

The London Institute  
of Banking & Finance

ASIAN  
BANKING  
SCHOOL



ABS | Online Executive Education

An Advanced Credential Programme in Collaboration with the LIBF

# AGILE BANK LEADERS IN A DIGITAL AGE

LIBF 37 CPD POINTS

AICB CPD HOURS

1 CPD hour for each  
hour of study time, up  
to a maximum of 20  
CPD hours per course

## PROGRAMME DESCRIPTION

As we grapple with a worldwide pandemic and the rapidly changing workplace that has arisen as a result - the need for strong, agile leadership has never been more evident. It is a critical juncture for professionals to hone their leadership skills - managing teams effectively through digital disruption and achieving impactful leadership in times of uncertainty.

In the banking and finance sectors, the pandemic has accelerated digitalisation, resulting in huge disruption with many job roles needing to change - either by being displaced or rebased. Leaders need to lead through crisis, think critically and be able to instil a work culture where teams are able to embrace change, feel empowered and be open to learning. External challenges are also being compounded by internal changes. The pandemic has caused a significant shift in our collective perception of the workplace. As our physical workspace has become virtual – it is critical that we adapt – learning to balance home and work life, manage remotely, and communicate effectively from a distance. Even if we resume 'normal' life in the next year or so, this new-found flexibility around where and how we work, will remain. The idea of remote leadership, as an integral part of what it means to be agile, therefore, will run through the whole programme.

Designed for those on an accelerated career path towards a leadership position, participants of this programme will be able to acquire skills in addressing leadership challenges within the new digital business environment, understand the approaches in developing competencies and best practice tools, and develop their ability to lead and encourage employees to transform the organisation for success in the digital era.

## OVERALL PROGRAMME OBJECTIVES

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

- Explain what is going on in this VUCA world, and why we need different types of leaders
- Know themselves and identify areas of development required to fulfil their leadership potential
- Recognise how change affects them as leaders and other people in their teams
- Communicate effectively with and motivate people through a period of rapid change

## PROGRAMME FORMAT

The programme has a modular structure. Each module lasts 3 hours and offers curated content in the form of specific pre-reading and links to related topics in video or online presentations and case studies, examples etc. Participants are required to attend all the modules and complete a short reflective journal to obtain advanced credentials (certified CPD and credits towards LIBF's post graduate qualifications). For each module, participants have the ability to send questions before, during or after the workshop, through a discussion forum with the trainers. Each topic is accompanied by coaching sessions which enable participants to deepen their understanding. The reflective journal provides participants with the opportunity to examine past experiences and identify strengths and weaknesses, and an active buddy scheme allows them to receive and deliver feedback from multiple angles.

Participants will be offered the Harrison Assessment as a preliminary to the programme. This will enable each one to fully benefit from the programme right from the start. Participants and Trainers will discuss the experience of the Harrison Assessment and accompanying individual coaching sessions, and explore how to use the tool in their studies, reflective journals and Buddy discussions.

## PARTICIPANT PROFILE

This programme has been designed for those on a fast track to a leadership role within their financial institutions including business unit heads, function heads and area managers, as well as those who have been tasked with the responsibility of refining current business strategies and incorporating new value-led business models for greater alignment between core values, employee behaviour and business output.

## PROGRAMME DETAILS

Dates: September - November 2022

Duration: 2 months

Training Platform: Fully online on MyLIBF platform

To register for this programme, visit : [www.asianbankingschool.com/our-programmes/online-learning](http://www.asianbankingschool.com/our-programmes/online-learning)

## PROGRAMME FEE

*(subject to 6% service tax)*

**MALAYSIAN PARTICIPANTS**

**MYR 10,800**  
per participant

**INTERNATIONAL PARTICIPANTS**

**GBP 1,800**  
per participant



## PROGRAMME STRUCTURE

### PROGRAMME KICK OFF SESSION (1 hour)

The kick-off session is designed to provide a general overview of the programme. The participants will gain an understanding of the programme structure, review the content, the method of coaching, and how the use of case studies and role plays will help them more deeply engage with the material. They will also be provided with recommendations of what to do between each module, to be able to take full advantage of the programme.

### MODULE 1 : An Introduction to Agile Leadership (3 hours)

Understanding the disruption in banking and finance and gaining insights into proven digital models in leading markets is a must. Agility is not just about technology - it relates to the way in which digital has brought about a less-siloed approach to business strategy, organisation and processes. In this module, participants will explore the concept of Agile leadership and its importance in the current landscape. It will also cover how technology is transforming the financial industry and proven digital models in leading markets.

