




5TH GLOBAL BANKING LEADERS PROGRAMME



BAYES BUSINESS SCHOOL

- Ranked in the top one percent of business schools in the world by the Financial Times and The Economist
- Bayes Business School is among the global elite of business schools that hold the gold standard of 'triple crown' accreditation from AACSB, AMBA and EQUIS
- 3rd best in London, 6th in the UK, 23rd in Europe (Financial Times European Business School ranking 2021)
- 5th in the UK for business and management research. A total of 92% of our research was rated as world-leading (4*) or internationally excellent (3*) (The Research Excellence Framework 2021)
- 3rd in the UK for Business Administration and Finance Research, 5th in the UK for Management (ShanghaiRanking's Global Ranking of Academic Subjects 2022)
- 2nd best in London, 8th in the UK, 24th in Europe for custom Executive Education (Financial Times Executive Education custom ranking 2019)
- 4th globally for Corporate Strategy (Financial Times Global MBA ranking 2022)
- 1st in the UK, 3rd in Europe, 9th Globally for Entrepreneurship (Poets and Quants World's Best MBA Programmes for Entrepreneurship 2022)

ABS FLAGSHIP PROGRAMME

5TH GLOBAL BANKING LEADERS PROGRAMME

21 NOVEMBER – 2 DECEMBER 2022





ABS FLAGSHIP PROGRAMME

5TH GLOBAL BANKING LEADERS PROGRAMME

The annual **Global Banking Leaders Programme** is a flagship programme of the Asian Banking School (ABS) and was launched in 2016. The first of its kind to be developed specifically for the banking industry, it is a collaboration between ABS and the Bayes Business School (formerly Cass), City, University of London. This will be the fifth year of the Programme.

The 5th Global Banking Leaders programme will be delivered through a mixture of lectures, interactive debates, topical case studies and group-work by a balance of Bayes Business School faculty members and experienced industry experts. It will be led by internationally renowned academician Professor Steve Thomas, and will draw from Bayes experts in banking and leadership.

This unique programme has been designed for senior level professionals from banking and other finance-related institutions and will give invaluable insights into areas that leaders of today must face head on as we head towards a post pandemic future. This includes building a resilient and adaptable leadership brand, developing agile teams and a conducive corporate culture, stakeholder management, strategic change, behavioural finance, FinTech and digital transformation, blockchain and cryptocurrencies, ESG, innovation, enhancing collaborations and regulatory initiatives.

It will be delivered over two weeks; with the first week in Kuala Lumpur, Malaysia at the state-of-the-art facilities of the Asian Banking School and the second week in London, United Kingdom at the centrally located Bayes Business School. Following successful completion of the Programme, participants will become alumni of the Bayes Business School and be part of an illustrious network of graduates and professionals from around the world.

5TH GLOBAL BANKING LEADERS PROGRAMME

WEEK 1

Kuala Lumpur,
Malaysia
21 – 24 Nov 2022

WEEK 2

London,
United Kingdom
28 Nov – 2 Dec 2022

PROGRAMME FEES*

MALAYSIAN PARTICIPANTS

MYR 80,000
per participant

INTERNATIONAL PARTICIPANTS

GBP 14,900
per participant

**Fee includes lunch and other refreshments on programme days, as well as programme materials for one participant. It also includes the two formal dinners in London during the second week of the Programme.*

CPD POINTS



ENQUIRIES

Please contact Asian Banking School at:
Tel: +603-2701 7822 or
Email: training@asianbankingschool.com

PAYMENT OPTIONS

- This programme is an approved **HRD Corp** claimable course and employers can claim up to 100% of the programme fee, airfare and accommodation.
- The programme fee, as well as airfare and accommodation for the purpose of attending the second week of the Programme in London is **STF credit** claimable for qualifying Malaysian banks.
- This programme is also **STF-i credit** claimable through direct registration with IBFIM.

REGISTRATION

Please register online at
[www.asianbankingschool.com/our-programmes/
executive-education](http://www.asianbankingschool.com/our-programmes/executive-education)
Alternatively, you may email your completed
Registration Form to training@asianbankingschool.com
Terms and conditions apply. Please visit
www.asianbankingschool.com/terms-and-conditions

Note : All Information in this publication is correct at the time of printing but may be subject to change.



An aerial photograph of the Kuala Lumpur skyline at sunset. The Petronas Twin Towers are the central focus, illuminated against a sky of orange, pink, and blue. Other skyscrapers and construction cranes are visible in the background.

5TH GLOBAL BANKING LEADERS
PROGRAMME

WEEK 1
21 – 24 NOVEMBER 2022
KUALA LUMPUR, MALAYSIA

PROGRAMME OUTLINE – WEEK 1, KUALA LUMPUR

Schedule	Monday, 21 November	Tuesday, 22 November
09:00 - 12:30	<p>Welcome Session (8:30 - 9:00)</p> <p>Building a Resilient and Adaptable Leadership Brand (Cliff Oswick)</p> <ul style="list-style-type: none"> • Leading in uncertain times • Developing effective contingent leadership strategies • Sharpening leadership decision-making processes • Strategies for coping with ambiguity and risk (in a post-Covid world) 	<p>Behavioural Biases in Financial Institutions and their Role in Financial Crises (Steve Thomas and David Mellor)</p> <ul style="list-style-type: none"> • Behavioural finance and its impact on financial institutions • Decision-making in context • Rules versus Experts • Evolution of risk perceptions • Forgetting history • Regulatory developments • Biases and Regulators • Lessons from the pandemic for understanding biases going forward <p>Case Study: The Irish Banking Crisis: what Malaysian Bankers can learn from it (10:45-12:30)</p>
10:30 - 10:45 (break)		
12:30 - 13:30	Lunch	Lunch
13:30 - 17:00	<p>Leadership Challenges in Running a Bank Post Covid-19 (Steve Thomas and David Mellor)</p> <ul style="list-style-type: none"> • Creating scalability and sustainable profitable growth • Winners and losers in the new post pandemic banking world • Sources of diverse performance • What drives diverse performance? • Where is your bank in this spectrum? • Challenges of talent management, retention, and reward strategies in a new working environment 	<p>Motivating Followers, Managing Stakeholders and Creating Engagement (Cliff Oswick)</p> <ul style="list-style-type: none"> • Understanding shifting motivational priorities, variables and influences • Appreciating and managing individual differences • Maintaining equity and delegating effectively • Managing conflicting and contrasting stakeholder demands • Overcoming competition and promoting collaboration
15:15 - 15:30 (break)		
17:00 - 18:00	Project Coaching - Steve Thomas and David Mellor	Project Coaching - Steve Thomas and David Mellor

WEEK 1 – MONDAY, 21 NOV 2022

Morning Session : **Building a Resilient and Adaptable Leadership Brand**

The session will open with a discussion around the topic of leadership in general, focusing on key leadership attributes and exploring what a world-class leader in banking might look like. Participants will then be invited to consider in turn: a) their current leadership style; b) the type of leader they would like to become; and c) what steps they would have to take to get there. The session will conclude with each participant creating a personal “brand leadership” statement. They will be encouraged to review this after each session (including those in Week 2), as they come across components that they would want to weave into their respective leadership brands.

