



QATAR FINANCIAL LEADERSHIP PROGRAM
Co-organized by the Qatar Financial Centre Regulatory Authority, Qatar Financial and Business Academy and the Toronto Centre
MARCH 14 – 18, 2010, DOHA

PROGRAM AGENDA

Day One (Sunday, March 14, 2010)

- 08: 15 – 08:30 **Registration**
- 08:30 – 08:45 **Welcome remarks**
- 08:45 – 09:00 **Photo session**
- 09:00 – 10.15 **The Context for Change: Overview of Current Issues and the Way Forward**
Michael G. Ryan, Deputy Chief Executive Officer/Managing Director Policy & Enforcement, Qatar Financial Centre Regulatory Authority (QFCRA)
This session will focus on:
- Overview of current issues which will impact work of banking and securities regulators
 - Current issues from the global perspective
 - Current issues from the regional perspective
 - Lessons learnt and the way forward
- 10:30 -12.30 **Leadership Process**
Hooi Eng Phang, Program Director, Toronto Centre
You will learn about a decision making and action planning framework for tackling challenges faced at work
- Assess the challenge confronting you with options to consider
 - Outline a plan, analyze stakeholders, project implementation
 - How to apply Action Planning methodology to challenges faced by a regulator
- 13:30 – 14:30 **Leadership Process (contd.)**
- 14:30 – 16:30 **Effective Communication and Stakeholder Management**
Gerry Lewis, Consultant
A session on the approach to use to persuade stakeholders to support your work proposal
- Analyze Stakeholders – who they are, what they like and dislike about your proposal and what is needed to get their support
 - 4 box model for effective persuasion and communication
- 16:30 – 17:30 **Individual Action Plan**
Participants will start applying the action planning method with the assistance of program leaders. The first day will focus on understanding the situation and producing a precise definition of the challenge/problem.

Day Two (Monday, March 15, 2010)

- 08:30 – 12:30 **Corporate Governance**
William Ryback, former Special Advisor to Financial Supervisory Service, Seoul, Korea
- Why is corporate governance important?
 - What does good corporate governance look like?
 - Why do countries have codes of corporate governance?
 - How should a banking supervisor assess a bank's corporate governance?

- How can a banking supervisor raise standards of corporate governance in banks?

13:30 – 16:30 ***Dealing with Failing Banks***
William Ryback
 Systemic and non-systemic situations/ Pros and cons of different resolution options/ Decision criteria/ Adequacy of laws, regulatory powers, procedures, and institutional capacity to implement decisions/ Dealing with shareholders/ Legal protections for authorities for their acts/ Transparency of the resolution process/ Funding of resolution actions/ Resolution costs to government.
 Breakout activity to include presentation on country experiences on dealing with failing banks and in the context of the issues raised.

16:30 – 17:30 **Individual Action Plan**
 Participants will continue work on their own Action Plan, with the help of program leaders. The second day will focus on outlining their plan to address the challenge/problem identified.

Day Three (Tuesday, March 16, 2010)

08:30 – 16:30 ***Case Study on Refco***
Andrea Corcoran, Chairman, Securities Advisory Board, Toronto Centre
James Coffman, former Asst. Director, US Securities & Exchange Commission, Division of Enforcement
 This case study will explore potential conflict between conduct and prudential regulation and issues related to:

- More than one regulator affecting the same entity
- Parallel civil enforcement & criminal enforcement proceedings
- Having regulated and unregulated entities within the same holding company

16:30 – 17:30 **Individual Action Plan**
 Participants will continue to work on their own Action Plan, with the help of program leaders. The third day will focus on analyzing the stakeholders.

Day Four (Wednesday, March 17, 2010)

08:30 – 16:30 ***Case Study on Continental Illinois, Bear Stearns and Lehman Brothers: Too Big to Fail?***
William Ryback
 In this case study three examples are presented relating to the issue of "too big to fail". In each of these situations, government, regulatory, and supervisory agencies were forced to address the public policy issues surrounding when, and if, an individual financial institution should be bailed out . Two of the cases relate to near failures where hastily designed rescue packages were instituted and one represents a situation where the authorities chose not to intervene and the firm was forced to declare bankruptcy. In all three of the cases presented here the decisions needed to be made during a time of unsettled market conditions and, as is always the case, within a very short time frame leaving ample opportunity for public debate after the fact.
 This case raises issues with respect to:

- Weak supervision can lead to a bank taking undue risk and failing to maintain sufficient capital against the constellation of risks it faces
- Identifying when an institution is too big to fail when no depositors' interests are at stake
- Oversight of a financial holding company where there is no legal authority
- Meeting legitimate and reasonable requirements of host supervisors
- Major public policy concerns relating to concentrations of risk, weakened

oversight caused by diffused responsibility among regulatory bodies

16:30 – 17:30 **Individual Action Plan**
Participants will prepare their presentations on their own Action Plans

19:00 Farewell Dinner hosted by Qatar Financial Centre Regulatory Authority

Day Five (Thursday, March 18, 2010)

08:30 – 10:30 ***Communication with the Media***
Kamahl Santamaria, News and Programmes Presenter, Al Jazeera English

This session deals with:

- Why we need the media
- What the media looks for
- Some practical Dos and Don'ts of handling the media during crisis and non-crisis times

10:45 – 12:30 ***Wrap-Up Round Table Discussion***

Moderator: *William Ryback*

Program Leaders will discuss with participants the critical issues faced by regulators in the region, particularly with respect to those highlighted in case studies

13:30 – 15:30 ***Action Plan presentations*** by participants, with Program Leader feedback

16:00 – 16:30 ***Closing Ceremony and Certificate Presentation***

* Morning coffee breaks will be from 10.00 a.m. to 10.15 a.m. and afternoon coffee breaks from 3.00 p.m. to 3.15 p.m.