



GLOBAL BANKING LEADERS
PROGRAMME
2025



ABS in London | Executive Education

GLOBAL BANKING LEADERS PROGRAMME

1 – 12 DECEMBER 2025





ABS FLAGSHIP PROGRAMME

GLOBAL BANKING LEADERS PROGRAMME

The annual **Global Banking Leaders Programme** is a flagship programme of the Asian Banking School (ABS) and was launched in 2016. The first of its kind then 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 eighth year of the Programme.

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

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

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

GLOBAL BANKING LEADERS PROGRAMME



WEEK 1

Kuala Lumpur,
Malaysia
1 – 4 Dec 2025

WEEK 2

London,
United Kingdom
8 – 12 Dec 2025

PROGRAMME FEES*

MYR 90,000 / SGD 27,500

per participant

**Fee includes lunch and other refreshments on programme days, as well as programme materials for one participant. It also includes the two formal dinners and accommodation based on single occupancy (from 1-13 December 2025) in London during the second week of the Programme. It is not inclusive of any applicable taxes.*



MyCo ID:
201201039737

PAYMENT OPTIONS

- This programme is an approved **HRD Corp** claimable course.
- The programme fee and airfare for the purpose of attending the second week of the Programme in London is **STF credit** claimable for qualifying Malaysian banks.

REGISTRATION

Please register online at

[www.asianbankingschool.com/our-programmes/
executive-education](http://www.asianbankingschool.com/our-programmes/executive-education)

Alternatively, you may email your completed Registration Form to training@asianbankingschool.com
Terms and conditions apply. Please visit www.asianbankingschool.com/terms-and-conditions

ENQUIRIES

Please contact the Asian Banking School at:

Tel: **+603-2701 7822** or

Email: training@asianbankingschool.com

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





GLOBAL BANKING LEADERS
PROGRAMME

WEEK 1
1 – 4 DECEMBER 2025
KUALA LUMPUR, MALAYSIA

PROGRAMME OUTLINE – WEEK 1, KUALA LUMPUR

Schedule	Monday, 1 December	Tuesday, 2 December
09:00 - 12:30	<p>Welcome Session & Registration (8:30 - 9:00)</p> <p>Building a Resilient and Adaptable Leadership Brand (Prof. Cliff Oswick)</p> <ul style="list-style-type: none"> • What does world-class leadership look like? • What is my current leadership style? • How do lead others in uncertain times? • Developing effective contingent leadership strategies • Sharpening leadership decision-making processes • Strategies for coping with ambiguity and risk 	<p>Behavioural Biases in Financial Institutions and their role in Financial Crises (Prof. Steve Thomas)</p> <ul style="list-style-type: none"> • Psychological biases shaping banking behaviour and financial stability • Role of motivation and herd behaviour in banking cycles • Biases in managerial decision-making and risk perception • Impact of regulatory biases on financial crises • Geopolitical risks and their integration into banking decisions • Using behavioural insights to enhance profitability and crisis resilience
10:30 - 10:45 (break)		
12:30 - 13:30	Lunch	Lunch
13:30 - 17:00	<p>Leadership Challenges in Running a Bank (Prof. Steve Thomas)</p> <ul style="list-style-type: none"> • Major trends shaping global banking and profitability • Distinctive challenges for Malaysian banking leaders • Drivers of bank performance and sustainable growth • Impact of leadership style on bank success • Talent retention and AI's role in workforce management • Regulatory shifts, ESG challenges and geopolitical influences 	<p>Motivating Followers, Managing Stakeholders and Creating Engagement (Prof. Cliff Oswick)</p> <ul style="list-style-type: none"> • Understanding shifting motivational priorities • Managing talent and dealing with poor performers • Tackling common sources of de-motivation • Appreciating and managing individual differences • Understanding follower needs and expectations • Managing financial and non-financial rewards and incentives • Maintaining equity and delegating effectively
15:15 - 15:30 (break)		
17:00 - 18:00	Project Coaching - Prof. Steve Thomas and David Mellor	Project Coaching - Prof. Steve Thomas and David Mellor

WEEK 1 – MONDAY, 1 DEC 2025

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

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

Afternoon Session : **Leadership Challenges in Running a Bank**

This session provides banking leaders with insights into the key forces shaping global banking performance and profitability. Drawing on McKinsey's annual survey of 1,000 banks, we explore major industry trends and their relevance to the Malaysian banking sector. Discussions will focus on leadership strategies to navigate economic and geopolitical uncertainties, the role of scale in performance, and the evolving challenges of talent management in an AI-driven landscape. Additionally, we will examine the regulatory shifts influencing banking structures and the future of ESG priorities. Through interactive discussions, participants will gain a deeper understanding of world-class leadership in the Malaysian banking context.

