

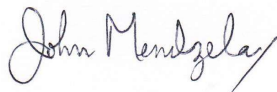
Seminars on Institutional Governance and Management for Central Banks



Seminar presenter and facilitator **John Mendzela** focuses on making strategic change successful. His work combines deep specialism in central banking, regulation and financial services with professional consultancy skills and extensive commercial experience. John brings independent insight and practical solutions to institutional governance and management in central banks. He has 30 years' experience in central banking as an independent external adviser, in-house change leader, and consultant to the official sector. His expertise draws on work with over 25 individual central banks and leadership of many multinational forums. A visual summary on a world map and a copy of John's full service profile can be accessed at www.mendhurst.com/central-banking.html

Central banks and financial regulators must deliver multiple and complex mandates with demonstrable effectiveness and efficiency. Institutional excellence is vital to build trust and justify independence. To achieve that excellence, central banks and financial regulators must adapt best practices in institutional governance and management to their specific mandates, priorities and national circumstances.

Independent and practical advice, informed by deep specialist experience, can help institutional leaders and managers meet those challenges. I hope to have the opportunity to assist you in that critical task.

A handwritten signature in black ink that reads "John Mendzela". The signature is written in a cursive, flowing style.

John Mendzela

Goals: The seminar program on the next page applies unique specialist expertise to help participants

- improve their understanding of institutional governance, management and change, as they apply in the specialised context of central banking and financial regulation
- develop institutional excellence goals and determine how to attain them
- obtain independent, practical and experience-based advice on particular issues or concerns

Participants: The seminars can be presented to Board members, Governors, senior managers, support specialists, or mixed groups. The format and content present an initial top-level overview of each topic, and then responds flexibly to questions and discussion arising from the interests of participants.

Delivery process: Interactive audio-visual communication via Microsoft Teams, Zoom, Cisco Webex, GoToMeeting, or Business Skype connection between Wellington, New Zealand and one or more client staff locations. All those systems offer secure, reliable and cost-effective seminar delivery through existing hardware and software. Alternative client-hosted on-line platforms can be utilised if preferred.

Scheduling: Each seminar will be two hours long. The first two seminars should optimally be scheduled on separate days, up to one week apart. The third seminar should be scheduled about one week later to allow time for research, submission of participant questions and preparation of responses.

Language: Seminars will be conducted in English. (Optionally, seminar delivery methods can be adapted to include consecutive or simultaneous translation.)

Documentation: Electronic copies of presentation slides will be provided for participants, under copyright. Audio or video recordings of the seminar proceedings can be made for later internal use.

Cost: Modern communication technology minimises overheads and achieves high value for money.

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Governance, Management and Change: Achieving Institutional Excellence

Seminar 1: Institutional Governance and Management

presents an overview of concepts and good practice in institutional governance and management:

- The 21st century central bank
- Governance structures and management roles
- Defining functions, outputs and business processes
- Strategy and operations – integrated planning and management
- Measurement, monitoring and reporting
- Making institutional change successful
- Enterprise risk management
- What is "Institutional Excellence"?
- Questions and discussion

Seminar 2: Institutional Excellence - Challenges and Opportunities

delivers more detailed comment on a wide range of specific topics including changes to functions, enterprise risk management, financial management, human resource management, organisation design, project management, benchmarking, external reporting and change management:

- INEXSM - The dimensions of institutional excellence
- Institutional excellence and enterprise risk management
 - Mandate – a clear and feasible mission
 - Governance – customised good practice
 - Funding – financial strength
 - Culture – guiding behaviour through values
 - Reputation – credibility with stakeholders
 - Capability – sustainable resourcing
 - Organisation – specialism and synergy
 - Management – measuring and monitoring performance
 - Communication – connection, support and confidentiality
 - Review – evaluation, learning and resilience
 - Change Management – anticipation and innovation
 - Crisis Management – maintaining service delivery
- Developing practical improvement paths
- Questions and discussion

Seminar 3: Questions for Your Institution

focuses on particular issues or concerns for your institution, identified by participants or arising from the first two seminars. To maximise benefits, participant questions or comments should be communicated several days before the seminar. From those participant contributions and publicly available information, John will develop specific ideas and examples. The seminar will present John's initial response on each issue raised, facilitate further discussion and suggest directions for internal work.

Support requirements: An on-site coordinator should be designated to assist with preparation, pre-seminar technical testing, seminar logistics and clarification of participant questions and comments.

Customisation: The program above aims to establish key concepts and offer practical advice on particular issues and concerns, within a moderate fixed time and cost. A fully customised programme can be developed to focus on particular topics of interest. On-site delivery may also be feasible.

Follow-up activities: The seminar programme primarily aims to develop internal knowledge and capability. John Mendzela can however be available for further confidential consultation on institutional governance, management and change via telecommunications, interactive video, and on-site visits.

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