



# GLOBAL BANKING LEADERS PROGRAMME

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- Ranked in the top one percent of business schools in the world by the Financial Times and The Economist
- Ranked in the top 10 UK business schools for business and management research according to the UK Government Research Assessment Exercise (RAE)
- Finance faculty is the largest in Europe and produces research that is ranked second in Europe. Actuarial faculty produces leading research into insurance and risk, which is ranked second in the world
- Ranked number one in London and among the top ten UK institutions for courses in Accounting & Finance and Business, Management & Marketing by the Guardian University Guide 2017
- Ranked Top 1-year MBA in London by the Financial Times Global MBA Ranking 2018 and Forbes Best International MBAs: One-Year Programs 2017
- Ranked 7th globally for corporate strategy by the Financial Times Executive MBA ranking 2018



An aerial photograph of the London skyline at sunset. The Shard skyscraper is the most prominent feature on the left, its glass facade reflecting the golden light of the setting sun. In the foreground, a large, modern glass-walled building with a curved facade sits on the South Bank of the River Thames. The river is visible in the lower half of the frame, with a few boats and a pier. The sky is a mix of blue and orange, and other city buildings are visible in the background.

ABS FLAGSHIP PROGRAMME

# GLOBAL BANKING LEADERS PROGRAMME

25 NOVEMBER – 6 DECEMBER 2019



*“Following successful completion of the Programme, participants will become alumni of the Cass Business School and be part of an illustrious network of graduates and professionals from around the world.”*

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 Cass Business School, City, University of London. This will be the fourth year of the Programme.

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

This unique programme has been designed for senior management from banking and other finance-related institutions and will give invaluable insights into areas that leaders of today must face head on. This includes building a leadership brand in banking, developing and managing high performance teams, stakeholder management, strategic change, behavioural finance, FinTech and digital transformation, 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 Cass Business School. Following successful completion of the Programme, participants will become alumni of the Cass Business School and be part of an illustrious network of graduates and professionals from around the world.

While the overall learning will be done via classroom style, it will not be the only element of the programme. The second week will see the use of a mix of interactive classroom sessions, field visits, industry talks and networking engagements to provide for a complete immersive learning experience; and what better place to do all that than in London, one of the world's greatest cities and leading financial centres .

As Visiting Professor of the Cass Business School, it is a pleasure to be working with my esteemed academic colleagues on this initiative; and as CEO of the Asian Banking School, I am excited about the transformational prospects that this innovative programme has continued to offer to the leaders of our industry.

At ABS, we are committed to developing and delivering sector-leading Executive Education Programmes to help organisations and leaders move forward. With our Flagship Programmes leading the way, which also includes our highly successful Cambridge Summer School and Emerging Banking Leaders Programme with the University of Cambridge Judge Business School, it is our aim to set a new standard in the industry through our innovative programmes and dynamic approach to learning.

Professor Colyn Gardner  
Chief Executive Officer, Asian Banking School



ABS FLAGSHIP PROGRAMME

# GLOBAL BANKING LEADERS PROGRAMME

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## WEEK 1

Kuala Lumpur,  
Malaysia  
25 – 28 Nov 2019

## WEEK 2

London,  
United Kingdom  
2 – 6 Dec 2019

## PROGRAMME FEES\*

### MALAYSIAN PARTICIPANTS

**MYR 80,000**  
per participant

### INTERNATIONAL PARTICIPANTS

**USD 22,500**  
per participant

\* 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.

The programme fee is STF claimable for qualifying Malaysian banks. ABS has also received approval for special exemption to be made to the STF Credit Guideline to allow for these financial institutions to claim the full amount of their roundtrip airfare together with accommodation of up to £200 per night for the purpose of attending the second week of the programme in London.

