

# LEADERSHIP

## *Individual Capability Diagnostic*





# Define | Align | Transform

*ASB's Individual Capability Diagnostic transforms accountability from an organizational concept into a measurable leadership standard – providing Boards, regulators, and senior management with clear assurance that the right leaders own the right decisions, risks, and outcomes.*

The **Individual Capability Diagnostic** is an independent advisory service designed to help institutions establish clear, defensible leadership ownership across critical business, operational, and control responsibilities.

Aligned with **Bank Negara Malaysia's Responsibility Mapping** expectations and the **Future Skills Framework**, this service enables organizations to move beyond traditional organizational charts to determine, with precision, who is **Accountable, Responsible, Consulted, and Informed (ARCI)** for key decisions, risks, and institutional outcomes.

Through a digital platform assessment and structured analysis, **Asia School of Business (ASB) Executive Education** supports institutions in clarifying leadership mandates, strengthening decision ownership, and ensuring that authority, capability, and responsibility are aligned at the senior leadership level.

Organizations may also opt for confidential personalised leadership interviews, enabling deeper validation of responsibilities, escalation dynamics, and real-world decision pathways that may not be visible through documentation alone.

## What you receive

### ✓ Responsibility Map (ARCI)

A clear visual mapping of accountability and responsibility across critical institutional functions, establishing defensible ownership for key decisions, risks, and operational outcomes

### ✓ Leadership Diagnostic

Report Independent analysis of leadership roles, responsibility allocation, and decision ownership, highlighting areas of alignment as well as potential structural gaps

### ✓ Accountability Insights

Identification of overlaps, unclear ownership, or escalation challenges that may affect leadership effectiveness, decision clarity, and institutional oversight

### ✓ Executive Briefing & Capability Pathways

Where capability or role readiness gaps are identified, institutions receive recommendations for targeted leadership development and executive capability strengthening to support sustained leadership effectiveness

# What this includes

## Accountability & Responsibility Clarification



Establish defensible clarity on who is Accountable, Responsible, Consulted and Informed for critical, risks, and regulatory obligations

## Structural Accountability Diagnostics



Identification of overlaps, ambiguity, or fragmentation in leadership responsibilities that may affect decision-making effectiveness

## Gap and Blindspot Identification



Surface misalignments in authority, escalation pathways, and control ownership that may create governance, conduct and oversight risk

## Enhanced Analysis and Report Assurance



Provide structured, audit-ready report and documentation aligned with BNM Responsibility Mapping expectations and Future Skills Framework strengthening Regulatory Confidence

## Executive Fit & Mandate Validation



Assess whether directors and senior leaders are appropriately empowered in authority, capability and stewardship to discharge their responsibilities effectively

## Who Should Engage

- Board Directors & Committee Members
- CEOs and Executive Management
- CRO, CCO, CFO, COO, CISO, CHRO, CTO
- Heads of Business Functions


### *Optional Validation Interviews*

*Confidential and personalized interviews with selected senior leaders to validate real-world decision dynamics and leadership accountability for in-depth analysis*

## Institutional Audience

- Banks and Islamic Banks
- Financial Institutions and Financial Holding Companies
- Development Financial Institutions (DFIs)
- Insurers and Takaful Operators

For more info, contact:

 [ee-advisory@asb.edu.my](mailto:ee-advisory@asb.edu.my)



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)



[asbiclif](https://www.linkedin.com/company/asbiclif)



[@asb.iclif](https://www.instagram.com/asb.iclif)



[asbiclif](https://www.facebook.com/asbiclif)



[asb iclif](http://asb.iclif)