

# EXECUTIVE PROGRAM ON ADVANCING WOMEN'S LEADERSHIP AT BOARD AND TOP MANAGEMENT

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# 2023 Panel Discussion

## What does it take for Women to Ascend to the Highest Levels of Leadership?



**Musharaf Hai**

Former CEO  
Unilever and L'Oréal  
Pakistan, Chairperson  
Women Leaders  
for Board



**Ayesha Aziz**

Managing Partner  
White Clover Consulting



**Jehan Ara**

Founder and CEO  
Katalyst Labs



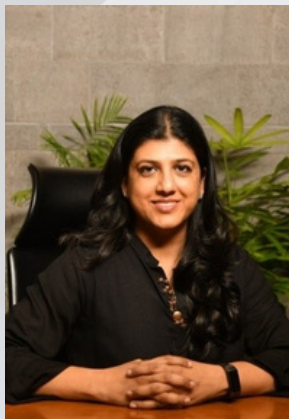
**Ambreen Waheed**

Chair Board ESG  
Committee Millat  
Tractors Ltd,  
Founder Responsible  
Behaviour Institute



**Lalarukh  
Hussain Shaikh**

Head of Legal and  
Company Secretary  
Shell Pakistan Limited



**Rabia Wafa  
Khan**

CFO  
Engro Polymer &  
Chemicals Limited



**Tamkeen  
Faisal**

Head HR, MarCom  
& Admin  
Engro Energy Limited



# Program Background



South Asian Academy of Management (SAAM) and the HR Metrics are pleased to launch an “Executive Program on Advancing Women's Leadership at Board and Top Management”. This program has been specifically designed for the promotion of women’s leadership in boardrooms and top management at private and public sector organizations in Pakistan. The program will be of equal value to male and female executives, directors, managers, academics, and entrepreneurs to understand and develop the potential, challenges, and enablers of advancing and utilizing women’s leadership in boardrooms and management positions.

In many countries including Pakistan, there are regulatory and sustainability needs to have women at board level. Moreover, global research says that pipeline for women at board level is not steady. In other words, there are not enough women at C-suite level to grow as board directors. Hence, there is a need to develop women’s leadership at top positions.

The participants will benefit from international and contextual insights and a variety of pedagogical and practical instruments to effectively manage gender and diversity in organizations. The program is designed for senior-level executives in private and public sector organisations. The program will benefit from diverse methodologies including case studies, self-assessment, peer learning, presentations, and role plays.





# Program Contents

The program will comprise the following indicative topics:

1. The business and social cases of gender diversity, equity and inclusion.
2. Development of women leaders with expertise and skills that merit board director and senior leadership roles.
3. Development of leadership traits such as team effectiveness, emotional intelligence, and social networks.
4. Introduction of global DEI standards to integrate gender and DEI with business strategy, action plans, and processes.
5. Issues and challenges of gender and diversity in Pakistan, such as sociocultural stereotypes, unconscious bias, backlash, discrimination and the ways to deal with them.
6. Key tools and best practices of women's leadership in the world and in Pakistan.

## Program Objectives

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1. Develop a critical understanding of issues of women and leadership and their relevance to organisations, sustainability and performance.
2. Develop an understanding of global DEI standards to integrate gender and diversity with business strategy, action plans, and processes.
3. Learn how to build, develop, and lead gender diverse leadership teams for better business and organizational outcomes.
4. Examine and learn from best practices of DEI from Pakistani and international organisations.
5. Certificate of participation.





# Benefits for Organisations

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1. Development and promotion of women in boardrooms, C-suite and senior leadership positions
2. Develop a forte in understanding and managing gender and diversity.
3. Enjoy an employer of choice status locally and internationally due to services and outcomes in gender, diversity and inclusion.
4. Diverse talent acquisition, development and retention leading to better innovation, creativity, problem solving and decision making.

