

# Leader of Leaders

**Charting the Unknown Unknown**

## **5 days Residential Programme:**

Singapore - October 13 - 16, 2025

Malaysia - October 16 - 17, 2025

**30 CPD HOURS**

**Proficiency Level:** Mastery



31 Prime Skills  
15 Power Skills

A once in a Lifetime Unparalleled Learning Opportunity; it's your catalyst for transformation.

Join us and unlock unparalleled value for your organisation.



# PROGRAMME OVERVIEW

Step into a world where turbulence and disruption are the new normal. Navigating strategic responses to a multifaceted array of unknown and unpredictable changes has become increasingly challenging. Take a moment to pause and refresh. As an ASEAN Insurance CEO, you are expected to lead with authenticity in an environment marked by difficult financial climate, generational dynamics in organizational behavior, and rapid technological advancements that impact sustainable business growth.

**Leader of Leaders** is a transformative 5-day residential retreat designed exclusively for ASEAN Insurance CEOs. This programme aims to inspire thought leadership and enhance precision in risk management, helping you mitigate disruptions in a globalised business landscape.

## SPEAKERS' PROFILE

With a diverse array of leading experts in their respective fields, you can confidently transform learning into practical and relevant applications. From shaping public policy to securing national defense, from fostering business excellence to navigating the digital impact on the insurance industry, these esteemed leaders share invaluable life experiences, illustrating what a successful future in business looks like.



Former Group President,  
GIC Singapore



Vice Chairman of RJE &  
Chairman of APRIL Group



Former Dean of  
NTU Business School



Former Group CEO,  
AIA Group



CEO of Far East  
Hospitality



Group Head  
DBS Innovation Hub



Chief Engineer  
Universal Studio Singapore



CEO of PNB Merdeka  
Ventures

# BENEFITS AND IMPACT

Learning from some of the world's best practitioners, **Leader of Leaders** empowers you to unbox your mind and develop strategies to navigate the unknown unknown in an AI-led future.

You will also harness insights from these once-in-a-lifetime tailored-made learning journeys:

1. **Behind the scene of Universal Studio** - turning ideas into reality with best-in-class service, safety and security.
2. **DBS Innovation Hub** – encourage business remodeling to drive sustainable change and innovation.
3. **Behind the scene of Merdeka 118** – unveil the complex precision of building a triple platinum rating mega structure.



## TARGET AUDIENCE

This programme is tailored for the visionary leaders of today, exclusive designed for **Chief Executive Officer** in the ASEAN insurance sector who aspire to lead their organisations toward a transformative future, equipping them with the insights and tools necessary to navigate emerging challenges and seize new growth opportunities.

# PROGRAMME HIGHLIGHTS



## **World-Class Leadership Practices**

Master advanced implementable strategies.



## **Collaborative Thinking**

Cultivate a collabo-action mindset to drive explosive growth.



## **Strengthening Connections**

Forge a powerful network of ASEAN thought leaders.



## **Forecast Industry Trends**

Become cutting-edge disrupters for long-term success.



## **Navigating Complexities**

Balancing the tensions through root cause analysis and solutioning for a sustainable future.

# PROGRAMME AGENDA

## Singapore

### Content

### Industry Expert

#### Day 1 13 October 2025 (Monday)

*Morning*

**Masterclass: Navigating the Unknown Unknown**

Strategies for plotting a course in a world where the unknown unknowns dominate

**Mr Lim Siong Guan**

Former Group President, Government Investment Corporation (GIC), Singapore

*Afternoon*

**Learning Journey: The Far East Hospitality Collection**

Inculcating values across cultures and generations

**Mr Arthur Kiong**

CEO Far East Hospitality

**Private Dinner with Fireside Chat: Ocean Conservation Expert**

Ocean Restaurant, SEA Aquarium

#### Day 2 14 October 2025 (Tuesday)

*Morning*

**Masterclass: Championing ESG**

Enhancing sustainability, social responsibility, and long-term value creation amidst ESG challenges

**General (Ret) Bey Soo Kiang**

Vice Chairman of RJE & Chairman of APRIL Group

*Afternoon*

**Learning Journey: Reimagining Innovation & ESG at Universal Studio**

Firing up the imagination of creative designers, engineers and service staff to embed ESG for the best customer experience