Afternoon Session : **Leadership Challenges in Running a Bank Post Covid-19**

The session will open with a session that will set the tone for the two-week programme and represents a broad overview of the many and varied challenges facing bank leaders today. Many of these themes will be revisited during the programme. The programme will start with an overview of the leadership challenges that are specific to banks with particular emphasis on building and maintaining sustainable growth, analyse the challenges around talent management, staff retention and rewards. It will continue with an analysis of banks’ balance sheets and what this means in terms of “rebuilding a bank’s reputation”.

Wednesday, 23 November	Thursday, 24 November
<p>Developing Agile Teams and a Conducive Corporate Culture (Cliff Oswick)</p> <ul style="list-style-type: none"> • Building agile, virtual, and cross-disciplinary teams • Facilitating hybrid and responsive cultures • Promoting networks and managing hierarchies • Exercising power and influence in constructive ways • Leveraging political systems and processes • Breaking silos and leveraging networks 	<p>Forecasting and Risk Perceptions in the Post-Pandemic Banking World (Steve Thomas and David Mellor)</p> <ul style="list-style-type: none"> • Banking Banana skins: Evolution of risk perceptions and what lies ahead • Why forecast? • Forecasting failures • Forgetting history? Or never knowing history? • Can we restore confidence in forecasting? How? • The forecasting tournament <p>Assessing the Major Sources of Risk for Banking in Malaysia Over the Next 5 years (10:45-12:30)</p>
Lunch	Lunch
<p>The Agile Bank (Steve Thomas and David Mellor)</p> <ul style="list-style-type: none"> • What is agility in banking? • Understanding and engaging your stakeholders • What has the pandemic taught us about agility in banking? • Has it changed our views? • What are the characteristics of the Agile Bank? • Is your bank 'Agile'? <p>Case Study : Starling Bank (15:30-17:00)</p> <ul style="list-style-type: none"> • A different sort of bank? Would you consider Starling to be Agile? Does Agility =Profitability? Is Starling a model for banking going forward? 	<p>Leading Strategic Change in Challenging Times (Cliff Oswick)</p> <ul style="list-style-type: none"> • Why most change programmes fail • Core assumptions of traditional and stable change initiatives • Addressing and overcoming resistance to change • Identifying and embracing shifting change imperatives • Integrating and responding to the 'new-normal' • Programme review and personal action planning
Project Coaching - Steve Thomas and David Mellor	

WEEK 1 – TUESDAY, 22 NOV 2022

Morning Session : **Behavioural Biases in Financial Institutions and their Role in Financial Crises**

The morning session will start with an overview of behavioural lessons from the Global Financial Crises and lessons learned from experience. The session will touch upon key lessons learned including the evolution of risk perceptions, forgetting history and regulatory developments that have arisen as a result of the Global Financial Crises.

Afternoon Session : **Motivating Followers, Managing Stakeholders, and Creating Engagement**

The afternoon will be dedicated to 'leading others' (e.g., leading teams, motivating followers, managing conflict, delegating, and engaging others). In particular, this session will address topics such as the variables and influences in managing individual differences and managing intrinsic and extrinsic systems of rewards and incentivisation, maintaining and delegating effectively across teams.

Morning Session : **Developing Agile Teams and a Conducive Corporate Culture**

The core morning session on developing and managing team performance comprises a situational component and begins by explaining how people can be seen through different lenses - how they prefer to behave, how they are behaving, and what behaviours others probably observe. The participants will also be asked to consider the importance of: a) the unexploited behaviours, which could be leveraged; b) over-utilised behaviours which by virtue of being overdone could become weaknesses; and c) behaviours that take a person beyond their comfort zone. Analysis of feedback and subsequent discussion would form the first part of the diagnostic in terms of establishing the self-leadership development the bank leader might require to progress. The self-awareness component of the programme will also provide an opportunity for participants to consider the adaptation in style required to deal with colleagues in different situations and with colleagues with behaviour and leadership styles that differ from their own.

The session will then move on to consider how a team is likely to behave. Where does a team have strengths to be exploited and blind spots to be addressed? This stage of the session will also provide an opportunity to introduce the concept of the “problem-solving wheel”, where bank leaders can learn how to bring different behaviours in to play in a logical sequence to achieve the optimum result. The final part of this session will look at how a bank leader, armed with heightened self-awareness and an appreciation of how their team is likely to behave, can develop a team so that it is as efficient and effective as possible.

Afternoon Session : **The Agile Bank**

The pandemic saw a great divergence between the winners and losers in banking in terms of RoE, Market to Book (a range of 7 to 0.5!), and other metrics. To survive in the new aggressive ultra-fast digital environment banks have to be 'agile'.

What is this concept of 'agility'? What are the key features of a successful agile bank, and can we identify common features of those banks making successful strides in this direction? Is improving customer centricity and building new cultures at the core of success for the most agile banks?

Morning Session : **Forecasting and Risk Perception in the Post Pandemic Banking World**

We examine the dismal recent history of forecasting in all its guises, examining the specific cases of banking crises and more recently the Covid pandemic. Could they have been anticipated and managed better by financial institutions? Can we understand and manage the behavioural biases which are so damaging to the banking sector but also to the management of non-financial crises? We look closely at 'Superforecasting' as a possible way to re-establish the credibility of the forecasting industry.

Afternoon Session : **Leading Strategic Change in Challenging Times**

This session will start with an appreciation of processes and best practice in managing strategic changes in organisation but with a particular emphasis on the banking sector taking into account recent well-known examples. Different approaches to planned organisational changes will be discussed with particular emphasis on planned as well as emerging change programmes. Whilst exploring key change management principles, the programme will also tackle the challenge of “resistance to change” and overcoming “resistance to change” with a practical change intervention case study as an example for delegates to learn from and apply within their own context.

