

**OPEN ENROLLMENT
PROGRAM**



FINANCIAL FLUENCY FOR LEADERS



PROGRAM DETAILS

FACULTY	DATE/TIME	FEE [*]	VENUE
Wong Kah Teck	28 - 29 October 2026 9.00AM - 5.00PM	RM4,500 USD1,125	Asia School of Business

Note: *

- Excludes Sales & Service Tax (8%)
- Fee excludes accommodation at ASB Residential for outstation/ overseas participants but can be arranged at additional cost.
- 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 Overview

This practical and leadership-focused program equips business leaders with the financial fluency required to interpret financial statements confidently, assess performance and risk critically, and make sound strategic decisions.

Participants will learn not only how to “read the numbers”, but how to question them - integrating financial insight with managerial judgment. The program also introduces the responsible use of Artificial Intelligence (AI) to enhance financial interpretation while understanding its limitations and governance implications.

Learning Outcomes

At the end of the program, participants will have learned:

- Interpret financial statements with greater confidence and clarity
- Identify key drivers of profitability, liquidity, and financial risk
- Assess the sustainability and quality of reported earnings
- Evaluate corporate initiatives using structured financial reasoning
- Integrate financial metrics with strategic and qualitative considerations
- Apply AI tools responsibly to enhance financial interpretation
- Recognize the limitations, governance risks, and ethical considerations associated with AI-assisted financial analysis
- Strengthen financial judgement as a core leadership capability

Who Will Benefit?

- Business leaders and senior managers with financial oversight responsibilities
- Managers transitioning into P&L or broader leadership roles
- Functional heads involved in capital allocation or investment decisions
- High-potential professionals
- Non-finance executives seeking greater financial literacy

Learning Approach

This program adopts a highly interactive and leadership-oriented approach:

- Interactive lectures
- Real business cases
- Guided financial interpretation exercises
- Peer discussion & reflection

The emphasis throughout is on application, judgment, and decision-making – not mechanical calculation.

Program Outline

Day 1 – Understanding Financial Performance & Risk

Session 1: Financial Fluency for Leaders – Why It Matters

- The role of financial analysis in business leadership
- How financial statements reflect strategic decisions
- Key accounting concepts every leader must understand
- How financial metrics influence stakeholder perception

Case Discussion:

What do the financial statements really reveal about this company?

Session 2: Decoding the Financial Statements

- Income Statement
- Balance Sheet
- Cash Flow Statement
- Identifying key “must-know” performance indicators

Leadership Focus:

Where do business risks first appear in the numbers?

Session 3: Financial Ratios – Interpreting Performance & Risk

- Profitability, liquidity, leverage, and efficiency ratios
- Benchmarking performance against peers
- Understanding what “good” truly means
- Industry differences and strategic context

Case Discussion:

Which company is financially stronger – and why?

Session 4: From Numbers to Strategic Decisions

- A structured framework for financial evaluation
- Integrating qualitative and quantitative analysis
- Recognizing early financial red flags
- Avoiding common misinterpretations

Program Outline

Day 2 - Forward-Looking Analysis & Responsible Use of AI

Session 5: Looking Ahead – Understanding Future Financial Performance

- The role of forward-looking financial analysis in leadership
- Interpreting pro-forma financial information
- Identifying key drivers of future profitability and risk
- Stress-testing financial assumptions

Case Discussion:

What do future initiatives imply for financial sustainability?

Session 6: Earnings Quality & Financial Reliability

- What is “quality of earnings”?
- Cash vs accounting profit
- Revenue recognition risks
- Detecting earnings management signals
- Identifying aggressive accounting practices

Case Discussion:

How reliable are the reported results?

Session 7: Evaluating Corporate Initiatives & Capital Allocation

- Principles of value creation
- Understanding investment evaluation logic (NPV & IRR)
- Strategic capital allocation discipline
- Limitations of financial models
- When leadership judgment must complement model outputs

Leadership Discussion:

Balancing financial discipline with strategic ambition

Session 8: AI in Financial Statement Analysis – Opportunities and Boundaries

- How AI can enhance financial statement interpretation and efficiency
- Using AI to support trend analysis and benchmarking
- Understanding the limitations and risks of AI-generated insights
- Governance considerations for responsible AI use in financial decision-making

Applied Demonstration & Discussion:

Interpreting financial statements using AI – and critically evaluating the output.

Faculty



Wong Kah Teck has more than a decade of capital markets experience. He was a portfolio strategist in CIMB Investment Bank and Am Investment Bank where he was responsible for spearheading investment advisory and product development initiatives and also played an active role in evaluating numerous plain vanilla and hybrid fund raising options. He has also worked for the Securities Commission in research and formulating capital market development policies.

Now the Managing Director and Principal Trainer for FMTCS Sdn Bhd, Kah Teck passionately shares his knowledge and experience with professionals in many leading financial institutions and government-linked institutions in Malaysia and the Asia-Pacific region. His trainees frequently credit him with the ability to make finance interesting and demystify complex finance concepts. He is also an Adjunct Senior Lecturer at the Asia School of Business (in collaboration with MIT Sloan). Kah Teck graduated summa cum laude with a dual degree in finance and economics from the University of Pennsylvania's Wharton School and School of Arts and Sciences, and holds an MBA (with Honors) from the Booth School of Business, University of Chicago. He is also a Chartered Financial Analyst (CFA) charterholder. Kah Teck was also awarded the ASEAN scholarship to pursue pre-university studies in Singapore.

His teaching and research interests are in corporate finance, derivatives, securities valuation, financial risk management, financial modelling and financial analysis.



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