160.00

Non-members RM 190.00

***All registrations must be accompanied by full payment to secure your seat.**

The Continuing Professional Education (CPE) points awarded are recognized by the Suruhanjaya Syarikat Malaysia (SSM) under the 60% CPE points category. E-Certificate of Attendance will be issued to participants upon attending the entire duration of the webinar and receipt of full payment, by email.

Cancellation : No refund is entertained if participant decides to cancel their registration but a substitute is welcomed. Written notification of substitute's name must be received by IACS at least three (3) working days prior to the programme. Any difference in fee will be charged accordingly.

HRD Corp : No refund is entertained if participant has made payment and apply HRD Corp grant at the same time.

Disclaimer : The organiser reserves the right to change the speaker, date or to cancel the programme should unavoidable circumstances arise.

Who should attend

Board members and directors, C-Suite executives, company secretaries, corporate governance professionals, ESG and sustainability officers.

REGISTRATION & ENQUIRIES:

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Participants who wish to apply for the HRD Corp grant do not need to make payment to us. Participants just need to apply for the training grant from HRD Corp and submit the Grant ID to us. We will claim directly with HRD Corp after the training. Participants are advised not to request for upfront payment during the grant application process.

REGISTRATION FORM

THE SHIFT IN BOARDROOM DYNAMICS: ENHANCING GOVERNANCE AND STRATEGIC LEADERSHIP

Please register before **10th December 2025 (Wednesday)** by email for the webinar
(Limited seats available, registration will be on first come, first served basis)



Name in block letters (as per NRIC):

IACS No:..... ☐ Non-members Designation:.....

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Cash / Cheque No.: Bank: for RM enclosed and crossed payable to 'INSTITUTE OF APPROVED COMPANY SECRETARIES'. Payment can also be deposited directly or transferred online to our **Malayan Banking Account No. 514075431102** with a copy of the transaction slip faxed or emailed to us. (Please fill in your name and membership no. under the Trans Description and Reference No. columns of the bank-in slip respectively.)

*** Online registration is highly recommended, kindly scan QR and register via google form.**

*** Kindly contact us by phone at 03-40513787 to verify that we have received your registration and payment.**



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