UNDERGROUND

Participants are encouraged to make flight arrangements to London for Week 2 of the programme that allows them enough time to get well adjusted before starting classes the following Monday.





5TH GLOBAL BANKING LEADERS
PROGRAMME

WEEK 2

28 NOVEMBER – 2 DECEMBER 2022
LONDON, UNITED KINGDOM



PROGRAMME OUTLINE – WEEK 2, LONDON

Schedule	Monday, 28 November	Tuesday, 29 November
9:00 - 13:00	Welcome and Registration (8:30am - 9:00am)	Big Data in the Financial Services Sector (Dimitris Paraskevopoulos)
10:45 - 11:00 (break)	Leading Innovation and Resilience (Aneesh Banerjee) <ul style="list-style-type: none"> • What is AI and how will AI change managers and leaders' jobs? • New demands on leadership in the age of maturing AI • Organisational change driven by AI • Case study: Can we use AI in recruitment? The case of "Grow 360" 	<ul style="list-style-type: none"> • The role of Big Data in the modern world • Using Machine Learning and Artificial intelligence to improve performance • How Big Data contributed to banking performance in the pandemic era • Case study: the New York medical fraud detection case and other case studies on the day
13:00 - 14:00	Lunch	Lunch
14:00 - 17:00	The ESG/Profitability Trade-off (Gabriel Cozma, Sandy Gill, Gregory Jones QC)	Covid-19 - a Tipping Point for Banking? (Andrew Pullman)
15:00 - 15:15 (break)	<ul style="list-style-type: none"> • ESG drivers, ESG in SMEs, start-ups and multinationals • ESG and Banking – will it really change behaviour? • ESG and impact on organisations • Structure of environmental and social risk (ESR) framework today • Diversity, quality, and inclusion and the ESG agenda • ESG: A live case study 	<ul style="list-style-type: none"> • Managing a dispersed workforce • Maintaining regulatory standards (e.g., Senior Managers' Regime UK) • Beating the Great Resignation challenge: how to keep your team and not lose them to competitors
17:00 - 18:00	Project Coaching (17:00 - 17:30) Departure for Reform Club (17:45)	Project coaching
18:30 - 20:30	Welcome Dinner Venue: Oxford and Cambridge Club	

WEEK 2 – MONDAY, 28 NOV 2022

Morning Session : **Leading Innovation and Resilience**

Innovation, very simply put, is the ability to create value from new products, services, or business models. Innovation can be in a relatively simple process update or in a complex new business model, but the fact is, most innovation projects – simple or complex – struggle to deliver value. In this session, we aim to understand why this is so and what can leaders do about it? Using a mix of cases, exercises, and conceptual frameworks – we will discuss why Leadership Resilience – the ability of leaders to bounce back from setbacks, could be central to your firm's ability to innovate successfully.

Afternoon Session : **The ESG Profitability Trade-Off**

This session will explore the ESG drivers in the Banking sector, SMEs, start-ups, and multinationals. The session will focus on whether ESG will truly change behaviour in the banking sector, the impact of ESG on organisational structures of environmental and social risk framework (ESR). It will also address the issue of diversity, quality and inclusion in the ESG agenda and reach its conclusion through the discussion of a live case study.

Wednesday, 30 November	Thursday, 1 December	Friday, 2 December
<p>Leading Digital Transformation (Professor Gianvito Lanzolla)</p> <p>Building a vision to lead the digital transformation and making it happen</p> <ul style="list-style-type: none"> • Business model transformation in financial services • Operations optimisation • Customer engagement • Transforming work practices • Embracing ecosystems • Value innovation vs. value commoditisation • Cases: Development Bank of Singapore; Royal Bank of Canada, Making an agile organisation at ING Bank of Netherlands • Make, buy or ally • Design thinking and agile teams 	<p>Blockchain and Cryptocurrencies (Michele D'Aliessi)</p> <ul style="list-style-type: none"> • Blockchain in the financial sector • Are cryptocurrencies a scam? • Design thinking and agile teams • Corporate venturing, M&As and alliances • Central Bank digital currencies – an evolution • Regulation and investor protection 	<p>Project Presentations with Expert Panel</p> <p>12:00 – 12.30 Certificate Ceremony and Group Photo</p>
Lunch	Lunch	Lunch
<p>FinTech and the Banking Sector Post Covid (Marco Aboav)</p> <ul style="list-style-type: none"> • The pillars of the new ecosystem • Payments and transfers • Lending and finance • Digital Banking • Wealth/asset management • InsurTech • Markets and exchanges • How the economics are changing in open banking 	<p>Covid: What Now for Customer Expectations? (Julian Sawyer, Starling Bank) (14:00 - 15:00)</p> <ul style="list-style-type: none"> • Has the pandemic changed the relationship between banks and their customers? • Understanding the new customer journey • Enhancing the human touch at all stages of the journey <p>Offsite Visit (15:45 - 17:15)</p>	<p>The Programme ends after lunch and participants are free to enjoy their time in London.</p>
Project coaching	Offsite visit ends	
	Farewell Dinner Venue: Travellers Club	

WEEK 2 – MONDAY, 28 NOV 2022

Evening Session : Welcome Dinner at the Oxford and Cambridge Club

For nearly 200 years, alumni of the two ancient universities have chosen to take up membership and enjoy the outstanding amenities and sophisticated setting of a Grade II listed Club house in the very heart of London. Spacious, private and well-appointed, the Club enables members to meet friends and colleagues in magnificent surroundings, host a party, relax or simply find a quiet place to work. With its elegant dining room, known as the Coffee Room, large and well-maintained library, two bars, terrace, more than 40 bedrooms and its own sports facilities, the Oxford and Cambridge Club is ideally located for entertaining, relaxation and business.



WEEK 2 – TUESDAY, 29 NOV 2022

Morning Session : **Big Data in the Financial Services Sector**

This session will focus on the role of Big Data in the modern world. Case studies and examples from finance and banking as well as other industries will be drawn to answer to the following question: Would there be any business without the maths?

The session will continue with: the usefulness of clustering – why do we need to cluster and hands on activities (case study from NY Medicaid's programme) and how do we identify fraud in banking and other sectors? Classification: How can we help the banking sector answer the following question: Is a new customer going to default or not? Should we give them a loan or not? Credit risk via machine learning. Is an employee or a customer going to churn?

