

**The London Institute  
of Banking & Finance**

**ASIAN  
BANKING  
SCHOOL**

ABS | Executive Education

POST GRADUATE LEVEL PROGRAMME IN

# **MANAGING BANKS IN A POST COVID WORLD**

## PROGRAMME DESCRIPTION

The financial system has felt a dramatic impact in the wake of the Covid-19 pandemic, and a further intensification of the crisis could affect global financial stability. Banks are having to review their business continuity procedures and plans, find ways to make sense of confusing information and addressing the crisis with heightened board activity. Levels of preparedness matter a great deal and will determine the success of any organisation as we emerge from it.

Furthermore, as a high percentage of the workforce continues to work remotely, we are seeing an acceleration of the diversification of the banking sector that has slowly been observed over the last decade since the financial crisis of 2008. As regulators have taken action in the last few years to develop competition, this has resulted in an increasingly varied and modular banking sector, and very different banking experiences for customers. The emergence of the challenger banking sector in the global arena and, most recently, the emergence of digital-only offerings, have driven changes in patterns of usage.

This sudden shift brought about by the pandemic actually represents an opportunity to re-visit and refine business strategy and embrace value-led business models which see greater alignment between core values, employee behaviours and business output.

This programme, in collaboration with the London Institute of Banking & Finance (LIBF), which was founded on Lombard Street, City of London in 1879 as the Institute of Bankers, will combine technical expertise in topics relevant to the oversight and management of financial institutions during the COVID-19 crisis with executive coaching. Designed for senior executives of financial institutions and delivered entirely online, the instructors are advisors and Board Members of Financial Institutions facing similar challenges and bring real-time experience on how the crisis is dealt with in several jurisdictions.

## PROGRAMME FORMAT

The programme has a modular structure. Each module lasts 2 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 of 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. Particular emphasis is put on blending coaching and technical learning. Each topic is accompanied by coaching sessions which enable participants to deepen their understanding of a particular area. Soft skill sessions are focused on self awareness, motivation and influencing teams which work remotely and/or in stressed / crisis situations.

Upon successful completion of this programme, participants will receive advanced credentials (certified 20 CPD and 2 credits towards LIBF's post graduate qualifications).

## PARTICIPANT PROFILE

This programme has been designed for Senior Executives of financial institutions including those at the C-suite level and Board of Directors, 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:** October - December 2020  
**Duration:** 3 months  
**Training Platform:** Fully online on MyLIBF platform

## PROGRAMME FEE

### MALAYSIAN PARTICIPANTS

<b>MYR 5,500</b> Before 1 Sep 2020	<b>MYR 6,875</b> After 1 Sep 2020
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### INTERNATIONAL PARTICIPANTS

<b>GBP 1,000</b> Before 1 Sep 2020	<b>GBP 1,250</b> After 1 Sep 2020
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*(Fee shown is per participant and subject to 6% Service Tax)*

To register for this programme, please visit the Online Learning page on our website at [www.asianbankingschool.com/our-programmes/online-learning](http://www.asianbankingschool.com/our-programmes/online-learning)

## PROGRAMME STRUCTURE

### MODULE 1 : Introduction

*2 hour online session providing an overview of all aspects of the post COVID-19 environment for banks*

Sets out and reviews all the content of the programme laying out logically what the response to the Pandemic can be and why each action is necessary.

- Understand the impact of Covid-19 on the banking industry and what makes it different from previous major external shocks
- See through the multi dimensions of the risk impacts for banks and how they combine into a global approach to post Covid-19 management
- Identify risk priorities and how they should be dealt with by the Executives in charge
- Engage strategically with stakeholders (Board members, shareholders, regulators...) to discuss all facets of the risk dimension for banks

This module also includes a review of the impact of Covid-19 on Corporate Governance and business continuity.

- Understand the role of the Board members through the wider impact of Covid-19 and what they can bring to the changing management needs of the bank
- Clarify the articulation between execution and surveillance and discuss what makes an effective governance framework in time of major external shocks
- Review the adequacy and effectiveness of the risk control framework as tested during this period
- Integrate lessons learned as an ongoing tool for improving the control framework

### MODULE 2 : Bank Risk Oversight

*2 hour online session providing an overview of all aspects of the post COVID-19 environment for banks*

Review of the Risk Appetite Framework, key Risk Indicators, and Limit breaches

- Understand how the implementation of Basel 3/Basel 4 is being affected by the impact of Covid-19
- Manage the potentially-conflicting claims of prudential authorities and national governments
- Create stress tests and risk appetite statements that take into account the lessons learned from the impact of Covid-19
- Understand the role of the board and other actors (senior managers, shareholders etc) in managing prudential ratios

Detailed Review of operational resilience, staff protection, compliance and protection against fraud and money laundering.