**Mr Kess Chiang**

Chief Engineer Universal Studio

#### Day 3 15 October 2025 (Wednesday)

*Morning*

**Masterclass: Thinking Strategically and Collaboratively in the Digital Age**

Expanding networks and building knowledge to innovate and collaborate across boundaries

**Dr Neo Boon Siong**

Former Dean of NTU Business School

*Afternoon*

**Learning Journey: DBS Asia (DAX) - Innovating Banking Services**

Thinking without the box to fuel innovation and reimagine financial service

**Mr Bidyu Dumra**

Group Head DBS Innovation Lab

**Private Dinner with Fireside Chat: The Future of Insurance Industry : Trends & Challenges**

Understanding Trends and Confronting Challenges for the Insurance Industry in the AI-led Digital World

**Mr Ng Keng Hui**

Former Group CEO AIA Group

# PROGRAMME AGENDA

## Malaysia

### Content

### Industry Expert

#### Day 4 16 October 2025 (Thursday)

*Morning*

**Travel: Singapore to Kuala Lumpur**

*Afternoon*

**Free & Easy**

**Private Dinner with Fireside Chat: Bank Negara Malaysia Executives**

**Closing ceremony** (certificate award)

#### Day 5 17 October 2025 (Friday)

*Morning*

**Masterclass: The Story of Merdeka 118 : The Tallest Mega Structure in Asia** Integrating Innovation, Risk Management, Technology and ESG in Mega Structure

**Dato' Tengku Ab. Aziz Tengku Mahmud**

CEO, PNB Merdeka Ventures

**CJ Chen**

Country Manager, Turner Malaysia

*Afternoon*

**Learning Journey: Transforming Ideas into Reality in Iconic Mega Structure**  
Tour to Merdeka 118

## PROGRAMME FEE

**Member : USD 10,000**

**Non-Member : USD 12,500**

### Inclusive of:

- ✓ Course materials.
- ✓ Access to Digital learning NEXLeaders.com.
- ✓ Hotel accommodation and transportation in Singapore and Kuala Lumpur. (Excludes airfare and airport transfers).

# SPEAKER PROFILE



## **Mr Lim Siong Guan**

**Former Group President, Government Investment Corporation (GIC), Singapore**

Lim Siong Guan is a highly esteemed figure in Singapore's public administration, renowned for his transformative leadership and visionary approach to governance. As the former head of the Civil Service, he played a pivotal role in shaping policies that have strengthened Singapore's civil service and enhanced its responsiveness to the needs of citizens.

Lim's commitment to innovation and adaptive leadership has inspired a new generation of public servants, fostering a culture of excellence and accountability within the government. His insights into strategic management and public policy have made a significant impact not only in Singapore but also in the broader discourse on effective governance worldwide. Through his ongoing engagement in educational initiatives and leadership development, Lim continues to influence the future of public service, advocating for a forward-thinking approach in addressing the challenges of modern governance.

### **Masterclass:**

#### **Navigating Through Unknown Unknown**

Working a strategy in a world where You-Know-What-You-Know is straightforward. Plotting a strategy in a world where You-Know-What-You-Don't-Know is more difficult, but much simplified with scenario planning. But how do you plan your way forward in a world when You-Don't-Know-What-You-Don't-Know. How can we survive in the world of the Unknown Unknown?

1. Gain leadership insights and perspectives from five decades of leadership experience.
2. Uncover the threats and challenges in the world of the Unknown Unknown.
3. Create a clear framework to chart through ambiguity and uncertainty.

# SPEAKER PROFILE



## **General (Ret) Bey Soo Kiang** **Vice Chairman of RJE & Chairman of** **APRIL Group**

General (Ret) Bey Soo Kiang is a highly respected leader in Singapore, renowned for his significant contributions to the nation's defence and security landscape. A former Chief of Defence Force of the Singapore Armed Forces (SAF), General Bey has been instrumental in shaping the strategic direction and operational readiness of Singapore's military.

His visionary leadership during critical periods of transformation helped enhance the SAF's capabilities and adaptability in an evolving security environment.

Beyond his military service, General Bey has made impactful strides in the private and public sectors, applying his extensive experience in leadership and strategic planning. He has held key positions on numerous boards and advisory panels, actively contributing to national initiatives that promote workforce development, innovation, and resilience.

General Bey's insights into defence strategy and leadership continue to influence policymakers and shape discussions on national security. His steadfast commitment to excellence and proactive approach to challenges have left a lasting legacy, ensuring that Singapore remains prepared to address both current and future threats. As a respected mentor and advocate for the next generation of leaders, General (Ret) Bey Soo Kiang remains a vital figure in Singapore's ongoing journey towards a secure and prosperous future.