Afternoon Session : **Covid-19 - a Tipping Point for Banking?**

The Covid-19 crisis has thrown the structure of work for all organisations on its head! People are now used to working remotely and want to carry on doing so – and if you, as an employer, cannot offer that sort of flexibility they will start to look elsewhere, if they have not done so already. This is a tipping point moment that cannot be ignored.

This session will focus on all the key people aspects of banking that need to be addressed. There is no playbook that has all the answers but through case studies and discussion, we will start to build a series of pragmatic actions that participants can take back to their business to start addressing the challenges.

WEEK 2 – WEDNESDAY, 30 NOV 2022

Morning Session : **Leading Digital Transformation in the Banking Sector**

Digital transformation is not about adopting digital technologies in the organisation. Digital transformation is about adapting businesses to a “new normal”. As digital technology, society and businesses co-evolve into this “new normal”, creating multiple levels of change and uncertainty, business leaders must think thoroughly about their core business and the new drivers of value creation, value delivery and value monetisation that this “new normal” is shaping. This programme is designed to equip participants with the conceptual knowledge and practical skills to lead the digital transformation, and not to succumb to it.

In part 1, we will discuss how to build “a vision” for leading digital transformation within the organisation. In particular, we will have a look at what this means in terms of business model transformation in financial services, what this means for operations optimisation, customer engagement, how digital can transform work practices and much more. We will also have a look at two case studies in relation to this for the Bank of Singapore and the Royal Bank of Canada.

Afternoon Session : **FinTech and the Banking Sector Post Covid-19**

Financial Technology is reshaping the financial sector globally. The power of technology and new business models are changing the way we do business in banking, investment management, insurance, capital markets with strong implications for the users/consumers experience, but also on other industries both on the costs and revenues side. The session covers the main pillars of FinTech and the economics in the area of open banking including payments and transfers, lending and finance, digital banking, wealth and asset management, InsureTech, market and exchanges and how FinTech is changing the economics of open banking.

WEEK 2 – THURSDAY, 1 DEC 2022

Morning Session : **Blockchain and Cryptocurrencies**

The morning session will focus on two very topical areas relevant to the banking and financial services sector: blockchain and cryptocurrency. After a brief introduction, the session will particularly address the relevance for the banking sector, whether cryptocurrencies are a reliable financial instrument or not, whether the post-pandemic banking sector has increased or decreased the interest in cryptocurrencies, the evolution of cryptocurrencies and its relevance to the central banking system, the regulatory environment and investment protection globally.

Afternoon Session : **Customer Expectations in the Banking Sector Post-Covid-19**

This brief session will address how customer expectations have changed post Covid-19, and how the relationship between banks and customers has evolved. Julian Sawyer, former CEO of cryptocurrency exchange Bitstamp and former Chief Operating Officer of Starling Bank, will talk about how the customer journey has changed post pandemic and the importance of enhancing the human touch with customers at every stage of the journey. The afternoon will conclude with a session with a senior banker either onsite or offsite.

Evening Session : **Farewell Dinner at the Travellers Club**

The Club was founded in 1819 and its original concept dates from the return to peace in Europe following the Napoleonic Wars. Arrangements for the establishment of The Club were finalised at a meeting in the spring of 1819, attended by distinguished diplomats, travellers and two future Prime Ministers (the Earl of Aberdeen and Viscount Palmerston). The head of Ulysses was adopted as the Club symbol.



WEEK 2 – FRIDAY, 2 DEC 2022

Morning Session : **Project Presentations**

Throughout the two weeks, the participants will be expected to work on assigned projects related to the management and leadership challenges that they are facing in their banks. The project gives participants the chance to draw on all of the leadership and banking-specific elements discussed in the programme over the two weeks.

These projects will be completed in small groups, where each group will benefit from the guidance of the programme leaders over this period. The culmination of this project work will be a presentation to an expert panel – comprised of a selection of the banking and leadership programme lecturers and chaired by the programme leaders. Each group will present their project findings and will receive feedback from the expert panel.

BECOMING ALUMNI

Participants of the Global Banking Leaders Programme will become alumni of the Bayes Business School following successful completion of the Programme and be part of an illustrious network of executives from around the world.



Professor Stephen Thomas

Programme Leader



The Global Banking Leaders Programme will be led by one of Bayes Business School's most experienced Faculty, Professor Stephen Thomas. He is an internationally renowned academic, and has held numerous senior posts around the world. He has held professorships in Finance at the University of Wales, in Financial Markets at the University of Southampton, and joined Bayes as Professor of Finance in 2007 where he is currently Course Director for the Executive MBA. Professor Thomas was also a Visiting Professor at Queen's in Canada between 1986 and 1987, and has been a Visiting Professor at the ISMA Centre of the University of Reading since 1996. He has won numerous prestigious academic prizes including Prizes for Best Paper at the Global Finance Conference in Dublin in 2005, and Best Market Microstructure Paper at the Mid-West Finance Meetings in Chicago in 2006. In the same year, he was ranked 11th in Europe for research in finance over the previous decade.

Professor Thomas has recent experience as an investment strategist and partner for a private client firm, Firecrest Hambro, and on the Investment Management Committee of Hasley Investment Management, a multi-strategy investment fund. He founded and edits a range of publications on global credit with Interactive Data (formerly FT). He has also undertaken consultancy and teaching in risk and asset management and corporate finance at various global financial institutions. He is involved in professional exams for the investment industry, including serving on the exams and education committee for CFA UK. He established Solent Systematic Investment Strategies as a vehicle to create investment indices for global investment banks.

Professor Cliff Oswick

Chair in Organizational Theory, Bayes Business School



Cliff joined Bayes in 2011 as a Professor in Organization Theory. He also served as Head of the Faculty of Management and Deputy Dean at Bayes between January 2011 and January 2016. Before going to Bayes, he spent 4 years at Queen Mary, University of London as a Professor of Organization Theory in the School of Business and Management and served as Dean of the Faculty of Law & Social Sciences (2007-2011). He has also previously held posts at University of Leicester (2002-2007), King's College, University of London (1990-2002), and Westminster University (1988-1990). Before becoming a full-time academic in 1988, Cliff worked as a HR manager in local government. Cliff's research focuses on the application of aspects of discourse, dramaturgy, tropes, narrative and rhetoric to the study of

organizations and organizing. He is particularly interested in the study of leadership processes, employee engagement, and organizational change. He has published over 120 academic articles and contributions to edited volumes, including contributions to *Academy of Management Review*, *Human Relations*, *Journal of Management Studies*, *British Journal of Management*, *Organization*, and *Organization Studies*. He is the European Editor for *Journal of Organizational Change Management* and Associate Editor for *Journal of Change Management*. He is also a co-director of ICROD (the International Centre for Research on Organizational Discourse, Strategy and Change), a member of the CIPD (Chartered Institute of Personnel Development), a member of the National Training Laboratory, chair of the board of trustees for The Tavistock Institute of Human Relations, and a member of the Executive Board of the ODC (Organization Development and Change) Division of the Academy of Management. Beyond his academic responsibilities, Cliff has also undertaken a variety of consultancy projects, senior coaching activities and executive development assignments with a number of high profile corporate clients.