## 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](mailto:training@asianbankingschool.com)  
Terms and conditions apply. Please visit  
[www.asianbankingschool.com/terms-and-conditions](http://www.asianbankingschool.com/terms-and-conditions)

## ENQUIRIES

Please contact Asian Banking School at:  
Tel: +603-2742 7822 or  
Email: [training@asianbankingschool.com](mailto:training@asianbankingschool.com)

## CPD POINTS



Recognised by the  
Chartered Banker Institute  
as appropriate for CPD purposes

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

**GLOBAL BANKING LEADERS PROGRAMME**





# GLOBAL BANKING LEADERS PROGRAMME

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WEEK 1

25 – 28 NOVEMBER 2019  
KUALA LUMPUR, MALAYSIA



## PROGRAMME OUTLINE – WEEK 1, KUALA LUMPUR

Schedule	Monday, 25 November	Tuesday, 26 November
09:00 - 12:30	Welcome Session	<b>Behavioural Biases in Financial Institutions</b> (Steve Thomas)
10:30 - 10:45 (break)	<b>HR and Leadership Challenges in Running a Bank</b> (Steve Thomas)	<ul style="list-style-type: none"> <li>Decision-making in context</li> <li>Rules vs Experts</li> </ul>
12:30 - 13:30	Lunch	Lunch
13:30 - 17:00	<b>Building a Leadership Brand</b> (Cliff Oswick)	<b>Motivating Followers and Creating Engagement</b> (Cliff Oswick)
15:30 - 15:45 (break)	<ul style="list-style-type: none"> <li>What does a world-class leader look like?</li> <li>What is my current leadership style?</li> <li>Developing effective contingent leadership strategies</li> <li>Sharpening leadership decision-making processes</li> </ul>	<ul style="list-style-type: none"> <li>Isolating motivational variables and influences</li> <li>Appreciating and managing individual differences</li> <li>Managing intrinsic and extrinsic systems of reward and incentivization</li> <li>Maintaining equity and delegating effectively</li> </ul>
17:00 - 18:00	Project Coaching - Steve Thomas	Project Coaching - Steve Thomas

### WEEK 1 – MONDAY, 25 NOV 2019

#### Morning Session : **HR and Leadership Challenges in Running a Bank**

The programme 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. It 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 in particular what this means in terms of "rebuilding a bank's reputation".

#### Afternoon Session : **Building a 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.



Wednesday, 27 November	Thursday, 28 November
<p><b>Behavioural Lessons from the Global Financial Crisis</b> (Steve Thomas)</p> <ul style="list-style-type: none"> <li>• Evolution of risk perceptions</li> <li>• Forgetting history</li> <li>• Regulatory developments</li> </ul> <p><b>Developing and Managing High Performance Teams</b></p> <ul style="list-style-type: none"> <li>• Leveraging team and group dynamics</li> <li>• Selecting and balancing team roles</li> <li>• How to build and maintain effective teams</li> <li>• Highlighting and addressing common team problems and pitfalls</li> <li>• Addressing 'silo-ism' and inter-team conflict and competition</li> </ul>	<p><b>Leading Strategic Change in Challenging Times (Part 1)</b> (Cliff Oswick)</p> <ul style="list-style-type: none"> <li>• Why most change programmes fail</li> <li>• Core assumptions of traditional change initiatives</li> <li>• Developing an entrepreneurial change culture</li> <li>• Identifying and challenging 'stupid rules'</li> <li>• Emerging change imperatives</li> </ul>
Lunch	Lunch
<p><b>Stakeholder Management and Effective Collaboration</b> (Cliff Oswick)</p> <ul style="list-style-type: none"> <li>• Stakeholder identification and prioritisation</li> <li>• Understanding and engaging your stakeholders</li> <li>• Managing ambiguity and competing demands</li> <li>• Effective stakeholder negotiation</li> <li>• Overcoming competition and promoting collaboration</li> </ul>	<p><b>Leading Strategic Change in Challenging Times (Part 2)</b> (Cliff Oswick)</p> <ul style="list-style-type: none"> <li>• Review of new change techniques</li> <li>• Integrated banking-based change case study</li> <li>• Programme review and personal action planning</li> </ul>
Project Coaching - Steve Thomas	

## WEEK 1 – TUESDAY, 26 NOV 2019

### Morning Session : **Behavioural Biases in Financial Institutions**

The morning session will start with a brief overview of behavioural biases in financial institutions. In particular, the focus will be on decision-making and the topic: rules versus experts in the banking sectors and the challenges associated with this. This will be followed by a core session on effective leadership and why this is important to the success of organisations.