Wednesday, 3 December	Thursday, 4 December
<p>Developing and Managing High Performing Teams (Prof. Cliff Oswick)</p> <ul style="list-style-type: none"> • Building agile, virtual and cross-disciplinary teams • Leveraging team and group dynamics • Assigning and balancing team roles and responsibilities • Cultivating the attributes of effective team interaction • Highlighting and tackling common team problems and pitfalls 	<p>Strategic Risk Analysis for Banking Leaders (Prof. Steve Thomas)</p> <ul style="list-style-type: none"> • Key macro and geopolitical risks for Malaysian banks • Breaking silos to enhance risk analysis and forecasting • The role and limits of forecasting in strategic planning • Lessons from past banking crises and forecasting failures • Identifying future risks and 'banking banana skins' • Developing forecasting skills for better risk management <p>Assessing the major sources of risk for banking in Malaysia over the next 5 years (10:45-12:30)</p>
Lunch	Lunch
<p>Enhancing Collaboration and Developing a Conducive Corporate Culture (Prof. Cliff Oswick)</p> <ul style="list-style-type: none"> • Addressing silo-ism and generating reciprocity • Facilitating the formation of collaborative networks • Managing conflicting and contrasting stakeholder demands • Overcoming unhealthy competition and promoting meaningful cooperation • Facilitating hybrid and responsive cultures • Promoting networks and managing hierarchies • Exercising power and influence in constructive ways • Leveraging political systems and processes 	<p>Leading Strategic Change in Challenging Times (Prof. Cliff Oswick)</p> <ul style="list-style-type: none"> • Why most change programmes fail • Core assumptions of traditional and stable change initiatives • Addressing and overcoming resistance to change • Identifying and embracing shifting change imperatives • Adapting and responding to external triggers • Review and discussion of new emergent forms of change and positive-based approaches
Project Coaching - Prof. Steve Thomas and David Mellor	

WEEK 1 – TUESDAY, 2 DEC 2025

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

This session explores how behavioural finance and psychological biases influence decision-making in financial institutions, sometimes leading to instability and crises. We examine the impact of motivation, herd behaviour and risk perception on banking cycles, as well as the role of regulators in either mitigating or exacerbating financial instability. Discussions will address how biases affect managerial choices, the evolution of risk awareness in banking, and the growing importance of geopolitical risk. By understanding these behavioural patterns, banking leaders can make more informed decisions, improve resilience and enhance long-term profitability. Two case studies will be looked at closely for lessons for bank regulators and bank leaders: the Irish Banking Crisis and the role of 'bank runs', deposit insurance and bank bailouts following the Silicon Valley Bank episode in the US.

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

The afternoon will be dedicated to 'leading others' e.g., motivating followers, managing conflict, delegating and engaging others. The first part of the session will address topics such as the variables and influences in managing individual differences and managing intrinsic and extrinsic systems of rewards and incentivisation. The challenges of establishing effective feedback mechanisms and delegation processes will be examined along with developing protocols for maintaining equity and managing expectations.

The session will go on to look at leadership from a follower perspective. More specifically, what do followers need and want from their leaders? What can you deliver as a leader? And how can you cultivate effective followership? The final part of the session will concentrate on leveraging relationship with a wider range of organisational stakeholders, including managing upwards and utilising peer networks.

WEEK 1 – WEDNESDAY, 3 DEC 2025

Morning Session : **Developing and Managing High Performing 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 ‘balancing teams roles’, where bank leaders can learn how to bring different behaviours 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 : **Enhancing Collaboration and Developing a Conducive Corporate Culture**

Developing and managing a corporate culture that is meaningfully aligned to a bank’s strategic goals is extremely difficult. In this session we will consider what senior leaders can do to facilitate and promote an appropriate organisational culture e.g. via role modelling, talent acquisition and development, incentives and rewards, and values and vision.