David Mellor

Honorary Senior Visiting Fellow, Faculty of Finance, Bayes Business School



David is an Honorary Senior Visiting Fellow in the Faculty of Finance at Bayes Business School, where he has run workshops on managing strategic change, entrepreneurship, corporate entrepreneurship, leadership, building high performance teams and sales. In addition, he has acted as course director and provided facilitation and mentoring support to participants in small groups and on a one-to-one basis.

Since 2001 David has developed a portfolio of activities which derive principally from 25 years' experience in commercial and investment banking with HSBC and Deutsche Bank. His consultancy activities embrace strategic planning and implementation and mentoring existing and aspiring entrepreneurs. He is a recognised expert in his field, regularly speaking at conferences and running seminars and workshops. He provides one-on-one and group mentoring to aspiring entrepreneurs, many of whom are aiming to establish themselves as consultants.

He published "From Crew to Captain" in 2010, written for people making the transition from working for big institutions to working for themselves. He has followed that up by launching "From Crew to Captain: A Privateer's Tale" in 2014, which is written for people establishing consultancy practices. The third book in the trilogy – "From Crew to Captain: Commander of the Fleet" was released in November 2015. He is also co-author of FT Publishing's "Inspirational Gamechangers" which launched in 2015. David is a Freeman of the Guild of Entrepreneurs. He holds a Degree and a Master's degree from the University of Cambridge, and is a member of the Institute of Directors. He is a Certified PRISM Brain Mapping Practitioner.

Professor Gianvito Lanzolla

Professor of Strategy, Bayes Business School



Gianvito joined Bayes Business School (formerly Cass) in April 2006. He served as Head of the Faculty of Management from 2016 to 2020 and is the Founding Director of the Bayes' Digital Leadership Research Centre (DLRC). Gianvito is a Fellow of the Royal Society of the Arts (RSA).

Before joining Bayes, Gianvito was a Research Fellow on the Faculty of the London Business School (2004 – 2006) and over the years, has had several visiting appointments at leading business schools including the London Business School, Hyderabad's Indian School of Business and Berlin's ESMT.

Gianvito studies the impact of technological and institutional change on competitive dynamics, firm strategy, and firm organisation. His articles have appeared in leading outlets including Academy of Management Journal, Academy of Management Review, Production and Operations Management, Long Range Planning, Journal of Management, Business Strategy Review, Business History and Harvard Business Review. Gianvito's research has won several academic prizes and has been widely featured in the business media including the Financial Times, the Economist, CNBC, CCTV and Wall Street Journal; and in policy papers. He is currently editor of two special issues focused on digital transformation in the California Management Review and Academy of Management Discoveries.

Gianvito has directed and delivered executive development programmes and has contributed as an advisor to many boards and executive leadership teams around the world. Recent corporate engagements include Apple, Baker McKenzie, European Club Association, Schott, Beazley, BBC, Syngenta, Gazprom, IBM, the UAE's Prime Minister Office, Abu Dhabi Ports Authority, Microsoft, Mizuho, Zurich, KION, Axel Springer, Vailant and Vodafone Group. He has also delivered more than 100 keynotes speeches to corporate and policy audiences.

Dr Marco Aboav

Associate Professor in Financial Technology, Bayes Business School



Dr Marco Jean Aboav is an Investment Consultant, Data Scientist, Associate Professor of Financial Technology and Angel Investor in tech and FinTech startups. He was Fund Manager for HI QuantWave Fund, a macro hedge fund based on artificial intelligence and alternative data launched by Numen Capital LLP, an alternative asset manager specialising in macro and credit markets with almost a billion-dollar AUM.

He has also worked as Head of Asset Allocation for MoneyFarm, one of the biggest digital robo-advisors in Europe backed by Allianz. He led the portfolio management of multi-asset investments and trading from the London office, managing an international team of analysts, and was in charge of front-office technology. He also acted as an external market strategist for the firm and was often mentioned in the Italian and British press.

His other work experience includes being a quantitative research analyst in Horizon Asset LLP, one of the most successful market neutral hedge funds with multi-billion-dollar AUM. Prior to that, he worked for Citigroup as a quantitative investment analyst designing investment and trading strategies in a multi-asset team for the biggest EMEA accounts of the private bank and being involved in the big data global projects.

Dr. Aboav founded his trading consultancy company advising proprietary and market-making desks after completing his PhD in 2011 at Politecnico di Milano in Industrial Engineering. He spent part of his PhD at the Centre for Econometric Analysis at Bayes Business School and has taught MSc and MBA courses in Finance and Risk Management at Politecnico di Milano and MIP-School of Management. He has been invited to present his papers at leading universities around the world, including the Wharton School, and has advised startups within the tech ecosystem in Europe, Asia and North America.

Dimitris Paraskevopoulos

Reader in Operations and Supply Chain Management



Dimitris is a Reader in Operations and Supply Chain Management and Course Director for the Full time MBA at Bayes. Before joining Bayes, Dimitris was a Senior Lecturer at the School of Management of the University of Bath, and prior to that he worked as a research fellow in a railway optimisation EPSRC project at the University Southampton. Dimitris is a Chemical Engineer from the National Technical University of Athens and holds an MBA and a PhD in Operational Research from the Athens University of Economics and Business, Greece.

Dimitris' research is on the design, development and application of operations research methods for solving complex combinatorial optimisation problems that arise in the fields of Manufacturing and Service Operations Management and Transportation and Distribution Logistics. In particular, his main focus is on the development of mathematical models and computationally efficient methods to solve project and production scheduling, timetabling, vehicle routing, location, network design and districting problems. He has worked in numerous research projects for the development of optimisation-based decision support systems and his research has been internationally awarded and published in Production and Operations Management, European Journal of Operational Research, Transportation Research Part E, and Journal of Heuristics among others.

