



# APEX GOVERNANCE MASTERCLASS

Governance Judgement, Fiduciary Responsibility and Decision Integrity at the Highest Level

**12 MAY 2026**  
**KUALA LUMPUR, MY**



# APEX GOVERNANCE MASTERCLASS

Governance Judgement, Fiduciary  
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Integrity at the Highest Level

## OVERVIEW

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At the apex of leadership, governance goes beyond compliance. It also includes sound, thoughtful judgement.

Senior leaders today operate in an environment defined by intensified scrutiny, rising stakeholder expectations, and heightened sensitivity to integrity, legitimacy, and conflicts of interest. Legal compliance establishes the floor. Institutional trust, however, is built on disciplined reasoning and principled decision-making at the top.

The **Apex Governance Masterclass** is designed for Secretaries General, Deputy Secretaries General, regulators, sovereign leaders, and board-level public institution executives who carry fiduciary responsibility at the highest levels of public leadership.

Grounded in the Harvard executive education tradition of governance and general management, and delivered by Prof Nabil N. El-Hage, Senior Faculty at Asia School of Business and former Harvard Business School Senior Associate Dean, this masterclass examines how governance judgement is exercised when financial, legal, and ethical considerations intersect.

Seats are intentionally limited to preserve depth, discretion, and quality of dialogue.

## PROGRAM OBJECTIVES

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

- Clarify fiduciary responsibilities within complex institutional structures
- Apply a disciplined financial-legal-ethical lens to governance dilemmas
- Recognize and address actual, potential, and perceived conflicts of interest
- Strengthen governance dialogue within senior leadership teams
- Reinforce institutional legitimacy and public trust through principled judgement

## WHO SHOULD ATTEND?

- Secretary Generals and Deputy Secretary Generals
- Senior regulators and central agency leaders
- Board-level leaders of statutory and sovereign institutions
- Senior directors and heads of critical units
- Public-sector executives with fiduciary oversight responsibilities

## MODE

In-Person @ Asia School of Business

*Closed-Door Executive Engagement (No Recording)*

## PROGRAM FEE

**RM 9,720 | USD 2,430 \***

### Includes:

- Faculty-led masterclass, case materials, executive learning materials
- Lunch and refreshment breaks

### Note \*

- Includes Sales & Service Tax (8%)
- USD Pricing is indicative pricing. All fees are invoiced in Malaysian Ringgit (RM). USD amounts are shown for reference only and will vary based on the prevailing exchange rate at the time of payment.

## PROGRAM AGENDA\*

### Session 1: Who Do We Owe Our Duty To?

- Identifying principal stakeholder groups
- Clarifying fiduciary obligations
- Global case discussion

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### Session 2: Balancing Stakeholder Obligations

- Applying the triple-lens framework: financial, legal, ethical
- Structured governance case analysis

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### Session 3: Conflicts of Interest and Decision Integrity

- Distinguishing actual, potential, and perceived conflicts
  - Governance routines that protect institutions and leaders
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## FACULTY PROFILE



**Prof Nabil N. El-Hage** is Senior Faculty at Asia School of Business and a former Professor of Management Practice at Harvard Business School, where he also served as Senior Associate Dean for External Relations.

He has taught corporate governance, corporate finance, and private equity across executive and degree programmes globally. His professional experience includes serving as Chairman and CEO of a private-equity-financed national company, operating roles in venture capital, and CFO of a publicly listed company.

He currently serves on multiple boards, bringing lived boardroom experience to his teaching. His facilitation style is disciplined, rigorous, and case-driven.

*\* Program details are subject to change.*





Iclif Executive Education Center



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

Iclif Executive Education Center

ASB Academic, No 11, Jalan Dato' Onn, 50480 Kuala Lumpur

**Email:** [ExecEd@asb.edu.my](mailto:ExecEd@asb.edu.my)

[exec.asb.edu.my](http://exec.asb.edu.my)



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