### **Masterclass:** **Championing ESG: Confronting Challenges, Driving Capabilities**

ESG can value-add to the organisation but is costly. Championing this initiative of carbon zero and improving energy management is no mean enterprise in any organisation. How do we enhance sustainability, social responsibility, and long-term value creation?

1. Confront the existential threats of ESG in livelihood and organisation.
2. Address environmental, social and governance concerns from an Asian perspective.
3. Implement practical, sustainable solutions to confront these challenges using Royal Golden Eagle as a world-class role model.



# SPEAKER PROFILE



## **Dr Neo Boon Siong**

### **Former Dean of NTU Business School**

Dr. Neo Boon Siong is a highly respected academic and leader in the field of engineering and technology, known for his significant contributions to education and research in Singapore. He served as the Canon Endowed Chair Professor and Dean at Nanyang Technological University (NTU), where he played a pivotal role in enhancing the university's reputation for excellence in engineering and technology education.

Under his leadership, NTU advanced its research initiatives and fostered collaboration between academia and industry, driving innovation and the development of cutting-edge solutions. Dr. Neo's vision for integrating technology with practical applications has inspired many students and faculty members, making a lasting impact on the institution and the broader engineering community.

With a strong focus on interdisciplinary research and a commitment to nurturing the next generation of leaders, Dr. Neo continues to influence the fields of engineering and technology, contributing to the advancement of Singapore as a global hub for innovation and excellence in education. His dedication to academic excellence and innovation solidifies his reputation as a prominent figure in fostering technological advancement in the region.

#### **Masterclass:**

#### **Thinking Strategically and Collaboratively in the AI Era**

We live and work within boundaries, including the physical boundaries of our homes and national borders, as well as the invisible boundaries that define our culture, social groups, professions, and business organisations. While boundaries are necessary and useful, how can you avoid being locked into old ways of doing and thinking?

1. Rethink existing business models and assumptions in strategy planning.
2. Collaborate across organisational boundaries to generate ideas and solutions.
3. Inculcate agility and adaptability to innovate and achieve breakthrough results.

# SPEAKER PROFILE



## **Dr Ng Keng Hui**

### **Former Group CEO AIA Group**

Mr. Ng Keng Hui has had a distinguished career in the insurance and financial services industry, marked by his extensive experience and leadership roles. Before serving as the Group CEO of AIA Group, one of Asia's largest life insurance companies, Mr. Ng held various key positions within the company, contributing significantly to its growth and strategic direction.

He began his career in the financial services sector and gradually progressed through various roles, where he gained valuable insights into market dynamics and customer needs. Mr. Ng has a strong background in sales and marketing, underwriting, and general management, which equipped him with the skills necessary to lead large-scale operations effectively.

As Group CEO of AIA Group, he was responsible for overseeing the company's operations across multiple countries in Asia, focusing on enhancing customer service and driving innovation through digital transformation. His leadership was instrumental in fostering AIA's reputation for excellence and its commitment to sustainable practices.

Throughout his career, Mr. Ng has been recognized for his strategic thinking, commitment to growth, and ability to navigate complex industry challenges. He has also been actively involved in industry associations and community initiatives, further showcasing his dedication to the broader financial services landscape.

### **Private Dinner with Fireside Chat: The Future of Insurance Industry : Trends & Challenges**

Understanding Trends and Confronting Challenges for the Insurance Industry in the AI-led Digital World.

# VISIT BEHIND THE SCENES



## **Mr Arthur Kiong** **Chief Executive Officer Far East Hospitality**

Mr Arthur Kiong is a dynamic leader and the Chief Executive Officer of Far East Hospitality, renowned for his transformative impact on the hospitality sector. With extensive experience in hotel management, Mr. Kiong has driven the strategic growth of the company, expanded its portfolio of hotels and serviced residences while enhanced service excellence.

Under his leadership, Far East Hospitality has embraced innovation and customer-centric initiatives to adapt to the evolving market, particularly in the post-pandemic landscape. His commitment to sustainability and exceptional guest experiences positions the company as a leader in the industry. Through his visionary approach, Arthur Kiong continues to shape the future of hospitality in the region, ensuring that Far East Hospitality remains a premier choice for travellers.