- Explain why operational risks have become more dangerous as a result of the impact of Covid-19
- Identify key risk factors associated with financial crime, AML/CFT, data aggregation and banking conduct
- Explain how compliance risk has changed as a result of the impact of Covid-19
- Clarify the differences between Risk Appetite and Operational Resilience
- Use case studies to understand effective 'end-to-end' Operational Resilience

### MODULE 3 : Agile Leadership and Change Management

*Online practical workshops covering course content on soft skills required to thrive and innovate in the Malaysian banking sector*

- Learning to motivate individuals, manage their wellbeing and help them through periods of change
- Empowerment techniques to help leaders and their teams to focus on what they can do, enabling them to find the positivity that will help guide the organisation towards success
- Dynamic, interactive workshop online workshops, exercises, webinars and discussion forums

### MODULE 4 : Visioning and Strategic Thinking

*Online practical workshops covering course content on soft skills required to thrive and innovate in the Malaysian banking sector*

- Practical strategies, tools and techniques to think both creatively and strategically
- Big-picture thinking to build a clear vision for a stronger future – even during periods of uncertainty
- Dynamic, interactive workshop online, practical exercises on your specific vision with a coaching approach, and discussion forums

### MODULE 5 : Executive Coaching

*Online one to one or small group support with individual participants presenting a learning journal*

Personal coaching for participants including a reflective writing piece that will form part of the overall assessment.

Participants must demonstrate that they have been able to:

- Acquire real life experience of applying the techniques relevant to the technical theme being coached through group exercises
- Compare experiences and reflect on gaps and improvement opportunities
- Achieve a higher level of awareness of what should be implemented in their own organisation

## PROGRAMME FACULTY



**PROGRAMME LEAD**

**Olivier Beroud** is a visiting professor at the London Institute of Banking and Finance and a senior advisor on a variety of start-ups in the fintech and trade finance sectors. He also advises several UK pension funds and runs his own training, coaching and advisory consultancy. Olivier specialises in training on topics such as credit ratings and rating systems, corporate finance, corporate governance and financial analysis. 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 M&A situations and cyber security issues. He has over 30 years' experience in rating agencies and banking. He was until recently Managing Director, Head of EMEA for Moody's, based in London. In that capacity, Olivier was responsible for the Rating Agency's strategy and operations. He was previously a Managing Director in Moody's corporate ratings business. He is a trustee and chair of the risk committee on the Stratford Art Trust and is a devoted follower of the arts. He has an MBA from Cass Business School.



**Katharine Pons** is an energetic and influential leader with a passion for people. She is a keen creative and has a great facility for combining business acumen and strategy with imaginative thinking. With over 15 years of experience in marketing, advertising and corporate learning and development, Katharine is used to working at a range of levels, including with senior leaders and executive teams. She is experienced in a wide variety of training subjects and is particularly skilled in the areas of Performance Management, Effective Leadership, Assertiveness Training and Influencing Skills. She believes in value-led business and key to that is investing in the people who make the business come alive.



**Andrew Cunningham** is an experienced bank analyst, governance consultant and trainer. His career has included working with Moody's Investors Service and the IFC. Andrew has extensive experience working with bank regulators around the world in emerging markets to implement international standards in their own countries. He has also delivered courses on Bank Analysis, Bank Capital and Corporate Governance for central banks, supranational organisations and banks around the world, and is an accomplished consultant in corporate governance. Andrew began his career as a journalist, writing about Middle East banking and finance for Middle East Economic Digest (MEED) and then Middle East Economic Survey (MEES). He then spent nine years with Moody's, the international credit rating agency, both as a credit analyst, assigning ratings to Middle Eastern and large Western European banks, and as the European manager of its Rating Assessment Service and as a member of the firm's global Liquidity Risk Assessment committee. Proficient in Arabic and French. Speaks and reads basic Farsi.



**Jeannette Lichner** provides corporate governance and business strategy advice to clients outside the UK, practices as an executive coach, and is a tutor for the High Impact Leadership course for the Cambridge Institute of Sustainable Leadership. She sits on several boards and offers in depth experience of leadership and governance from her 20-year career as an executive within the financial services industry. She held roles in regulatory compliance, operational risk management, finance, operations, corporate finance, technology and human resources, as well as Chief Operating Officer in firms including Morgan Stanley, JPMorgan and Bank of America. This was followed by a 10-year consulting career, during which she advised clients on governance, risk and regulatory matters. Her final consulting role was at FTI Consulting where she established and led the EMEA Governance, Risk and Regulatory practice and cross business Financial Services team. She has extensive experience of advising boards on specific issues, establishing robust corporate governance arrangements, conducting board effectiveness reviews, delivering education programmes and providing performance leadership coaching.