### Morning Session : **Enhancing Leadership Impact**

In the core leadership session, participants will come to understand the complex and contingent nature of leading in an engaged and engaging way. It will provide an opportunity to develop the skills, knowledge and capabilities which are central to leading within banks. More specifically, as a result, participants will have a heightened self-awareness and greater understanding of their impact upon others to the extent that when they return to the workplace they will be able to employ a range of leadership strategies; lead in a context-sensitive way; delegate more effectively; exhibit an enhanced ability to encourage, motivate and engage subordinates; demonstrate an increased capacity for giving and receiving meaningful feedback; and, improve their repertoire of approaches for handling poor performance and constructively managing conflict.

### Afternoon Session : **Motivating Followers 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 incentivization, maintaining and delegating effectively across teams.

### Morning Session : **Behavioural Lessons from the Global Financial Crisis**

The morning session will start with an overview of behavioural lessons from the Global Financial Crisis (GFC) 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 GFC.

### Morning Session : **Developing and Managing High-Performance Teams**

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 : **Stakeholder Management and Effective Collaboration**

There are a wide range of stakeholders, both internal and external that are crucial for the success of a bank. Being able to manage these stakeholders so that they can help senior bank management lead their banks to a sustainable and profitable future is crucial. In this session, participants will be encouraged to appreciate that stakeholder management is a critical component to the successful delivery of any project, programme or activity. During the session, they will use a number of tools and techniques to consider in turn how to identify stakeholders; how to classify them in terms of interest and power/influence; how to understand the goals and aspirations of the stakeholders; and how to engage with them to maximize their potentially positive impact on the goals of senior bank management. Once again, the communication strategies learned on Day 2 will be applied.



## Morning Session : **Leading Strategic Change in Challenging Times (Part 1)**

The morning 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.

## Afternoon Session : **Leading Strategic Change in Challenging Times (Part 2)**

The afternoon will build on the morning by considering how bank leaders can deliver change within a regulatory, ethical, and customer context, while sustaining staff engagement levels. The session will focus on a range of topics essential for successful bank leadership including the drivers for change; the levers of effective change, the management of implementation risk; how “hearts and minds” can be won; how to resolve dilemmas; and how to deal with organisational tensions. Throughout the session, opportunities will be taken to apply some of the learning from the morning session in terms of effective communication strategies.

*Note : 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.*









# GLOBAL BANKING LEADERS PROGRAMME

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WEEK 2

2 – 6 DECEMBER 2019

LONDON, UNITED KINGDOM



## PROGRAMME OUTLINE – WEEK 2, LONDON

Schedule	Monday, 2 December	Tuesday, 3 December
9:00 - 13:00	Welcome and Registration (8:30am - 9:00am)	<b>Business Model Design and Innovation (Part 1)</b> (Paolo Aversa) <ul style="list-style-type: none"> <li>Identify your core business model: an exercise to correctly define the company business model and its strategic positioning in relation to competitors</li> <li>Change your business model: a creative exercise to identify a large set of options to innovate the business model</li> </ul>
10:45 - 11:00 (break)	<b>Financial Markets Regulation and Banking Strategy (Part 1)</b> (Peter Buerger) <ul style="list-style-type: none"> <li>Overview of Basel III and other key regulations such as Dodd-Frank and EMIR</li> <li>How regulators and central banks are implementing the reforms in the European Union, the United States and Asia</li> <li>Key risk and performance indicators of leading banks</li> <li>Current levels of key risk and performance indicators in international banks</li> </ul>	
13:00 - 14:00	Lunch	Lunch
14:00 - 17:00	<b>Financial Markets Regulation and Banking Strategy (Part 2)</b> (Peter Buerger) <ul style="list-style-type: none"> <li>An overview of the implications of the regulatory measures for banks' business models</li> <li>About additional regulatory developments over the next few years</li> <li>View on other challenges banks are facing today</li> <li>Discussion: how can foreign banks benefit from the challenges that European banks have had i.e. expansion, partial business acquisition, takeovers, etc.</li> </ul>	<b>Business Model Design and Innovation (Part 2)</b> (Paolo Aversa) Business model selection, diversification and implementation. Select your business models: <ul style="list-style-type: none"> <li>A structured group brainstorming to choose a limited selection of high-potential business model innovations</li> </ul> Business model diversification: <ul style="list-style-type: none"> <li>A discussion on the mechanisms of complementarity and substitution that the new business models will have with the current ones: business model portfolio optimisation</li> </ul> Business model implementation: <ul style="list-style-type: none"> <li>The creation of an essential strategic plan to execute business model innovations</li> </ul>
15:00 - 15:15 (break)		
17:00 - 18:00	Project coaching	Project coaching
18:30 - 20:30	Welcome Dinner Venue: The Reform Club	