The session will also address the perennial problem of ‘silo-ism’ i.e. a lack of inter-departmental cooperation, and unhealthy conflict/competition. Strategies for enhancing collaboration will be discussed and tools/techniques for promoting generalised reciprocity and collaborative networks will be presented and reinforced using a collaborative simulation.

WEEK 1 – THURSDAY, 4 DEC 2025

Morning Session : **Strategic Risk Analysis for Banking Leaders**

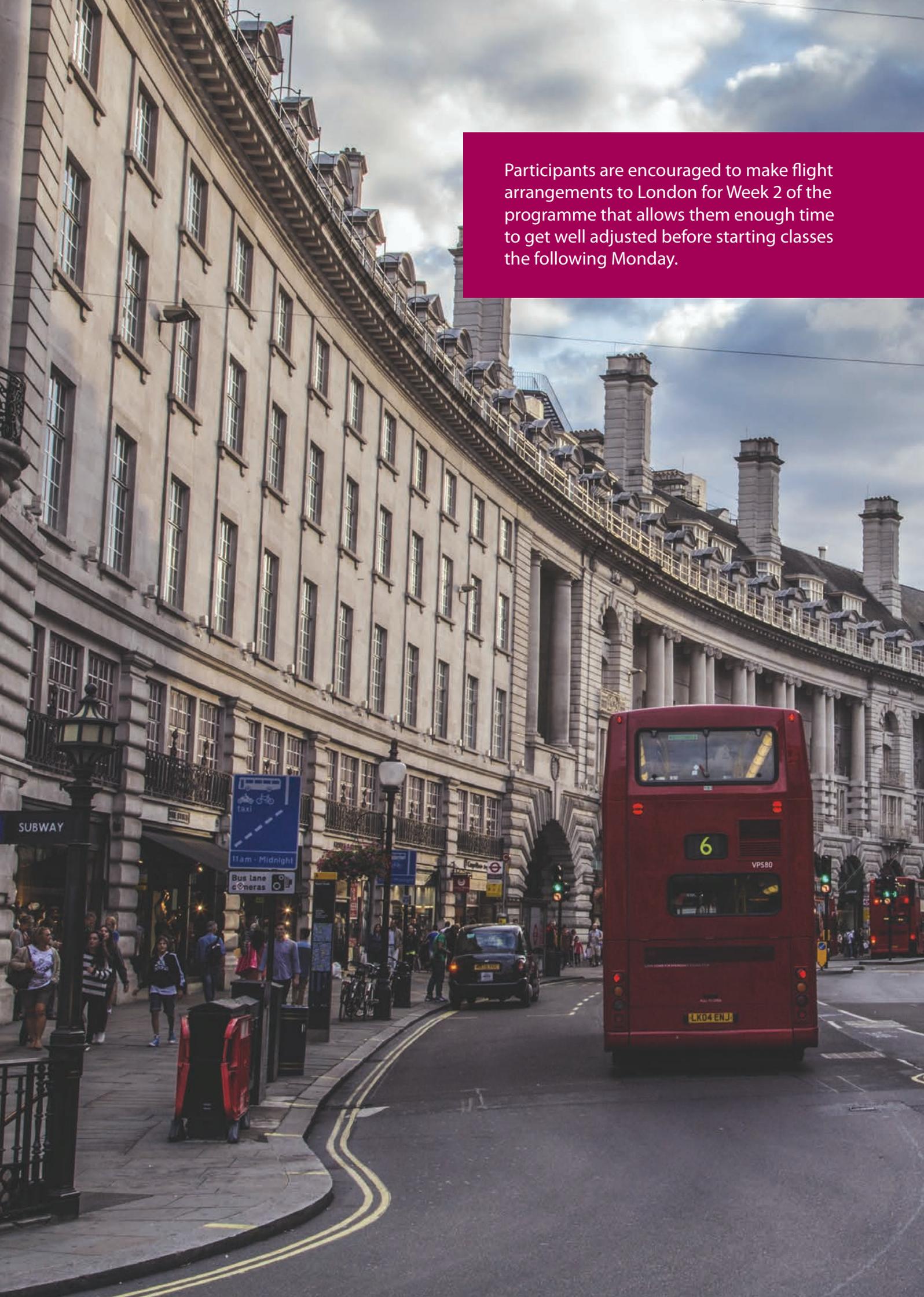
This session explores the evolving risk landscape for financial institutions and how Malaysian banking leaders can improve their ability to anticipate and respond to emerging threats. Participants will examine key macroeconomic and geopolitical risks expected over the next five years, assess the role of forecasting in strategic planning, and consider lessons from past crises. Discussions will focus on overcoming organisational silos, recognising early warning signals, and leveraging forecasting techniques – including insights from ‘superforecasters’ – to enhance decision-making. Through a group exercise, participants will identify major risks facing Malaysian banks and propose strategies to mitigate them.