PROGRAMME FACULTY

Dr Aneesh Banerjee

Senior Lecturer, Bayes Business School



Dr Banerjee is the course director for the Global MBA and teaches topics in the areas of technology, innovation, and strategy. His teaching has been recognised by several awards including the City Icon's award – Celebrating 150 years of excellence in teaching and innovation, The Chancellor's Award – City University's highest award in recognition of excellence in learning and teaching, The Business School Learning and Teaching Award, and the Student's Union nomination for excellence in teaching.

His research encompasses technology and innovation management, and his studies include high-tech, software, healthcare, fintech, cultural & creative industries. He is also interested in the influence of governance on innovation and in that context and has studied family-owned and employee-owned businesses. His research has been recognised by the Academy of Management (Nomination for the Carolyn Dexter Award from Technology and Innovation Management Division) and the International Society for Professional Innovation Management (ISPIM – Top 3 doctoral dissertation award).

He has consulted and lectured at various industry and academic forums on resilience, innovation management, machine learning & AI for managers, distributed product development, outsourcing and offshoring strategies. Before joining Bayes, he worked with leading firms in the software industry (SAP and Accenture). His latest book "The Resilient Decision Maker" (with Joseph Lampel & Ajay Bhalla) explores the role of individual, team, and leadership resilience in decision making.

PROGRAMME SPEAKERS

Julian Sawyer



Julian Sawyer oversees Starling Bank's payments system, operating and recruitment structure and supplier relationships, in his role as Chief Operating Officer. Julian's career has involved extensive experience in the payments industry, working as a management consultant across the UK banking sector as well as the payment and card schemes. In 2012, Julian sold the consulting business Bluerock of which he was Founder and CEO. He is motivated by Starling's vision of building a new kind of banking product for consumers.

Gregory Jones QC



Gregory's practice covers all aspects of administrative law including judicial review and statutory challenges, town & country planning (including major house building), motor sports, major infrastructure projects (DCO consents), compulsory purchase, environmental law, Parliamentary, EU law and public procurement, education, and local government. Regularly appearing at both public inquiries and in the higher courts, Gregory acts on behalf of developers, local planning authorities and third parties. Gregory has also developed a particular expertise in offshore marine spatial planning and EU environmental law.

Michele D'Aliessi



Michele D'Aliessi has been using technical expertise to solve complex business problems over many years. His experience with young entrepreneurs, software developers, as well as senior executives in large corporations, has enabled him to communicate effectively with a broad range of profiles on a plethora of technical and business issues. In 2013, Mr D'Aliessi started Ympact, a non-profit organisation that reports on start-up ecosystems by producing free documentaries available on YouTube. So far, Ympact has covered six major European cities (London, Paris, Berlin, Barcelona, Helsinki, and Milan) and Silicon Valley.

Since 2014, Mr D'Aliessi has been working with technology entrepreneurs, helping them to get their businesses off the ground and expand internationally. He also helps corporate executives to understand new technologies and their impact on corporate business strategy. Now working at the European Institute of Innovation and Technology in London, Mr D'Aliessi focuses on cutting-edge technologies (e.g. Blockchain and Artificial Intelligence) to identify new business models and business opportunities in the financial landscape.

Santi Furnari



Santi Furnari is Professor of Strategy at Cass Business School, City, University of London and currently Visiting Professor at Kellogg School of Management, Northwestern University, Chicago. He held visiting faculty positions at the University of Chicago and the University of Cambridge. At Cass, Prof. Furnari is also the Director of the Centre for Research in Corporate Governance. He completed his Ph.D. at Bocconi University where he also obtained an MSc cum laude.

Prof. Furnari regularly develops and delivers Executive Education and Strategic Leadership programs for international corporations, such as the BBC, Barclays, Cromwell-Valad, Fullers, Inmarsat, Odgers and Berndtson, SimCorp, Symantec and Weber & Shandwick, as well as for professional associations, such as the Asian Banking School and the Association of Insurance and Risk Managers in Industry and Commerce. His areas of expertise in Executive Education include: 1) Breaking the silos: how to enhance collaboration between business units and functions; 2) Leveraging networks for business development and collaboration; 3) Influence without authority: coalition-building and negotiation; 4) Strategy, organization design and business models; 5) Strategy in digital ecosystems.

At Cass, Prof. Furnari teaches "Corporate Strategy for a Globalized World" in the Executive MBA (EMBA) program, "Research Methods for Business" in the MSc in Management, MEMBA and EMBA programs, and various PhD seminars in strategy, organization theory, and qualitative methods. From 2010 to 2013, he has also taught "Advanced Strategic Management" in the Undergraduate Program. He received (in 2013) the Staff Recognition Award for the outstanding quality of his teaching. Prof. Furnari has also been the Coordinator of the Faculty of Management's Research Workshops and served as member of the school's Research Committee from 2013 to 2016.

PROGRAMME SPEAKERS

Gabriel Cozma



Gabriel is an industry recognised Financial Crime and Compliance risk specialist demonstrating the strategic vision, practical skills and know-how to drive strategic and transformational improvement and innovation across the industry. He brings extensive leadership experience and has over 20 years of experience leading financial service institutions effort to deliver effective and efficient management of Financial Crime Compliance. As part of his role, he has primary responsibility for strategic direction and continued growth of Lysis Financial and FinTech team and deliver practical and effective solutions to clients, in addition to supporting Lysis Group global operations. Gabriel is a champion of introducing innovation and has a keen interest in developing the Environment Social and Governance agenda.

Sandy Gill



Sandy is a qualified Barrister and Solicitor with 23 years industry experience in AML and Compliance gained from working at the Financial Services Authority, London Stock Exchange and various investment banks. She has worked in the UK, Middle East and India to both investigate AML failings on behalf of a regulator and to implement bespoke training on various projects.