## WEEK 2 – MONDAY, 2 DEC 2019

### Full Day Session : **Financial Markets Regulation and Banking Strategy**

The global banking industry is facing challenging times. The financial crisis has led to a proliferation of new regulatory measures; the scale and pace of banking regulations is unprecedented. Basel III – the set of reform measures in banking regulation developed by the Basel Committee on Banking Supervision, pose significant challenges for banks of all sizes, as regulators and other stakeholders expect management to demonstrate robust oversight, compliance and risk management standards. The effective implementation of the far-reaching and complex regulations affects every aspect of banks' business models, operations and infrastructure.

At the end of the module, participants will have gained a thorough understanding of the major regulatory reforms, key risk and performance indicators required by stakeholders, implications of the regulatory measures for banks' business models, challenges for European banks and opportunities for foreign market participants.





### Full Day Session : **Business Model Design and Innovation**

One of today's most compelling opportunities for strategic change is represented by business model innovation. Business models entail unique mechanisms of value creation and value capture activities, and by differentiating their business models firms can embrace strategic change and out-perform competitors. Iconic companies such as Google, Red Bull, Amazon, Tesla, Virgin, Ducati, Apple, Transferwise, AirBnB, Uber and Lego have pioneered innovative business models that are disrupting their relative markets. For firms that want to secure a sustainable competitive advantage in fast-changing environments, it is paramount that they engage the strategic opportunities offered by business model innovation. The aim of this module is to guide executives through a strategic analysis of their current business model in order to identify, evaluate and select possible opportunities that could boost their organisation's performance. Participants will engage with concepts and tools related to business model design, innovation, differentiation and diversification. At the end of the workshop, each participant will have identified a focused selection of high-potential opportunities to apply business model innovation from the following day.

### Morning Session : **Digital Transformation in the Banking Sector (Part 1)**

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. We will 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 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**

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 and capital markets with strong implications for the user/consumer experience, as well as other industries both on the cost and revenue side. The session covers the main pillars of FinTech and the economics in the area of open banking.



### Morning Session : **Digital Transformation in the Banking Sector (Part 2)**

In Part 2, we will take a look at how transformation can happen. We will discuss innovation labs and digital garages and their role, design thinking and corporate venturing, M&As and alliances as well as working with the FinTech ecosystem. Finally, we will discuss a case study on ING Netherlands and how they built a more agile organisation through implementing digital strategies.

### Afternoon Session : **Building a New Bank in the UK**

Delegates will have the opportunity to engage in an interactive session with the speaker from Starling Bank, a new disruptor in the UK banking industry. Delegates will hear about how the Bank set up its operation in the UK, the regulatory implications it had to undergo, its business model and market attraction in comparison with the traditional players.

### Afternoon Session : **Visit to the London Stock Exchange**

After a short tea-break, delegates will visit the famous London Stock Exchange for an interactive session on how the Exchange works, its portfolio of companies, how companies are listed in the market, the Footse 100 and Footse 250 and much more. Delegates will have the opportunity to have a group photo after and receive a Certificate of Attendance from the Exchange for participating in this course.

