

Programme:	Boards in the Exponential Era: AI Governance & Board Intelligence for Directors
Date:	28 April 2026
Duration:	09:00am - 01:00pm
Director level:	All Levels
Programme category:	Technology
Programme mode:	Online
CPD:	4
RCH:	11
Price:	RM 1,640,00 (members) / RM 2,050,00 (Standard) (*excluding SST)
Venue:	ICDM Virtual Classroom
Speaker:	Paul Smith, The Board Futurist, Future Directors

Programme Description

Programme Overview

Malaysia is in the midst of an accelerated digital build-out. The digital economy is a significant contributor to national growth, supported by national aspirations to deepen digitalisation across sectors and strengthen Malaysia's position as a regional digital hub. In parallel, major investments into data centres, cloud infrastructure, and digital platforms are reshaping how organisations operate, changing everything from capital allocation and operating models to talent strategy and customer engagement. For boards, this means digital, data and AI are now strategic issues that sit at the heart of business value, governance and competitiveness, not matters to be left solely to management or the IT function.

At the same time, generative AI has shifted the conversation from automation to transformation. Boards are increasingly asked to make decisions about where AI should be applied, what should be prioritised, and how risks should be governed often while use cases are scaling quickly across functions. This creates a new governance challenge: ensuring AI is used responsibly in decision-making, that data is managed with integrity, that accountability is clear when AI is embedded into workflows, and that reputational and regulatory expectations are anticipated. In the exponential era, the board's role is not to become technical experts, but to ensure the organisation's AI adoption is **intentional, controlled, and aligned to strategy and values**.

This 4-hour programme is designed for directors and senior leaders who already recognise AI's relevance and want to sharpen **AI governance and board intelligence** at a practical level. Participants will examine what "good" looks like in terms of board oversight structures, information flows and reporting discipline without dropping into operational detail. The session focuses on how boards can set the right governance architecture: defining decision rights, establishing clear accountability, setting guardrails for acceptable and prohibited uses of AI, and ensuring management provides credible reporting that enables oversight rather than confidence-based narratives.

A key emphasis is on **data governance and decision integrity**, because AI outcomes are only as reliable as the data, controls and assumptions that sit behind them. Directors will explore what questions to ask around data quality, access and privacy responsibilities, model risk (including bias and drift), third-party reliance, and assurance routines. Participants will also learn how boards can apply AI responsibly within the boardroom itself using AI for synthesis, sensemaking and productivity while maintaining confidentiality, judgement and proper governance.

Through short briefings, board-level case work and guided peer dialogue, the programme helps participants translate oversight into action: what should be on the board agenda, what should committees own, what should be escalated, and what should be measured. Participants will leave with stronger clarity on where their boards are already well-positioned, where the blind spots lie, and what needs to change over the next 12-24 months to govern AI effectively and build board intelligence in an exponential environment.

Proposed Module

- Module 1: The Digital & AI Trajectory – What It Means for Malaysian Boards
- Module 2: AI & Data Governance – From Experiments to Board Accountability
- Module 3: AI Risk, Assurance & Third-Party Oversight – Setting the Governance Baseline
- Module 4: Boardroom Lab – Re-wiring Oversight & Building Board Intelligence for the Exponential Era

Learning outcomes

By the end of this programme, participants will be able to:

- Interpret Malaysia's digital and AI landscape through a board lens, and identify the implications for strategy, capital allocation, governance and reputation.
- Assess the adequacy of their organisation's AI and data governance (accountability, policies, decision rights, and reporting) and identify key gaps to address.
- Evaluate AI risk and assurance readiness, including third-party/vendor exposure, and specify what evidence, controls and board reporting are needed for effective oversight.
- Formulate high-impact board questions and prioritised next-step actions to strengthen AI governance and board intelligence over the next 12-24 months.

Trainer Profile



Paul Smith

The Board Futurist, Future Directors

Paul Smith - The Board Futurist - is a globally recognized innovator and thought leader in corporate governance. His mission is clear: to future-proof boards and help directors become effective stewards for an uncertain and complex world.

A sought-after international speaker, Paul shares insights on impactful governance, inclusive decision-making, and the transformative potential of technology, particularly artificial intelligence, in the boardroom. His philosophy - that the board of the future will be "simultaneously more human and less human" - drives his work in blending behavioral science with technology to enhance decision-making.

Paul is the award-winning author of *Right Seat Right Table*, a cornerstone text for new board members. His second governance book, *The Artificially Intelligent Boardroom* (published in 2025), is a wake-up call for boards and executives alike about the power of the AI-assisted board.

With over 15 years of board experience, Paul has served as chair and non-executive director for companies across Australia, the UK, and Europe. His work extends to mentoring chairs, founders, and CEOs, and advising boards on performance, recruitment, technology, and culture.

Paul is also a Senior Teaching Fellow at one of the world's top private universities, Bond University, a facilitator for The Governance Professionals of Canada, and holds an Honours Degree in Economics from Durham University in the UK. He has completed courses in Neuroscience and facilitates Advanced Director courses around the world.

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