**Jesús Fernández Muñoz** has extensive experience working in financial institutions, international development and training and consulting in developed and emerging markets. He has run seminars on the 'Transition to IFRS' for Tunisian banks as part of a capacity building program, financed by the UK Government. He has strong Financial Sector expertise: former Head of Financial Institutions Portfolio Management at IDB (covering a portfolio of loans, guarantees and structured credit products for banks and the Opportunities for the Majority portfolio, encompassing access to finance initiatives); Director in the Financial Institutions Debt Products department of Bank of America Merrill Lynch in London and New York, Moody's Banking and Structured Finance Analyst and Trainer, and SME Guarantee Officer at the European Investment Bank Group. Jesus holds a Dual Master's in Civil Engineering, a Master's in Leadership and Strategy and a Diploma for Graduates in Banking and has undertaken additional coursework in Economics. Fully fluent in English, French, Spanish and Italian and fluent in Portuguese.



**Emmanuel Rondeau** is a Non-Executive Director at La Banque Postale (France), where he chairs the Board Risk Committee. He was a certified 'Material Risk Taker' approved by the Financial Conduct Authority/Prudential Regulatory Authority and he has now received a 'fit & proper' approval from the European Central Bank. He has been active in banking for 33 years, in Paris and London, with senior executive and/or non-executive roles in a number of significant banks: Crédit Agricole Indosuez (France), Banque de Gestion Privée (France), ING Group (The Netherlands), Royal Bank of Scotland (UK) and La Banque Postale (100% French State-owned) Bank. He is a member of the EDHEC Financial Economics Advisory Board and the European Institute of Financial Regulation (EIFR) advisory board (banking) and he has been a keynote speaker at EDHEC business school and for Dauphine London University.

## PROGRAMME FACULTY



**CO-PROGRAMME LEAD**

**Alastair Tyler** is a visiting professor and senior adviser at The London Institute of Banking & Finance. For the past 4-years, he has been responsible for the growth and development of LIBF's international business. He heads up the Executive Education team at LIBF and is a senior banking professional and academic specialising in Asset Finance, Corporate and Investment Banking and Learning & Development. He led the project for the set up and launch of ADGM Academy in Abu Dhabi and has taught banking and finance courses in many countries including Cuba, UAE and Uzbekistan. Alastair worked for over 25 years in Corporate and Investment Banking in a range of senior front office roles for major UK banks (Barclays, RBS and Santander). Alastair was a Consultant at Deloitte in the Banking & Capital Markets group where he had a lead role on a Conduct review into one of the major UK international banks. He has authored two textbooks; Corporate Lending and Bank Regulation & Economic Policy and is the Chief Examiner for Corporate Lending at LIBF. Alastair gained a distinction in Post Graduate Certificate in Higher Education in banking and finance from LIBF in 2013 and has a BSc in Economics from University of Bristol.



**Dr Vijayan** is the Director of Graduate Training & FSTEP, and Senior Consultant at the Asian Banking School. He has over 20 years of banking experience working in local and foreign banks up to a senior management level, ranging over a diverse range of disciplines and is involved in structuring bespoke technical and soft skill programmes for banks. He started his career working in PricewaterhouseCoopers (UK). Dr Vijay is a member of the AICB curriculum working committee for professional qualification programmes such as the Chartered Banker's Professionalism and Ethics, Certificate in Financial Services and Bond University's Advanced Credential in AML/CFT. He is currently pursuing research in disruption mindset in the age of digital banking and the new normal, and is a Certified Training Professional (ARTDO). 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 holds an Honours Degree in Business Accounting and Finance from Scotland, a Master of Science Degree in Multimedia Technology (Banking), a Doctor of Business Administration (Banking Strategy and Marketing) from Australia, and a Doctor of Philosophy (Knowledge Management in Banking) from Malaysia. He is also a member of the Cambridge Judge Business School Executive Education alumni.

## 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 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 as the Institute of Bankers, LIBF has a rich heritage of providing financial education over 140 years and we have constantly evolved in line with financial services and banking industries.

LIBF offers practitioner led global training. All our 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 our Global Learning operations we focus on key areas such as trade and supply chain finance, payments, SME lending and capacity building in corporate governance and risk management. We can also leverage on our Lessons in Financial Education, which is an accessible e-learning suite of programs allowing young people and adults to experience financial education on a 'learning by doing' basis. In addition, our 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. Last but not least, our Centre for Sustainable Finance combines the academic and educational aspects of sustainable finance with practical experience of working in the financial sector and with industry and technical experts on a broad range of issues.

## CONTACT US

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