### Evening Session : **Farewell Dinner at the Chiswell Street Dining Rooms**

### 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 leader. 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 Cass 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 Cass 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 Cass 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, Cass Business School**



Cliff joined Cass in 2011 as a Professor in Organization Theory. He also served as Head of the Faculty of Management and Deputy Dean at Cass between January 2011 and January 2016. Before going to Cass, 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.



## **Peter Buerger**

### **Honorary Senior Visiting Fellow, Faculty of Finance, Cass Business School**



Peter Buerger has 30 years of experience in banking and risk management, of which 20 years were in large international banking organisations. His experience includes:

- Deputy Chief Risk Officer at HypoVereinsbank/UniCredit Group, Munich, Germany
  - Regional Chief Credit Officer and Branch Manager, Commerzbank, London, UK
  - Head of Group Risk Control Commerzbank Group, Frankfurt, Germany
  - Member of top management committees: Risk Committee, Credit Committee
  - Successfully managed/controlled large portfolios, risk/compliance/regulatory projects and risk & compliance teams
- Management consultant and executive trainer since 2010, with world-wide coverage/experience: North/Central America, Europe, Middle East, Africa and Asia-Pacific
  - Honorary Senior Visiting Fellow at the Faculty of Finance, Cass Business School, City, University of London, UK, since 2016 (previously Industry Expert Executive Education, since 2014)
  - Faculty member of the Pacific Coast Banking School, Seattle WA, USA, in partnership with the Graduate School of Business at the University of Washington, since 2015
  - Associate, L'institute d'études politiques de Paris (Sciences Po), since 2016
  - Author of the book "Banking Pillars - How Banks of All Sizes Can Achieve Excellence under Basel III", published by The Risk Management Association, Philadelphia PA, USA, 2015
  - MBA Long Island University, New York NY, 1990
  - Completed Advanced Management Program, INSEAD Business School, Fontainebleau, France, 2007

## **Professor Gianvito Lanzolla**

### **Professor of Strategy, Head of the Faculty of Management and Director of the Digital Leadership Research Centre, Cass Business School**



Gianvito joined Cass in April 2006. Before this, he served on the faculty of the London Business School. Over the years, he has had several visiting appointments at leading business schools including Hyderabad's Indian School of Business, Berlin's ESMT and University of Bologna.

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 the Wall Street Journal, as well as in policy papers. 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 and Harvard Business Review.

He teaches Strategic Leadership, Diversification & Growth Strategy, Corporate Organisation and Leading Digital Transformation at both Cass' London and Dubai campuses. He also leads the Digital Innovation MBA programme in Silicon Valley. He has yearly been awarded several teaching excellence prizes including the 2015 City University's Award for Teaching and Learning Excellence, the 2012 City University's Student Voice Award and the 2009 Cass Business School's Award for Teaching and Learning Excellence. Professor Lanzolla holds a PhD in Strategic Management and an MSc in Mechanical Engineering.

### **Dr Marco Aboav**

#### **Associate Professor in Financial Technology, Cass 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 Cass 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.

## 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.

**Dr Paolo Aversa****Senior Lecturer in Strategy, Full Time MBA Course Director, Cass Business School**

Dr Paolo Aversa originally joined Cass because of an IEF Marie Curie Fellowship (2012-2014). He is also a Visiting Professor at the University of Trento (Italy), a Fellow of the Center for Automotive and Mobility Innovation (CAMI) at University Ca' Foscari in Venice (Italy) and Research Fellow at the Center for Sport and Business at the Stockholm School of Economics (Sweden).

Before joining Cass, Paolo worked as a Post-Doctoral Research Fellow at the Management Department of the Wharton School, University of Pennsylvania, where he also held a visiting scholar position at the Sol C. Snider Entrepreneurial Center. He received his Ph.D. in Management at the University of Bologna, his MBA degree at Fondazione CUOA (Vicenza) and his Executive HR Management Master's at HKE (Milan). He got his B.A. and M.A. in Communication at the University of Padova, both graduating magna cum laude.