### **Learning Journey:** **Far East Hospitality – World-Class Hospitality Experience**

1. Creating world-recognizable brands with value-for-money services.
2. Cascading corporate values to diverse cultures and across generations.
3. Adopting ‘Without-the-Box’ mindset to transform customer service experience.



# VISIT BEHIND THE SCENES



## Mr Bidyu Dumra Group Head DBS Innovation Lab

Mr. Bidyu Dumra plays a crucial role in driving digital transformation and innovation initiatives for DBS Bank, one of the leading financial institutions in Asia. In his position, Mr. Dumra is responsible for fostering a culture of innovation within the bank, focusing on the development and implementation of cutting-edge technologies and solutions that enhance customer experiences and streamline operations.

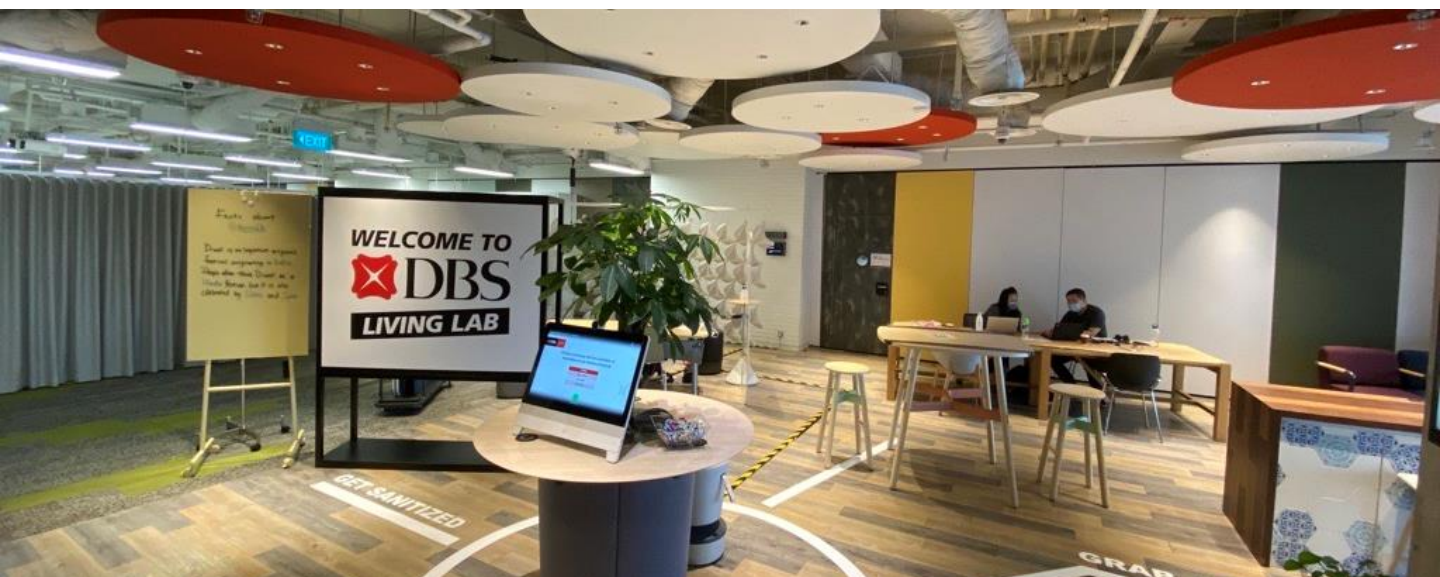
Under his leadership, the DBS Innovation Lab has been instrumental in developing innovative products and services, leveraging emerging technologies such as artificial intelligence, data analytics, and digital platforms. Mr. Dumra's expertise in technology and finance positions him as a key figure in advancing the bank's strategic goals and adapting to the rapidly changing financial landscape.

His commitment to innovation not only contributes to DBS's success but also helps the bank maintain its competitive edge in the industry. Mr. Dumra's efforts in promoting a customer-centric approach to banking have made a significant impact on the bank's reputation for being a leader in digital banking.

### Learning Journey:

#### DMax – DBS Learning Hub - DBS No 1 Digital Bank

1. Moving from conventional banking to be the global leader in digital banking.
2. Experience the transformative journey of innovation at DBS.
3. Cascade the innovative culture to enhance ownership.



