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OPEN-ENROLMENT  
PROGRAM



Idlif Executive Education Center

# CENTRAL BANK LEADERSHIP SUCCESSION

*Future-Proofing the Leadership Pipeline*



12 - 15 April 2027  
9 AM - 5 PM  
Monday - Thursday



Asia School of Business Campus  
Kuala Lumpur, Malaysia



- **RM 17,000\* per participant**  
(with accommodation at ASB Residence)  
(approximately USD 4,250\*)

**OR**

- **RM 16,000\* per participant**  
(excluding accommodation)  
(approximately USD 4,000\*)

- \*USD pricing is indicative pricing.
- Excludes Sales & Service Tax (8%), travel & accommodation



## PROGRAM OVERVIEW

Leadership turnover compounds the pressure, and it runs deeper than any one seat. In the first eight months of 2026 alone, Central Banks across various regions have seen senior leaders depart, arrive, or resign unexpectedly, and leadership benches reshuffled with little warning. It is a reminder that succession is too often chosen for an institution rather than by it. Every one of those transitions put HR in the room, under pressure, without a plan.

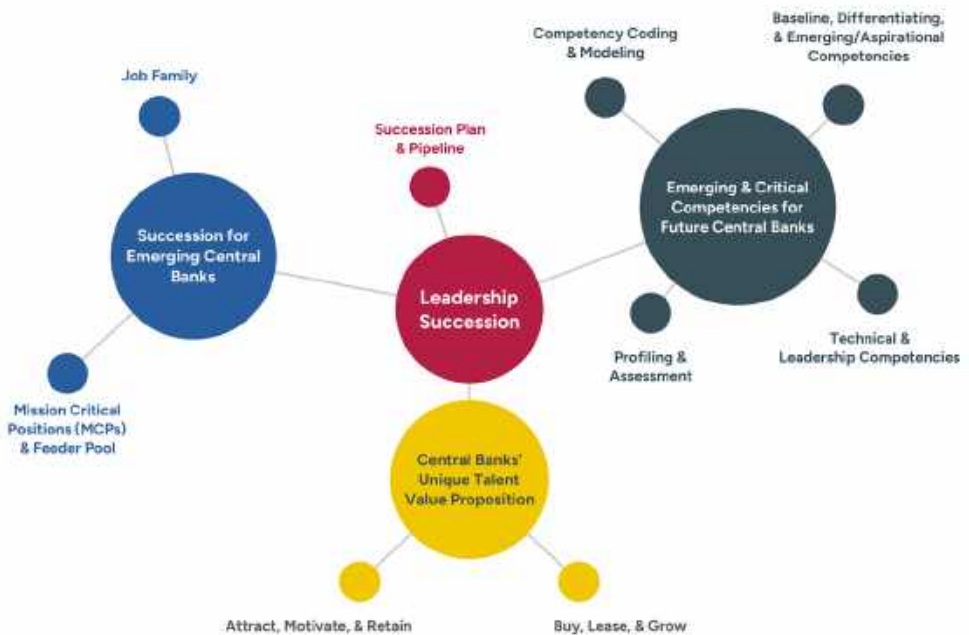
Leadership succession has become a strategic imperative for Central Banks as they navigate leadership transitions, evolving regulatory mandates, technological disruption, and increasingly specialized workforce requirements. The continuity of critical leadership and technical capabilities can no longer rely on ad-hoc succession planning or traditional HR practices.

Effective succession management extends beyond identifying replacements for key positions. Unlike the usual succession planning programs that focus primarily on identifying successors, this program adopts an integrated approach to safeguarding leadership succession by integrating critical role alignment, competency management, leadership development, and strategic talent planning into a practical application tailored specifically for Central Banks.

Through applied learning, executive dialogue, and interactive discussions, participants will develop practical strategies that can be applied within their Central Bank to strengthen leadership continuity, mitigate succession risks, and enhance long-term institutional resilience.

**This programme is your chance to walk in with the framework, not just the fire drill.**

**Central Bank Leadership Succession** is a comprehensive 4-day program centered on three (3) interconnected pillars to build sustainable leadership pipelines and strengthen institutional resilience within Central Banks.



It is curated to integrate theories into practical applications, providing participants with insights into crucial aspects such as identifying mission-critical positions, establishing sustainable leadership succession pipelines, and determining appropriate talent strategies.