His general research interests are related to determinants of performance in technology-based settings characterised by fierce competition and changing environments, and is considered one of the leading academic experts in the motorsport industry. His recent academic work was published in *Organization Science*, *Industrial and Corporate Change*, *Advances in Strategic Management*, *Harvard Business Review* and *MIT Sloan Management Review*, among others.

Paolo is Director of Communications and part of the Officer Board of the Strategic Management "STR" Division (formerly known as BPS), of the Academy of Management. He has served as ad-hoc reviewer for most top journals in the field of management and strategy. His research has been featured around 300 times around the world in the international media, including in the *Financial Times*, *New York Times*, *BBC*, *Sky*, *Forbes*, *Reuters*, *The Times*, *The Telegraph*, *ESPN*, the *Sydney Morning Herald* and in most sports-related outlets.

In 2014, he was selected as runner-up for the prestigious "EU Marie Skłodowska-Curie Communicating Science Prize". In 2017, he was a finalist for the City President's Award in the category of "Outstanding Research Engagement - Media and Outreach" and won the First Prize in 2015 for the SIIE-EBS Best-Paper-Award for "Innovation Management". He is a 7-time recipient of the Best Reviewer Award from the Academy of Management and in 2011, received the Best Doctoral Paper Award from the European Academy of Management (EURAM). In 2009, he led the University of Padua racing team to win the business plan competition at the Formula SAE Germany. Paolo collaborates with several universities and often presents his works and industry analyses at international conferences, firms and institutions. He works and consults for companies within and outside the racetrack.





*Good to catch up with fellow bankers. Academically, we are presented by the latest research on market conditions, studies and views; leadership skills, theories and practices for our day to day decision making.*