### MODULE 2 : Leadership and the Self - Becoming Hyperaware (3 hours)

Leadership starts with the self and self-awareness. EQ matters as much as IQ when considering the future of banking as a whole. In this module, participants will gain an understanding of beliefs and mindsets. They will examine their qualities, skills, values and behaviours as agile leaders, exploring their assumptions and those stories that form the foundation of their leadership journey. Positive leadership attributes and identifying the gaps will also be included.

### MODULE 3 : Stepping Outside the Comfort Zone - Building Resilience and Growing from Failure (3 hours)

Big change demands bold leadership and, often, cultural transformation can only be undertaken by confidently stepping outside our comfort zone. A leadership position comes with power but this level of control needs to be met with having an equally strong sense of our own capability and sense of responsibility. Agile leadership means sound decision making and having the courage of our convictions to take swift action, and if needed, fail fast too. In this module, participants will examine the concept of control – the areas in their lives which they can control and, equally, how they respond for those they cannot. They will explore how to step into their power, engage a leadership mindset and lead change management.

### MODULE 4 : Communication for an Agile Culture (3 hours)

Good communication is multi-dimensional. It starts with the voice in our head and rolls out into every aspect of the leadership journey. In this module, participants will explore communication, impact and coaching, and learn about the benefits of positive self-talk and active listening.

### MODULE 5 : Strategic Leadership & Leading Others (3 hours)

Agile leaders have a clear sense of vision and strong engagement both inside and outside of their organisations. They advance towards a digital and sustainable future by inspiring others through passion and leading by example. In this module, participants will examine how agile leaders can effectively motivate others to embrace their vision and join them on their journey. They will also understand how to incorporate influencing, motivation, recognising success and feedback, and networking into their leadership styles.

## PROGRAMME FACULTY



**Olivier Beroud** is a visiting professor at the LIBF and the founder of the Centre for Governance, Risk and Regulation. He runs his own leadership, governance, risk and pension advisory, training, and coaching firm and advises UK pension funds. He is a non-executive board member in the finance and charity sectors. He has over 30 years' experience in rating agencies and banking. Until 2016 he was managing director EMEA for Moody's, based in London. In that capacity, Olivier was responsible for the rating agency's strategy and operations, and a member of the European board. He has provided training to senior executives all over the world and coached board members on topics such as corporate governance practices when dealing with complex issues such as crisis management in the Covid-19 period.



**Mark Pruce** has over 30 years of experience as a leader and coach in the regulated financial sector. As a senior leader at HSBC, Mark led teams in retail and commercial banking and developed and delivered leadership programmes to upskill retail managers. His expertise and experience covers numerous leadership subjects, including: leading through change, resilience, building successful teams, developing effective networks and psychological safety. As a coach, Mark has worked with senior individuals across a variety of industries and is passionate about helping people unlock their potential. He has a degree in Banking and Finance from Birmingham City University.



**Dr Vijayan** is the Director of Graduate Training & FSTEP, and Senior Consultant at the Asian Banking School. He started his career at PricewaterhouseCoopers (UK) and has over 20 years of banking experience working in local and foreign banks up to senior management level, ranging over a diverse range of disciplines. He is also a member of the AICB curriculum working committee for professional qualification programmes. Dr Vijay has published banking and finance related textbooks and journal articles internationally, including, "Success Factors for the Implementation of Entrepreneurial Knowledge Management in Malaysian Banks" (Journal of Information & Knowledge Management, 2013) and "Application of Creative Multimedia Technology in Banking". He is a Certified Training Professional.

*\*Please note that additional faculty members may also be introduced for this programme.\**

## ABOUT ABS

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 Cass Business School in London, the University of Cambridge Judge Business School, Frankfurt School of Finance and Management and INSEAD.

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.

## ABOUT LIBF

The London Institute of Banking & Finance (LIBF) exists for a very simple reason – to advance banking and finance by providing outstanding education tailored to the needs of business, individuals and society. Founded in 1879 on Lombard Street in London as the Institute of Bankers, LIBF has a rich heritage of providing financial education over 140 years and have constantly evolved in line with the financial services and banking industries.

Offering practitioner led global training, all its Faculty and Consultants are industry professionals, many of whom have held senior positions in commercial and central banks as well as considerable experience in capacity building programmes.

In its Global Learning operations, LIBF focuses on key areas such as trade and supply chain finance, payments, SME lending and capacity building in corporate governance and risk management. It also leverages on its Lessons in Financial Education, which is an accessible e-learning suite of programmes allowing participants to experience financial education on a 'learning by doing' basis. Its Centre for Digital Banking and Finance looks beyond the hype of digital technology and examines the practical current and future implications for banks and their employees. LIBF also has a Centre for Sustainable Finance that combines the academic and educational aspects of sustainable finance with the practical experience of working in the financial sector and with industry and technical experts on a broad range of issues.

For more information, visit [www.libf.ac.uk](http://www.libf.ac.uk)

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