## WHO SHOULD ATTEND

Designed for senior leaders who own people strategy at their Central Bank – typically, but not limited to:

- Deputy Governor overseeing Human Capital and Organizational Development
- Assistant Governors
- CHROs/ HR Directors
- Heads of Department
- HR/ Transformation Practitioners

# PROGRAM OUTLINE

DAY  
1

Setting the Foundation: Why Succession is A Strategic Imperative

| PILLAR                                | MODULE                 | TOPIC                                                                                                                                                                                                               |
|---------------------------------------|------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Succession for Emerging Central Banks | 1                      | <b>Opening &amp; Strategic Context:</b> <ul style="list-style-type: none"> <li>Why Leadership Succession is a Strategic Imperative</li> <li>Sharing Problem Statements &amp; Setting the Learning Agenda</li> </ul> |
|                                       | 2                      | Mission-Critical Positions (MCPs) & the Feeder Pool                                                                                                                                                                 |
|                                       | 3                      | Leadership Succession through the Job Family Lens                                                                                                                                                                   |
|                                       | 4                      | Peer Central Bank Sharing Session                                                                                                                                                                                   |
|                                       | <b>DAILY SYNTHESIS</b> | <i>Setting the foundation for leadership succession</i>                                                                                                                                                             |

DAY

2

## Building the Competency Backbone for Future-Ready Leadership

| PILLAR                                                               | MODULE                 | TOPIC                                                            |
|----------------------------------------------------------------------|------------------------|------------------------------------------------------------------|
| <b>Emerging &amp; Critical Competencies for Future Central Banks</b> | <b>1</b>               | Competency Coding & Modeling                                     |
|                                                                      | <b>2</b>               | Baseline, Differentiating, & Emerging/ Aspirational Competencies |
|                                                                      | <b>3</b>               | Technical & Leadership Competencies                              |
|                                                                      | <b>4</b>               | Profiling & Assessment                                           |
|                                                                      | <b>5</b>               | Peer Central Bank Sharing Session                                |
|                                                                      | <b>DAILY SYNTHESIS</b> | <i>Advisory clinics with subject matter experts</i>              |

DAY

3

Winning the Talent Equation: Central Banks' Unique Value Proposition

| PILLAR                                         | MODULE          | TOPIC                                               |
|------------------------------------------------|-----------------|-----------------------------------------------------|
| Central Banks' Unique Talent Value Proposition | 1               | Buy, Lease, & Grow                                  |
|                                                | 2               | Attract, Motivate, & Retain                         |
|                                                | 3               | Expert Panel Discussion                             |
|                                                | 4               | Peer Central Bank Sharing Session                   |
|                                                | DAILY SYNTHESIS | <i>Advisory clinics with subject matter experts</i> |

DAY

4

## From Framework to Action: Building Your Institution's Roadmap

| PROJECT                                | MODULE                 | TOPIC                                                                                      |
|----------------------------------------|------------------------|--------------------------------------------------------------------------------------------|
| Capstone Integration & Action Planning | 1                      | Integrating the Three Pillars into a Future-Ready Succession Plan & Pipeline               |
|                                        | 2                      | Group Discussion & Simulation                                                              |
|                                        | 3                      | Action Planning & Sharing Session                                                          |
|                                        | <b>DAILY SYNTHESIS</b> | <i>Developing &amp; finalising your institution-specific leadership succession roadmap</i> |

### AFTER THE PROGRAM (POST-APPLIED)

- Participants finalise their action plans and align succession priorities, leadership pipeline, capability gaps, and talent recommendations with their Senior Management team.

## LEARNING TAKEAWAYS

At the end of the program, participants will be able to:

01

Identify mission-critical positions within the Central Bank through clearly defined criteria, enabling the Central Bank to prioritise succession planning and safeguard leadership continuity.

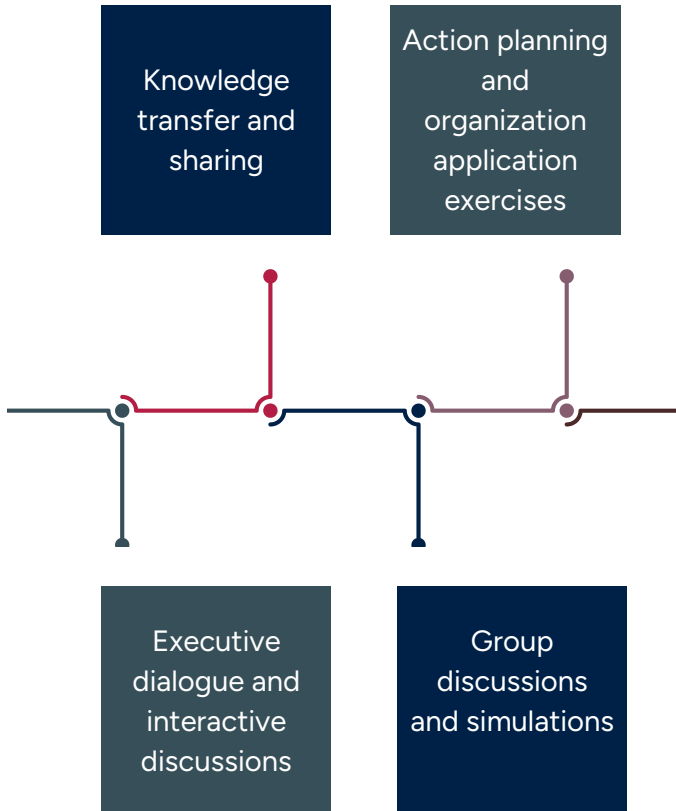
02

Establish sustainable leadership succession pipelines through competency-based assessment built for the evolving demand of the central banking landscape.