Participant, Global Banking Leaders Programme 2018

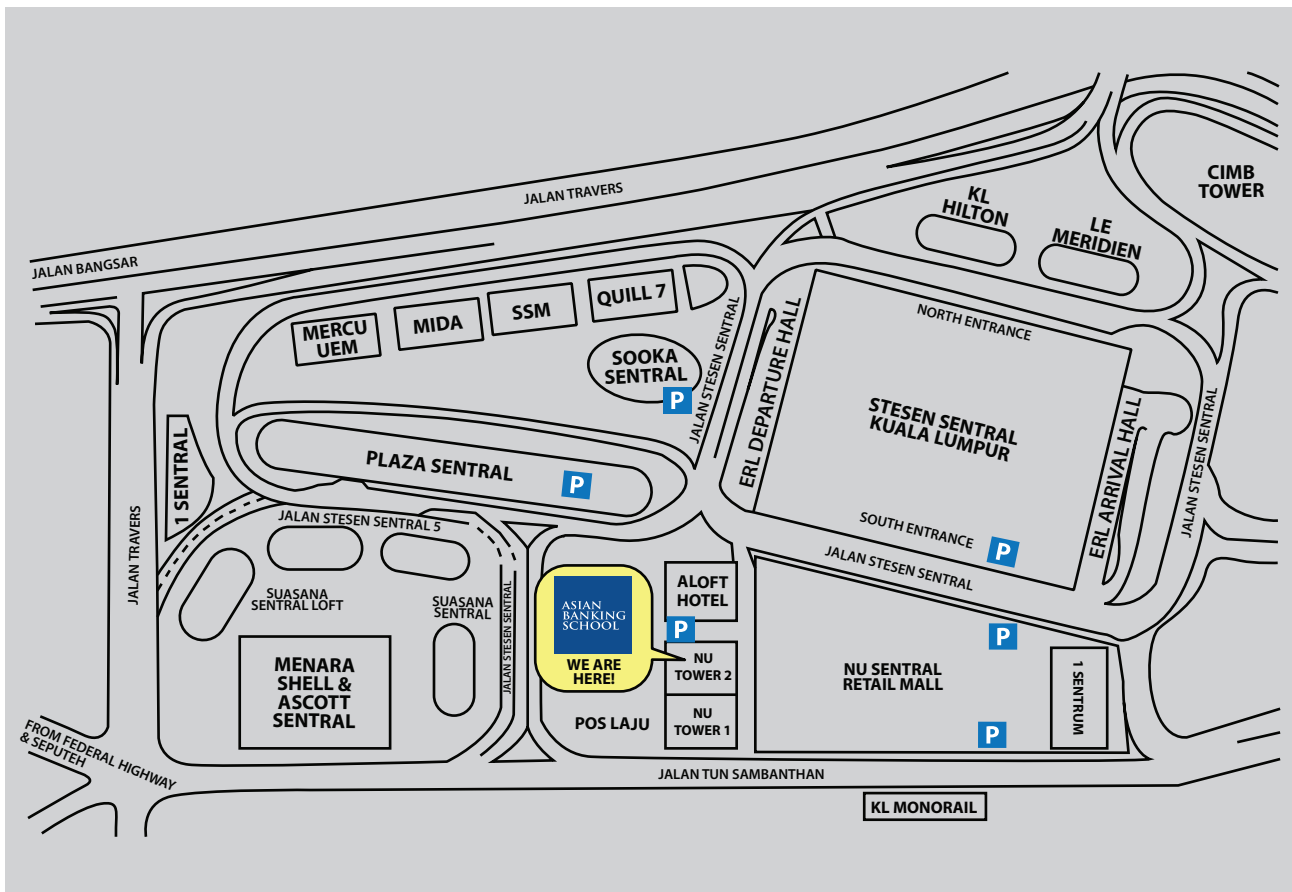






### Week 1 : Asian Banking School

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 Nu Tower 2 in the new business hub of the city, Kuala Lumpur Sentral. Adjacent to Aloft Hotel and next to the NU Sentral Shopping Mall, ABS is only steps away from Kuala Lumpur Sentral Station, Malaysia’s largest transit hub, and 5 minutes from the Monorail Station.