## Program Package

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1. 12 hours on face-to-face interactive learning.
2. Panel discussion and dialogue with leading women leaders
3. Printed Training manual and case studies
4. Certificate of participation
5. Luncheon and 2 times tea with refreshment for 2 days





# Program Details

## Program Faculty



**Dr Jawad Syed (PhD, Academic Fellow CIPD)**  
Professor at LUMS  
Co-Chair of Gender, Race and Diversity in Organizations SIG  
European Academy of Management (EURAM)



**Dr Faiza Ali (PhD)**  
Associate Professor at LUMS  
Chairwoman of Gender, Race and Diversity in Organizations SIG  
European Academy of Management (EURAM)



**Zahid Mubarak (SHRM-SCP, SPHRi, GPHR)**  
CEO HR Metrics  
President of SHRM Forum, Pakistan  
Founder of Annual GDEIB Awards in Pakistan



For further information or to book your place in this exclusive program,  
contact: [info@thehrmetrics.com](mailto:info@thehrmetrics.com)

# Program Faculty



## **Dr. Jawad Syed (PhD, Academic Fellow CIPD)**

**Professor at LUMS**

**Co-Chair of Gender, Race and Diversity in Organizations SIG  
European Academy of Management (EURAM)**

Jawad Syed, PhD, FCPHR, is Professor of Leadership and Organizational Behavior at the Suleman Dawood School of Business (AACSB accredited), Lahore University of Management Sciences (LUMS) since 2016. He is also a visiting professor at NUCB Business School, Nagoya, Japan since 2020. Previously, he worked at the University of Kent as a Reader during 2007-14 and University of Huddersfield as a Professor during 2014-16. His research and teaching interests include diversity management, human resource management, leadership, strategy, and business ethics.

Professor Syed obtained his PhD in Business from Macquarie University (2008) and completed a Postgraduate Certificate in Higher Education at the University of Kent (2008). Prior to that, he received Master's of International Business from the Western Sydney University (2001). He has also attended Institute for Management and Leadership in Education (MLE) at the Harvard University Graduate School of Education (2017), and Global Colloquium for Participant Centered Learning (2019) at Harvard Business School (HBS). He has also attended Directors Training Program (DTP) at LUMS (2022) which is endorsed by the Securities and Exchange Commission of Pakistan (SECP).

Prof Syed is a Co-Chair (2022-2025) of European Academy of Management's (EURAM) Gender, Race, and Diversity in Organizations (GRDO) Special Interest Group. He is also the president of the South Asian Academy of Management (SAAM) since 2016.

In academic leadership roles, Prof Syed has served as Dean of the Suleman Dawood School of Business (LUMS), Head of People, Management and Organizations Group (University of Kent), and Director of Talent, Diversity and Development Research Group (University of Huddersfield).

Professor Syed has edited and authored eight books and written more than 100 journal articles, including his articles in British Journal of Management Human Relations, Gender, Work & Organization, Equality, Diversity, and Inclusion, Business Ethics Quarterly and Human Resource Management Journal. His books include: Human Resource Management: A Global and Critical Perspective (Palgrave Macmillan), Managing Diversity and Inclusion: An International Perspective (Sage), China's Belt and Road Initiative in a Global Context (Springer), Employee Motivation in Saudi Arabia: An Investigation into the Higher Education Sector (Palgrave Macmillan), Religious Diversity in the Workplace (Cambridge), Managing Gender Diversity in Asia: A Research Companion (Edward Elgar), and Managing Cultural Diversity in Asia: A Research Companion (Edward Elgar).

As a consultant and executive trainer, Professor Syed has helped several business and public sector organizations and higher education institutions in the areas of strategy, leadership development, human resource management, family business, diversity, ethics, communication, and change management. The organizations that he has provided consultancy or training to are numerous and include names such as Faysal Bank, Jaffer Brothers (Private) Limited, Qadri Group of Industries, Samad Group, Punjab Irrigation Department, Election Commission of Pakistan, Mobilink, Hashoo Group, Nestle, Unilever, Coca Cola, Pepsi Co, and GIZ.

# Program Faculty



## **Dr. Faiza Ali (PhD)**

**Associate Professor at LUMS**

**Chairwoman of Gender, Race and Diversity in Organizations SIG  
European Academy of Management (EURAM)**

Faiza Ali, PhD, is an Associate Professor at the Suleman Dawood School of Business (AACSB accredited), Lahore University of Management Sciences (LUMS) since 2016. She is also serving as the Associate Dean of Research and Scholarship at the same school since 2022.