03

Determine appropriate talent strategies to address the capability gaps, strengthen leadership succession, and build long-term institutional resilience.

## LEARNING METHODOLOGIES



## PROGRAM DATES

**12 - 15 April 2027**

## PROGRAM FEE

**RM 17,000.00 per person**

**(with accommodation at ASB Residence)**

*(approximately USD 4,250)*

**OR**

**RM 16,000.00 per person**

**(excluding accommodation)**

*(approximately USD 4,000)*

The program fee covers course materials and meals during the course (except for dinner). It does not include Sales & Service Tax (8%), travel, personal expenses or other related incidentals.

## MODE OF DELIVERY

**In-person Only**

at ASB Campus, Kuala Lumpur,  
Malaysia

## TYPE OF ACCOMMODATION

**ASB Residence**

Single Ensuite Bedroom with  
a Shared Kitchen



## PROGRAM DIRECTOR



**Dr Ho Sui-Jade** is an economist at the Asia School of Business, where she is currently Associate Professor II of Economics, Associate Dean of Central Banking Group and Faculty co-Director of Tun Ismail Ali Center of Excellence (TIACOE). She previously joined the School as a Visiting Professor after serving as Deputy Director in the Monetary Policy Department at Bank Negara Malaysia.

With expertise in monetary policy analysis and inflation forecasting, she was also a member of the secretariat team for the central bank's Monetary Policy Committee. Recently, her work has expanded to include climate change economics, leading her to co-lead a subgroup in the Monetary Policy Workstream for the Network for the Greening of the Financial System (NGFS).

Her academic background includes an undergraduate degree in Economics from the University of Cambridge, a Master in Public Administration in International Development (MPA/ID) from Harvard University, and a PhD in Economics from the University of Michigan – Ann Arbor. She is also a Chartered Financial Analyst. While at Harvard, she received the Allyn Young Prize for Excellence in Teaching.

As a researcher, she has published in peer-reviewed journals such as The Review of Economics and Statistics and The Australian Economic Review. Her research interests include monetary policy communication, monetary policy transmission, inflation expectations, and the relationship between firms and the macroeconomy.

Beyond her academic and central banking roles, she is an Associate Certified Coach (ACC) with the International Coaching Federation (ICF).

## TEACHING FACULTY



**Mohd Adhari Belal Din** is a Managing Director at OMNIA Advisory, bringing 28 years of experience in human capital management and organizational development. He spent 14 years at Bank Negara Malaysia and its affiliates, where he last served as an Assistant Governor. In this role, Adhari transformed and modernized human capital practices, institutionalizing governance, expertise, and rigor within the Bank. He also provided leadership oversight in Strategic Management and Information Technology.

Before becoming Assistant Governor in May 2015, Adhari was Director of Strategic Human Capital and Strategic and Risk Management Departments. He is recognized as a thought leader in human capital and leadership, frequently contributing to regional forums among central banks and their affiliates. He is also the Chairman of Human Resource Panel of Asian Institute of Chartered Bankers, an Adjunct Professor at INCEIF University, and an advisor to Global Psytech, a people analytics and technology company.

Prior to his tenure at Bank Negara Malaysia, Adhari spent a decade at PricewaterhouseCoopers and Hay Group, consulting in human capital and change management across various sectors. His consulting experience includes mergers and acquisitions, manpower rationalization, leadership assessment, development and succession, competency modeling, and engagement.

He holds a Bachelor of Arts degree in Psychology and Organizational Studies from the University of Michigan, Ann Arbor.

## INTERESTING FACTS ABOUT KUALA LUMPUR

Kuala Lumpur, the bustling capital of Malaysia, is a vibrant city that thrives as a multicultural melting pot. Known for its rich diversity, the city brings together Malay, Chinese, Indian, and various other communities, each contributing to its unique cultural tapestry. This blend is reflected in the city's architecture, food, and traditions, creating an exciting fusion that captivates visitors.

Iconic landmarks like the Petronas Twin Towers, one of the tallest twin structures in the world, dominate the skyline, symbolizing the city's modernity and ambition. Meanwhile, historical sites such as the Sultan Abdul Samad Building and the Jamek Mosque showcase Kuala Lumpur's colonial and Islamic heritage.

The city is also renowned for its bustling markets and food scene, where hawker stalls and fine dining coexist. Jalan Alor, for instance, is a haven for food lovers, offering a diverse range of flavors, from spicy laksa to savory char kuey teow. In Kuala Lumpur, the convergence of cultures creates a dynamic urban experience where tradition meets innovation, making it a must-visit destination in Southeast Asia.





**EXECUTIVE  
EDUCATION  
2026 RANKING**



**AACSB  
ACCREDITED**

**Asia School of Business (DU046(W))**

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