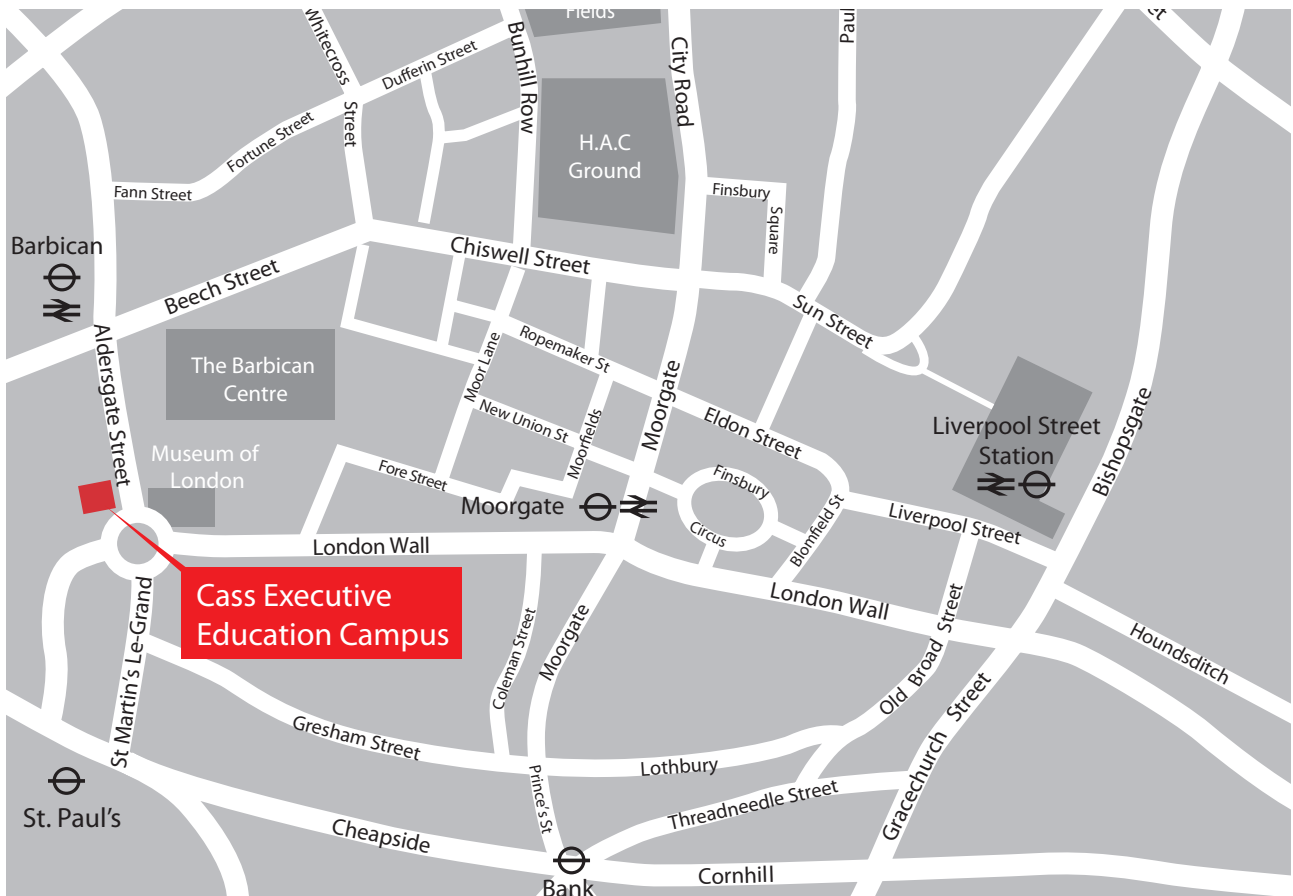






## Week 2 : **Cass Business School**

Week 2 in London will be held at Cass Business School, City, University of London. Cass 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 Cass 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

[www.citadines.com/en/united-kingdom/london/citadines-barbican-london/index.html](http://www.citadines.com/en/united-kingdom/london/citadines-barbican-london/index.html)

Citadines Barbican is a six-minute walk to Cass 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 1 – 7 December 2019. 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 available at £10.00 per person per day, to be paid directly at the Reception Desk.

#### **Children and Extra Beds**

- Any additional children or adults will be charged £30 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: GBP142 nett/night (6 nights = GBP852 nett)

- 1-Bedroom

45 sqm, catered for groups and families of four people. Fitted with a fully-equipped modern kitchenette, a bedroom with a split king-sized bed, en-suite bathroom and a well-partitioned living area with a double sofa bed. Weekly housekeeping and wireless Internet services are included.

No. of units available: 1                      Room rate: GBP260 nett/night (6 nights = GBP1,560 nett)

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### **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](http://www.themontcalmclub.com/hotel-the-montcalm-at-the-brewery-london-city-100.html)

The Montcalm is a seven-minute walk to Cass 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 GBP200 + 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 Cass Executive Education at 200 Aldersgate Street and a one-minute walk to St. Paul's Station. The room rates are from GBP120 + 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 : **Cass Business School**

An integral part of City, University of London, the Sir John Cass 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 Cass network.



Cass 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 Cass Business School, City, University of London; the University of Cambridge Judge Business School 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 regional training partner for the Chartered Banker Institute, UK. It plays a significant role in enriching the talent pipeline for the financial services sector through the 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.

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#### **Asian Banking School**

Level 12, NU Tower 2, Jalan Tun Sambanthan, Kuala Lumpur Sentral, 50470 Kuala Lumpur, Malaysia  
Tel: +603-2742 7822 Email: [enquiries@asianbankingschool.com](mailto:enquiries@asianbankingschool.com) Website: [www.asianbankingschool.com](http://www.asianbankingschool.com)

Connect with us also on:



Asian Banking School



Asian Banking School (ABS)



[WWW.ASIANBANKINGSCHOOL.COM](http://WWW.ASIANBANKINGSCHOOL.COM)