Dr Ali obtained her PhD in Management from Macquarie University, Australia in 2013. Prior to joining LUMS, she worked at Liverpool John Moores University (2015-16), UK as a senior lecturer in Business Management, and at the University of Kent (2011-15), UK as a lecturer in organizational behavior.

Dr Ali is a Fellow of Higher Education Academy (UK) and Academic Member of Chartered Institute of Personnel and Development (CIPD), UK. Her research interests include diversity management, gender equality and cross-cultural management. Her research has been published in several high-quality journals, such as Journal of Business Ethics, Asia Pacific Journal of Management, Gender, Work and Organization, and International Journal of Human Resource Management.

Dr Ali attended the Global Colloquium for Participant Centered Learning (2018) at Harvard Business School (HBS). She also attended Directors Training Program (DTP) at LUMS (2020) which is endorsed by the Securities and Exchange Commission of Pakistan (SECP). Dr Ali has provided executive training to several public and private sector organizations (such as the Packages Group, Punjab Irrigation Department, Pakistan Petroleum Limited) on topics related to leadership, organizational behavior, and diversity management.

Dr Ali is the current chairwoman (2022-25) of the Gender, Race and Diversity in Organizations (GRDO) special interest group at European Academy of Management (EURAM). She also co-founded and has been organizing the annual International Gender, Work and Society (GWS) conference at LUMS since 2017.

Dr Ali has experience of leading international grant projects. Currently she is completing an Erasmus + (EU) project as a PI from LUMS with other international and local partner universities. She is also a PI from LUMS at a British Council grant on gender equality in academia.



# Program Faculty



## Zahid Mubarik (SHRM-SCP, SPHRi, GPHR)

**CEO HR Metrics**

**President SHRM Forum Pakistan**

**Member ISO HR Standards Technical Committee 260**

**Member Pakistan Stock Exchange Task Force on ESG**

Zahid Mubarik is an internationally acclaimed visionary thinker, writer, speaker, thought leader and influencer on human capital development, analytics, diversity and inclusion. He is the founding member of ISO Geneva Technical Committee 260 for developing HR global Standards. He actively took part in ISO face to face meetings for global HR Standards development at American National Standards Institute (Washington DC), British Standards Institute (London), Standards Australia (Melbourne), The Royal Netherlands Standardization Institute (Rotterdam), Association Française de Normalisation (Paris), Singapore Standards Council (Singapore), The National Standardization Agency of Indonesia (Bali) and UNI-Ente Nazionale Italiano di Unificazione (Milan). Zahid has the honor of being distinguished speaker in international conferences and seminars on human capital analytics at Las Vegas, Beijing, Moscow, Baku, Hanoi, Dubai, Abu Dhabi, and Tokyo. His analytical papers and expert talks have been featured by national/international media including Microfinance Gateway World Bank Washington, CNBC, Dawn, Business Recorder, Business Plus TV and Gulf Economist.

Zahid served as Global Chair of ISO Working Group on HR Metrics Standards. During his leadership, ISO published two global HR standards including ISO 30410: Impact of Hire and ISO 30411: Quality of Hire. He also served as member of Working Group developing ISO 30414: Guidelines for Internal and External Human Capital Reporting. He groomed and facilitated certification of 500+ consultants/practitioners worldwide with a heavy concentration in Tokyo Japan. Zahid is SHRM USA Partner in Pakistan. SHRM is world largest HR association having 325,000+ members in 165 countries. He introduced SHRM competency based global HR certifications in Pakistan and developed more than 200 people. He served as Board Director The Centre for Global Inclusion USA. He introduced Global Diversity, Equity & Inclusion Benchmarks Standards in Pakistan and facilitated 65 large multinational and national corporations in implementing Global DEI Benchmarks Standards. Zahid is a member of Pakistan Stock Exchange and Pakistan Institute of Corporate Governance Task Force on ESG Disclosure. He has a knack in using human capital analytics to transform organization on (S-Social) part of ESG. He is the Chief Editor of HR Magazine Workforce Tomorrow.