



BAYES
BUSINESS SCHOOL
CITY UNIVERSITY OF LONDON

ASIAN
BANKING
SCHOOL

5th GLOBAL BANKING LEADERS PROGRAMME

21 Nov-02 December 2022
KL & London
Programme Fee : RM80,000



ABOUT THE 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.

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.

- Dates : 21 November – 2 December 2022
- Location: Kuala Lumpur & London
- Programme fee : RM80,000
(programme fee, airfare & accommodation is STF Credit claimable)
- Fee includes lunch and other refreshments on programme days, as well as programme materials for one participant. It also includes two dinners in London during the second week of the Programme.

Programme Structure week 1 (KL): 21-24 November 2022

Schedule	21 November	22 November	23 November	24 November
8:30 – 9.00	Welcome and registration	Welcome and registration	Welcome and registration	Welcome and registration
9.00 – 10:30	Building a Resilient and Adaptable Leadership Brand (Cliff Oswick) <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) 	Behavioural Biases in Financial Institutions and their role in Financial Crises (Steve Thomas & David Mellor) <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 	Developing Agile Teams and a Conducive Corporate Culture (Cliff Oswick) <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 	Forecasting and Risk Perceptions in the post-pandemic banking world (Steve Thomas & David Mellor) <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.
10:30 – 10.45	Tea Break	Tea Break	Tea Break	Tea Break
10.45 – 12:30	Building a Resilient and Adaptable Leadership Brand cont'd (C. Oswick)	Case Study: The Irish Banking Crisis: what can Malaysian Bankers learn from it	Agility continued (Cliff Oswick)	Assessing the major sources of risk for banking in Malaysia over the next 5 years?
12:30 – 13:30	Lunch	Lunch	Lunch	Lunch
13.30 – 15.15	Leadership Challenges in Running a Bank post-Covid (Steve Thomas & David Mellor) <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. 	Motivating Followers, Managing Stakeholders, and Creating Engagement (Cliff Oswick) <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 	The Agile Bank (Steve Thomas & David Mellor) <ul style="list-style-type: none"> What is agility in banking? 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'? 	Leading Strategic Change in Challenging Times (Cliff Oswick) <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
15.15 – 15.30	Tea break	Tea Break	Tea Break	Tea Break
15.30- 17.00	Leadership challenges continued	Motivating followers and Creating engagement (Continued)	Case study: Starling Bank <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? 	Leading Strategic Change in Challenging Times (Part 2) (Continued)
17.00 – 18.00	Project Coaching – Steve Thomas & David Mellor	Project Coaching – Steve Thomas & David Mellor	Project Coaching – Steve Thomas & David Mellor	

Programme Structure week 2 (London): 28 November – 2 December 2022

Schedule0	28 November	29 November	30 November	1 December	2 December
8:30 – 9.00	Welcome and registration	Welcome and registration	Welcome and registration	Welcome and registration	Welcome and registration
9.00 – 10.45	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 Organizational change driven by AI Case study: Can we use AI in recruitment? The case of Grow 360" 	Big Data in the Financial Services sector (Dimitris Paraskevopoulos) <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 + other case study on the day 	Leading Digital Transformation (Professor Gianvito Lanzolla) <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 optimization Customer engagement Transforming work practices Embracing ecosystems Value Innovation vs. value commoditization Cases: <i>Development Bank of Singapore; Royal Bank of Canada, Making an agile organization at ING Bank Netherlands</i> Make, buy or ally Design thinking and agile teams 	Blockchain and crypto-currencies (Michele D'Aliesi) <ul style="list-style-type: none"> Blockchain in the financial sector Are Crypto-currencies a Scam? Central Bank Digital Currencies – An Evolution Regulation & Investor Protection 	Project presentations with "Expert Panel" <ul style="list-style-type: none"> Panel names to be confirmed
10:45-11.00	Tea break	Tea break	Tea break	Tea break	Tea break
11.00 – 13.00	Innovation and Resilience (continued)	Big Data (continued)	Leading Digital Transformation (cont)	Blockchain/crypto (cont'd)	Conclusion of programme (Certificates and Group Photo)
13.00 – 14.00	Lunch	Lunch	Lunch	Lunch	Lunch and departure
14:00 – 17.00	The ESG/Profitability Trade-off (Gabriel Cozma, Sandy Gill, Gregory Jones QC) <ul style="list-style-type: none"> ESG drivers, ESG in SMEs, start up and multinationals ESG and Banking – will it really change behaviour? ESG and impact on organisations Structure of environmental and social risk (ESR) framework Diversity, quality, and inclusion and the ESG agenda ESG: A live case study 	Covid 19 – a tipping point for banking? (Andrew Pullman) <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. 	Fintech and the Banking Sector post-Covid (Marco Aboav) <ul style="list-style-type: none"> The pillars of the new ecosystem: Payments and transfers Lending & finance Digital banking Wealth/asset management Insurtech Markets & exchanges How the economics are changing in open banking 	Covid: what now for customer expectations? (Julian Sawyer) (14:00 - 15:00) <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 	
15.30 – 15.45	Tea Break	Tea Break	Tea Break	Tea Break (15.00- 15.15)	
15.45 – 17.00	The ESG/Profitability-Trade off (continued)	Covid 19 – A tipping point for banking? (continued)	Fintech and the Banking Sector (continued)	Offsite visit (15.45 – 17.15 PM)	
17.00 – 18.00	Project coaching (17.00 – 17.30) Departure for Reform Club (17.45)	Project coaching	Project coaching		
18.30 – 21.30	Welcome Dinner at The Reform Club	Free Evening	Free Evening	Farewell Dinner (Chiswell Street dining rooms)	

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.

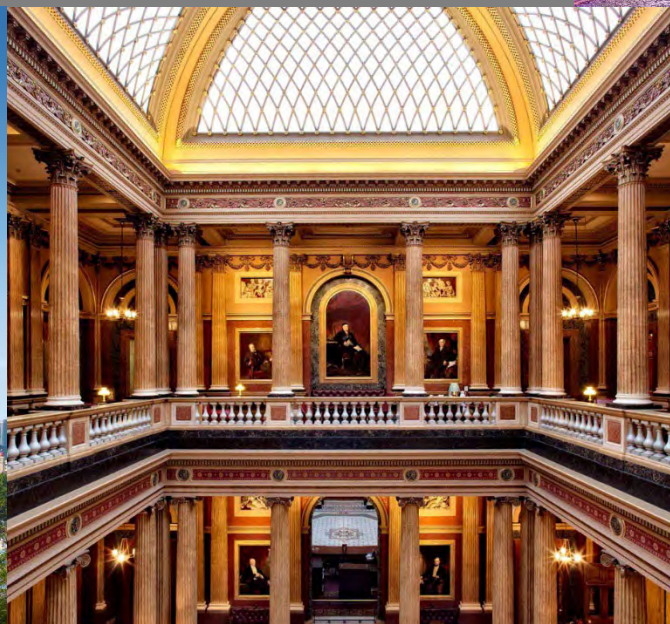
It will be delivered over two weeks; with the first week in Kuala Lumpur, Malaysia at the state-of-the-art facilities of the Asian Banking School and the second week in London, United Kingdom at the centrally located Bayes Business School. Following successful completion of the Programme, participants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



Week 2 at Bayes Business School, London



Week 1 at ABS, Kuala Lumpur



Welcome Dinner at the Reform Club, London



Farewell Dinner at the Chiswell Street Dining Rooms, London



Reserve your seats today!

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