Andrew Pullman

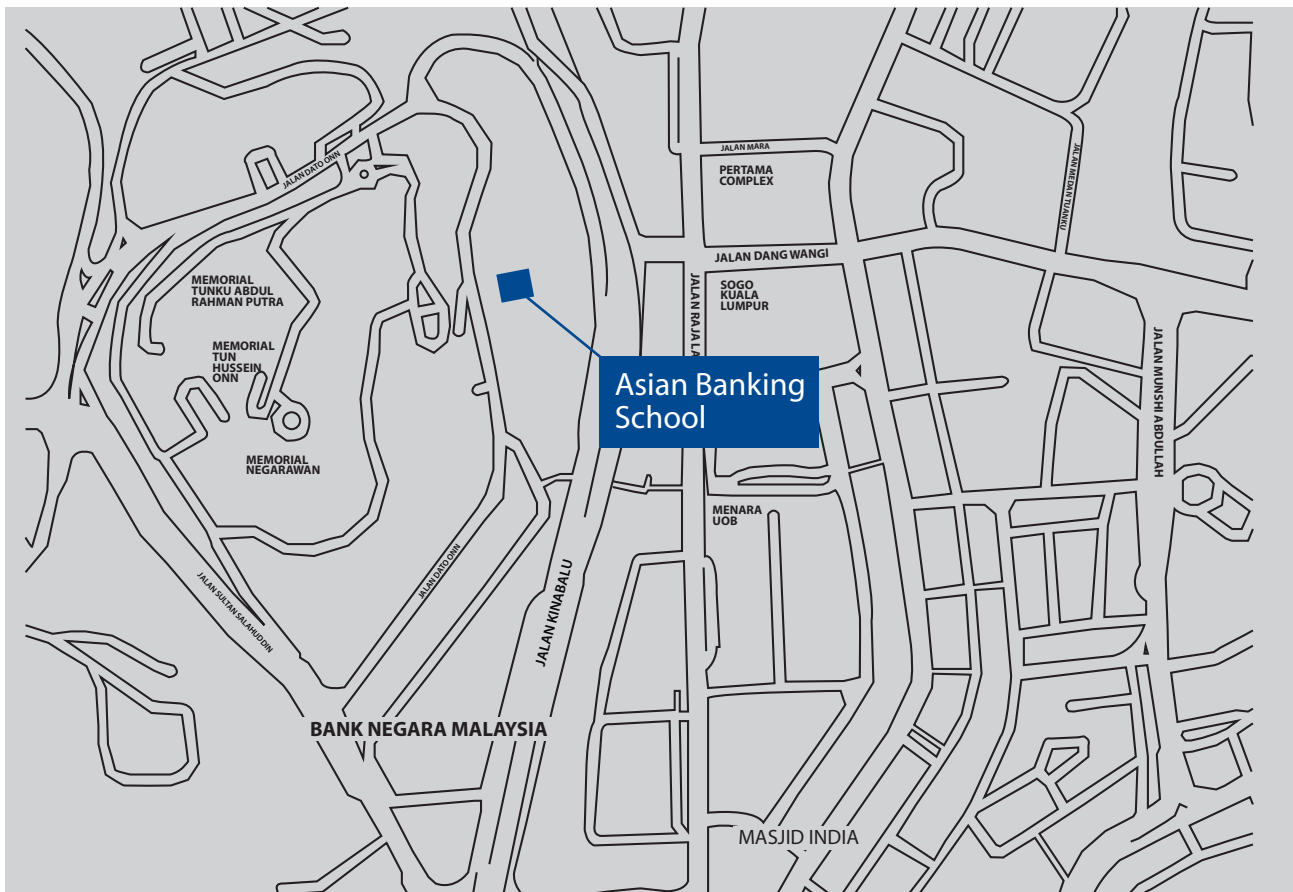


Andrew is a human resources specialist focused on improving business performance by engendering high level performance from its people. Motivated by close partnerships with businesses to add value through 'best of breed' ideas and solutions.



Week 1 : **Asian Banking School**

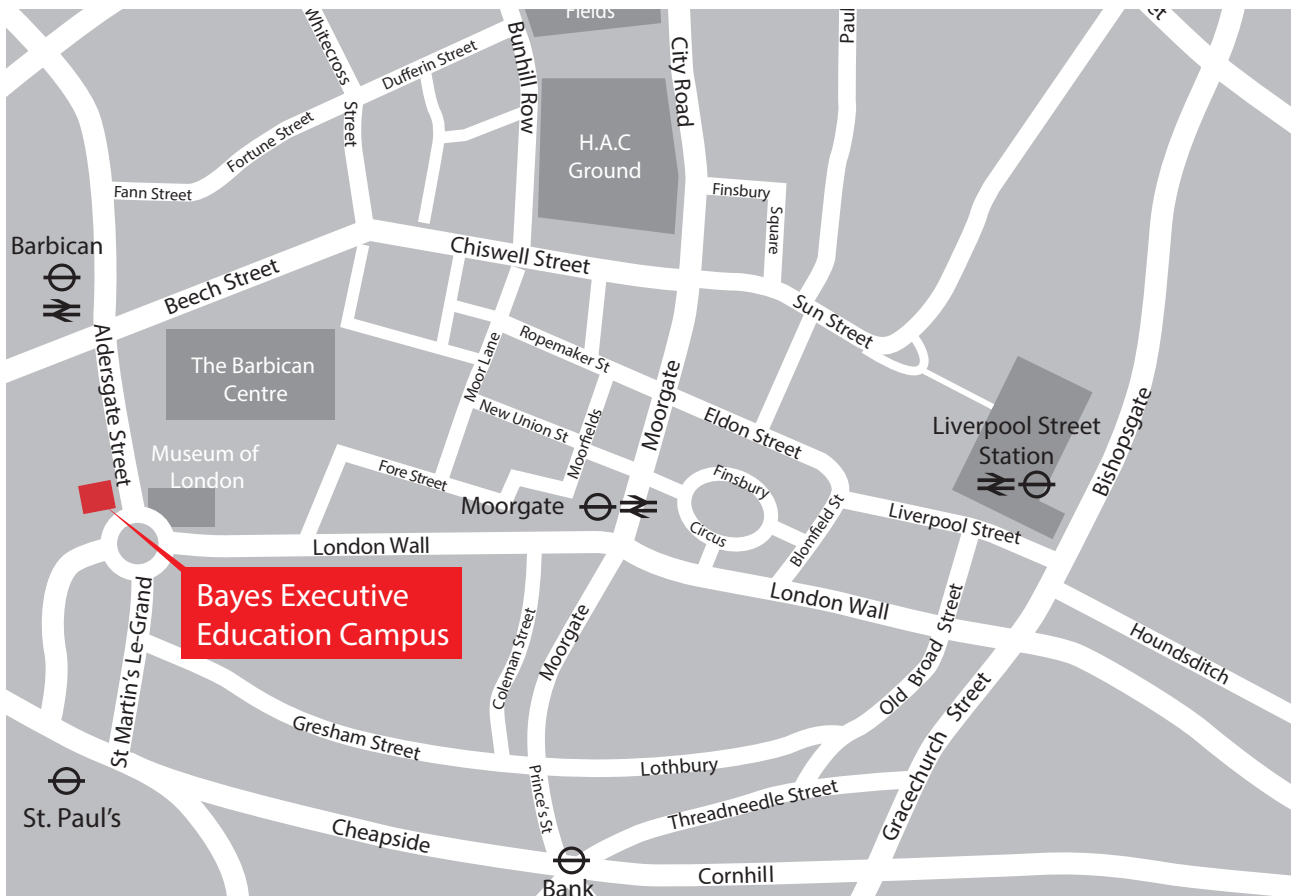
The programme for Week 1 in Kuala Lumpur will be held at the Asian Banking School (ABS). It offers a modern and aesthetically pleasing learning environment with state-of-the-art facilities providing an ideal location for training. ABS is conveniently located in the AICB Building next to Bank Negara Malaysia and adjacent to the SOGO Shopping Mall. It is only steps away from the Bank Negara KTM Station and 5 minutes from the Bandaraya LRT Station.