# VISIT BEHIND THE SCENES



**Mr Kess Chiang**  
**Chief Engineer**  
**Universal Studio Singapore**

Mr. Kess Chiang is a highly accomplished engineering leader serving as the Chief Engineer of Universal Studios Singapore. Renowned for his technical expertise and innovative approach, he is pivotal in ensuring the safe and efficient operation of the park's world-class attractions and entertainment experiences.

With a strong focus on engineering excellence, Mr. Chiang leads a dedicated team that maintains the highest safety standards while integrating cutting-edge technology to enhance the guest experience. His visionary leadership has been instrumental in the successful execution of complex engineering projects, ensuring that Universal Studios Singapore remains a leader in the global theme park industry.

Passionate about creating memorable experiences for visitors, Mr. Chiang is also committed to sustainability and operational efficiency, driving initiatives that align with contemporary industry practices. Through his relentless pursuit of innovation and quality, he continues to shape the future of entertainment engineering in Singapore and beyond.

## **Learning Journey:** **Universal Studio - Sustaining Amusement Attractions for the Future**

1. Experience 'Behind-the-Scene' insights for best-in-class service, safety and security.
2. Learn First-hand the story of Minion-Land from incubation to implementation.
3. Become trend-setters in innovative initiatives.



# VISIT BEHIND THE SCENES



## **Dato' Tengku Ab. Aziz Tengku Mahmud**

Chief Executive Officer  
PNB Merdeka Ventures

Dato' Tengku Ab. Aziz Tengku Mahmud is a visionary leader, where he plays a transformative role in shaping the company's strategic direction and enhancing its investment portfolio. With a wealth of experience in finance and project management, Dato' Tengku Ab. Aziz Tengku Mahmud is instrumental in steering high-impact projects - notably the iconic Merdeka 118, set to become second tallest buildings and structure in the world.



## **CJ Chen**

Vice President, Country Manager, Turner Malaysia

Driven by design and project management excellence, CJ Chen played an integral role on the teams that managed the construction of Taipei 101 and the Burj Khalifa (two of the world's top five tallest buildings). Upon completion of Burj Khalifa in 2010 he was relocated to Doha, Qatar for an urban development project, Masheireb Downtown Doha.

After more than 9 years in the Middle East, he returned to Turner International in Malaysia for Merdeka 118 tower in 2014, poised to add another 600+ meters in his already impressive high-rise resume.

### **Learning Journey:**

#### **Merdeka 118 - World Class Iconic Mega Structure**

1. Integrating innovation, risk management and environmental concerns.
2. Balancing stakeholders' interests and tensions to overcome complex challenges.
3. Making courageous decisions to influence change for positive outcomes.



# ALIGNMENT TO THE FUTURE SKILLS FRAMEWORK



31 Prime Skills  
15 Power Skills  
Proficiency Level: Mastery

## Skills Developed by Attending this Programme

### Prime Skills

Customer Experience Management	1. Customer Experience Design
Digital & Data Integration	2. Big Data Analytics 3. Data Collection and Analytics 4. Process Automation
Growth & Partnerships	5. Business Opportunities Development 6. Business Performance Management 7. Continuous Improvement and Process Re-Engineering 8. Disruption Management 9. Global Perspective 10. Project Management
People Management & Development	11. Employee Engagement Management 12. Employee Experience Design 13. Employer Branding 14. Organisation Culture Development
Risk Management, Governance & Regulatory Compliance	15. Artificial Intelligence, Ethics and System Governance 16. Business Continuity Management 17. Business Continuity Planning 18. Crisis and Disaster Recovery Management 19. Enterprise Risk Management 20. Internal Governance 21. Operational Risk Management 22. Regulatory Compliance 23. Risk Governance 24. Risk Management 25. Sustainability Risk Management 26. Technology Risk Management
Sustainable Finance & Insurance	27. Sustainability Reporting 28. Sustainable Investment Management 29. Sustainable Stewardship Development 30. Sustainable Insurance and Reinsurance Solutions and Applications 31. Carbon Markets and Decarbonisation Strategy Management

### Power Skills

Innovation & Delivery	1. Adaptability and Resiliency 2. Business Acumen 3. Change Management 4. Critical Thinking 5. Digital Fluency 6. Innovative Thinking 7. Learning Agility 8. Problem Solving 9. Sustainability Awareness
Social Intelligence	10. Coaching & Mentoring 11. Collaboration 12. Communication 13. Conflict Management 14. Empathy 15. Influencing and Negotiation



# REGISTER NOW



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