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

This session will start with an appreciation of processes and best practice associated with strategically managing changes in organisations, 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.

Beyond considering the key principles of effective change management, the session will also tackle the challenge of ‘resistance to change’ and overcoming ‘resistance to change’. This will be analysed utilising a practical change intervention case study as an example for delegates to learn from and apply within their own context.

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

WEEK 2
4 – 12 DECEMBER 2025
LONDON, UNITED KINGDOM



PROGRAMME OUTLINE – WEEK 2, LONDON

Schedule	Monday, 8 December	Tuesday, 9 December
9:00 - 13:00	Welcome and Registration (8:30am - 9:00am) Week 2 Introduction, Context Setting and Action Briefing (Prof. Cliff Oswick)	Leading Innovation and Resilience (Dr Aneesh Banerjee)
10:45 - 11:00 (break)	Global Geopolitics for Banking Leaders (Dr Sasikumar Sundaram)	<ul style="list-style-type: none"> • What is AI and how will AI change managers and leaders' jobs? • New demands on leadership in the age of maturing AI • Organisational change driven by AI • Case study: Can we use AI in recruitment? The case of Grow 360
13:00 - 14:00	Lunch	Lunch
14:00 - 17:00	Fintech: The Digital Disruption of Financial Services (Richard Johnson)	The Value of Data and Machine Learning in Banking (Dr Dimitri Paraskevopoulos)
15:00 - 15:15 (break)	<ul style="list-style-type: none"> • Disruptive technology and risks to incumbents • Strategic frameworks • Evolution of digital for banks • Open banking: Regional approaches and implications for Malaysia • Embedded finance & Banking-as-a-Service: How will this evolve in Malaysia? • How should banks respond to the opportunities and threats from fintech? 	<ul style="list-style-type: none"> • Using data and Machine Learning (ML) to predict behaviour • Hands-on experience with ML tools • Fundamental elements and principles of ML algorithms and how to evaluate their performance • Applicability of ML tools on making data-informed decisions in banking and finance, including real-world examples
17:00 - 18:00	Project Coaching	Project coaching
18:30 - 21:30	Welcome Dinner	Free evening

WEEK 2 – MONDAY, 8 DEC 2025

Morning Session : **Week 2 Introduction, Context Setting and Action Briefing**

This opening session will commence with a review the outcomes, takeaways and key learning points from Week 1 of the programme. It will set out the rationale for the structure of Week2 and provide a brief introduction to the forthcoming content. It will also draw attention to the post-programme process of personal action planning and how this can be assisted by 'active reflection' and note-taking throughout the week.

Morning Session : **Global Geopolitics for Banking Leaders**

This session will explore how global geopolitical trends – ranging from conflicts and economic shifts to climate change, resource scarcity, and disruptive technologies – are reshaping political and financial stability. It will examine the implications of these macro trends for banking leadership in Malaysia. Participants will bring their insights to the debate on polycrisis and reflect on how it challenges traditional models of financial leadership and strategy. We will examine economic shocks and political changes in the West and their impact on global power dynamics, and discuss the growing demands on Southeast Asian geopolitics for Malaysia's banking strategy. Participants will contribute insights, share concerns, and shape the dialogue on how banks should respond to an increasingly volatile global landscape and the challenges facing the liberal international order.