Week 2 : **Bayes Business School**

Week 2 in London will be held at Bayes Business School, City, University of London. Bayes is located in the City of London, one of the world's most dynamic financial and commercial centres, and is a physical expression of their fundamental belief – that business is both a practical and theoretical discipline. The Bayes Executive Education campus, where the participants of the programme will be, is at 200 Aldersgate Street. It is opposite the Museum of London and close to St. Paul's, Barbican, Farringdon and Moorgate Tube stations.



SUGGESTED ACCOMMODATION IN LONDON

Citadines Barbican London (Citadines Apart'hotel)

7-21 Goswell Road, London EC1M 7AH

Phone: +44 20 7 566 80 00

<https://www.discoverasr.com/en/citadines/united-kingdom/citadines-barbican-london>

Citadines Barbican is a six-minute walk to Bayes Executive Education at 200 Aldersgate Street and a three-minute walk to the Barbican Tube Station. ABS has arranged special rates for participants' stay from 28 November – 2 December 2022. To benefit from the special rates, bookings must be made through ABS and room availability is on a first-come-first served basis. Breakfast is not included in the rate but Grab & Go breakfast is available with prices starting from £3.

Children and Extra Beds

- Any additional children or adults will be charged £60 per person per night for extra beds
- Requests for extra beds or cribs is subject to confirmation by the hotel

Accommodation Type

- Studio

25 sqm, catered for singles or couples. Fitted with a fully-equipped modern kitchenette, separate bed area with a choice of either a double bed or twin beds, en-suite bathroom and well-partitioned living areas. Weekly housekeeping and wireless internet services are included.

No. of units available: 15

Room rate: GBP168 nett/night (6 nights = GBP1,008 nett)

OTHER HOTELS NEARBY

The Montcalm At The Brewery London City

52 Chiswell Street, London, EC1Y 4SA

Phone: +44 20 7614 0100

www.themontcalmclub.com/hotel-the-montcalm-at-the-brewery-london-city-100.html

The Montcalm is a seven-minute walk to Bayes Executive Education at 200 Aldersgate Street. There are two tube stations near the hotel; Barbican Station is a four-minute walk and Moorgate Station is a three-minute walk. The room rates are from GBP238 + 20% VAT upwards per room per night. ABS does not have any corporate rates with this hotel and participants are requested to book on their own.

Club Quarters Hotel St Pauls

24 Ludgate Hill, London EC4M 7DR

Phone: +44 20 7651 2200

<https://clubquartershotels.com/locations/club-quarters-hotel-st-pauls-london>

Club Quarters is a 10-minute walk to Bayes Executive Education at 200 Aldersgate Street and a one-minute walk to St. Paul's Station. The room rates are from GBP162 + 20% VAT upwards per room per night. ABS does not have any corporate rates with this hotel and participants are requested to book on their own.

About : **Bayes Business School**

An integral part of City, University of London, the Bayes Business School is among the global elite of business schools that hold the gold standard of 'triple-crown' accreditation from the Association to Advance Collegiate Schools of Business (AACSB), the Association of MBAs (AMBA) and the European Quality Improvement System (EQUIS). They are consistently ranked amongst the best business schools and programmes in the world which, coupled with an established 40-year reputation for excellence in research and business education, enables them to attract some of the best academics, students and businesses worldwide into their exclusive Bayes network.



Bayes Executive Education has worked with hundreds of clients on many different kinds of programmes, from complex finance and actuarial programmes to leadership development programmes. Their clients include:

- UAE Central Bank
- Bank of New York Mellon
- Barclays Bank
- Kleinwort Benson
- China Construction Bank
- China Life
- Bank of China
- Commercial Bank of China
- Bank Seta
- Egyptian Banking Institute
- Royal Bank of Scotland
- Old Mutual Wealth
- Morgan Stanley

About : **Asian Banking School**

The **ASIAN BANKING SCHOOL (ABS)** is dedicated to developing talent and is the largest specialised provider of quality banking training programmes in the ASEAN region.

As the industry's preferred partner in learning and development, ABS offers customised and open enrolment training programmes that cover a comprehensive list of banking areas developed by its Specialist Training Consultancy Team or in collaboration with strategic learning partners that includes some of the top business schools in the world. This includes its Executive Education programmes with Bayes Business School (formerly Cass) in London, the University of Cambridge Judge Business School, Frankfurt School of Finance and Management, INSEAD, University of Edinburgh Business School, Bologna Business School in Italy and Bangor Business School in Wales.

ABS also works closely with the Asian Institute of Chartered Bankers in raising competency standards for the industry through the delivery of training workshops related to professional qualifications developed and awarded by the professional body; and is the exclusive training partner for the Chartered Banker Institute in the UK. It plays a significant role in enriching the talent pipeline for the financial services sector through the industry recognised Financial Sector Talent Enrichment Programme (FSTEP) and Graduate Training programmes; and is also responsible for designing, developing and delivering the industry-wide Ethics and AML/CFT programmes.

Asian Banking School

Level 3, Bangunan AICB, 10, Jalan Dato' Onn, 50480 Kuala Lumpur, Malaysia
Tel: +603-2701 7822 Email: enquiries@asianbankingschool.com Website: www.asianbankingschool.com

Connect with us also on:



Asian Banking School



Asian Banking School (ABS)

WWW.ASIANBANKINGSCHOOL.COM
WWW.BAYES.CITY.AC.UK