

## Power Breakfast: 'Board Effectiveness in Compliance with Laws and Regulations'

25 May 2010  
Al Dar auditorium, Al Mamoura A building, Abu Dhabi, UAE

Time (am)	Topic and Speaker
8:45 – 9:00	Registration and Breakfast
9.00 – 9:10	Welcome Remarks Ms. Noora Al Abbar, Executive Director, Mudara IOD
9:10 – 9:45	Role of Board in Overall Governance Mr. Nick Nadal, Director, Hawkamah Institute of Corporate Governance
9:45 – 10:15	What Boards can do to drive performance through compliance Mr. Richard Ketley, Director of Genesis Analytics and Member of Mudara IOD
10.15 – 10.45	5 Questions Directors should ask about Board Effectiveness Ms. Dawn Metcalfe, Corporate Governance practice leader, Aldersgate Partners FZC
10.45 – 11.00	Q and A (all sessions)

### Board Effectiveness

In the aftermath of financial crises much attention and criticism have been directed at the Board of Directors. Traditionally, Board responsibilities have been to oversee the organizations strategy, appoint and monitor the CEO, scrutinize performance, oversee financial reporting and ensure compliance with laws and regulations. The recent set backs have triggered regulatory and legislative responses, which require organizations to review the effectiveness of their Boards.

The presentation will focus on :

- Board performance evaluation –What, How and When
- Key elements of evaluation - Structure / Director / Chairman / Activities
- Evaluation process and implementation steps to improve Board effectiveness
- Disclosing and reporting the effectiveness of Board to stakeholders
- 5 Questions Directors should ask about their Board effectiveness

## Speakers Bios

### Dawn Metcalfe



Dawn is an executive coach and a Director GCC at Aldersgate Partners, a management consulting firm which advises the UK and US governments and major international corporations on strategic matters, restructuring and organizational development. Dawn has assisted listed companies and privately held businesses in the UK, USA and UAE with regulatory, compliance and profit improvement initiatives. Her current client engagements include interpersonal dynamics in banking and financial sector restructuring. She specializes in helping to change the way individuals see the world and thus how they behave. Dawn is an executive coach to directors and senior executives in FTSE 100 and Fortune 500 companies.

Dawn's recent client work includes:  
 Process chemicals business: design and implementation of Sarbanes Oxley corporate governance regime and assistance with post-merger integration.

Gas business: board workshop to review strategy and identify and implement options for profit improvement.  
 Leading global oil company: assistance in design and launch of new entity in the green energy sector.

Banking and financial services: assistance with major corporate governance initiative, including significant cultural change.

Law firm: assistance with partnership selection and associated coaching and development.

Dawn has a good understanding of the role of technology in creating opportunities for improving organizational performance, but her focus is primarily on the human dimension of how organizations work and how they can adapt, evolve and change.

Dawn has a BSc in Modern Languages and an MA in Education and has attended executive education courses at Harvard Business School and Stanford Business School. She leads a joint venture between Aldersgate and two professors from Stanford Business School to help senior managers be more effective in how they interact with peers and stakeholders. Dawn speaks English, French, Spanish, Irish and some German, Chinese and Japanese. She is learning Arabic. She is a co-author of the Financial Times / Prentice Hall *Basic Financial Literacy* (forthcoming) which helps directors to understand key areas of finance and accounting so that they can ensure proper financial governance in the companies they direct.

Dawn is also involved in the charitable sector in the UAE and has recently started working with Manzil, a centre for people with special needs.

### Nick Nadal



Nick Nadal is the Director at Hawkamah Institute for Corporate Governance, in charge of developing programmes for family owned enterprises, non listed companies, banks and financial institutions, capital markets, media and academia on corporate governance. Prior to joining Hawkamah, he was the Program Officer for Middle East and North Africa programmes at the Centre for International Private

Enterprise, a non – profit affiliate of the U. S. Chamber of Commerce, building linkages with and supporting regional business associations, developing and conducting training programmes on association governance and developing programmes to advance entrepreneurship, economic journalism and corporate governance in the region.

### Noora Khalifa Al Abbar



Noora Al Abbar as the Executive Director of Mudara IOD leads the regional institute set up by the Dubai International Financial Centre (DIFC) to recognise the role of professional and independent directors in the world of corporate governance.

Her team works continuously to promote director excellence by advocating the interests of boards and facilitating professional development through education, research, information, networking and dialogue. She also works closely with Hawkamah the Institute for Corporate governance, on promoting the role of corporate governance in the region.

Prior to this, Noora was Director of DIFC Lifestyle Group, where she worked on the business development strategy for retail projects. She handled the residential component overseeing the cultural and design initiatives. She also served as Project Director of Al Bastakiya/ Tatweer and launched the DDIA Hong Kong office. Noora's professional development has included stints with Dubai Healthcare City, Dubai Media City, Dubai Press Club, BBC World and as a part-time Master of Ceremonies since 2000.

Noora is a member of Emirates Environment Group (EEG), where she volunteers to work on several environmental projects in Dubai to help educate the citizens on EEG's vision.

### Richard Ketley



Richard Ketley is a director of Genesis Analytics, and has been head of the banking and access to financial services practices, since 2001. Richard is widely recognised and consulted as a leading expert on banking in Africa. He has worked extensively with banking and financial sector clients throughout Africa and the Middle East.

Richard has lead assignments with banks and financial institutions for over 7 years. These assignments cover the full range of specialist areas covered by Genesis Analytics from working with Boards and management on addressing strategic challenges and bank acquisitions, to advising clients on treasury strategy, to the development of effective retail value propositions that meet client and shareholder expectations. Richard has a particular interest and focus on mobile payments and money transfers and solving the challenges of providing banking services to small businesses. Richard has advised many of the top banks in our geographic area. Richard is an accomplished speaker, and lectures widely on topics in retail banking.

Before joining Genesis, Richard was the Head of Strategy: Africa for Standard Bank, where his responsibility extended to 17 countries, and was focused on mergers and acquisitions, retail and card strategies. Prior to that he worked in debt capital markets at Deutsche Bank. He gained in-depth insight into the needs and requirements of the financial sector in South Africa when he was the Chief Director of macro-economic policy and financial oversight at the National Treasury. At the World Bank, Richard played a key role in the development of South Africa's macro-economic strategy and medium-term planning framework. He has also worked as an advisor to the Ugandan Ministry of Finance and Economic Planning.

Richard holds a Bachelor of Arts (Honours) degree from the University of the Witwatersrand, and a Master of Science in Economics from London University, where he specialised in finance.

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