Wednesday, 10 December	Thursday, 11 December	Friday, 12 December
<p>Digital Identity, Cyber Security and Operational Resilience (Dr. Ruth Wandhöfer)</p> <ul style="list-style-type: none"> The role of digital identity in the global data economy Increasing cyber resilience and enabling effective financial fraud mitigation The cyber threat landscape and best practice counter measures Operational resilience in financial services and the European Digital Operational Resilience Act 	<p>Engaging & Inspiring Others: Using the Power of Narrative (Nadia Marchant)</p> <ul style="list-style-type: none"> Stories are now regarded as a key element of organisational success, particularly as employees and clients demand a link to purpose and meaning Participants will put into practice different styles of stories and receive feedback on how their stories and storytelling persona come across 	<p>Putting Learning into Practice: Personal Action Planning (Prof. Cliff Oswick)</p> <ul style="list-style-type: none"> Personal reflections of key learning points Goal setting and active experimentation Reflective practice and learning styles Identifying critical incidents and development opportunities Developing a focused action plan Plans for themed group coaching / feedback sessions <p>12:00 – 13.00 Certificate Ceremony and Group Photo</p>
Lunch	Lunch	Lunch
<p>How to Build a Bank’s Strategic Playbook (Joe DiVanna)</p> <ul style="list-style-type: none"> Practical tools to develop a strategic playbook that can adapt to changing conditions Using scenario planning to navigate market shifts and economic trends Balancing cost efficiency with a focus on top-line growth Engaging teams to leverage institutional knowledge for strategic advantage 	<p>Two off-site visits to financial institutions in London linked to the learning objectives of the programme</p>	<p>The Programme ends after lunch and participants are free to enjoy their time in London</p>
Project coaching		
Free evening	Farewell Dinner	

WEEK 2 – MONDAY, 8 DEC 2025

Afternoon Session : **Fintech: The Digital Disruption of Financial Services**

This session explores how fintech is reshaping the financial services landscape and the strategic implications for incumbent banks. Participants will examine the evolution of digital disruption, key fintech trends, and the risks and opportunities they present. The session will focus on critical topics such as Open Banking and Embedded Finance, applying lessons from key global markets to assess how these developments may unfold in Malaysia. Participants will also consider how banks can leverage digital transformation to remain competitive, drawing lessons from leading exponents in Southeast Asia and other key markets.

Evening Session : **Welcome Dinner**

It is a tradition of ABS to welcome participants of its International Residency Executive Education programmes with a special dinner.

Morning Session : **Leading Innovation and Resilience**

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

Afternoon Session : **The Value of Data and Machine Learning in Modern Finance**

Data is being produced daily in huge amounts, and lately we have the opportunity and privilege to be able collect it. A valid question is: ‘What do you do with it?’. You could ignore it and continue doing business as usual. Or you could start looking for patterns, identify if there is any story hidden that could potentially help you derive insights and assist your decision-making process.

This session will start with motivational examples from the banking and finance industry to attempt to answer to the question ‘Would there be any business without the maths?’ Then, we will enter the fascinating world of Machine Learning (ML) by exploring how one could predict with high accuracy if a potential customer would default a loan. Similarly, we will try to answer questions like: ‘Is a particular insurance claim fraudulent?’ or ‘Is a particular employee or customer going to churn?’ We will have hands-on experience with ML tools and learn how to evaluate the performance of ML algorithms – should I trust what the algorithm suggests? We will mention the fundamental elements and principles of ML algorithms, but the focus will be on the applicability of ML tools on making data-informed decisions in banking and finance.

Morning Session : **Digital Identity, Cyber Security and Operational Resilience**

As economies around the world are increasingly becoming digital and ecommerce continues to grow, the need for a robust digital identity has become critical to provide individuals and businesses with access to the digital economy, as well as to mitigate financial crime. Furthermore, cyber threats and challenges to operational resilience have become a key challenge for the financial services industry, and practical and regulatory measures to counter these risks are coming to the fore.

This session will discuss the role of digital identity in the global data economy and provide examples of existing and evolving models with a view to increasing cyber resilience and enabling effective financial fraud mitigation. We will also delve deeper into the cyber threat landscape, discussing modus operandi and best practice approaches and solutions to counter these risks. As a third pillar we will examine operational resilience in financial services and discuss the European Digital Operational Resilience Act as the first of its kind designed to support the industry’s digital resilience.

Afternoon Session : **How to Build a Bank’s Strategic Playbook**

This session equips banking leaders with practical tools to develop a strategic playbook that can adapt to shifting market conditions and competitive pressures. Focusing on the importance of scenario planning, participants will explore how to identify and evaluate strategic options beyond cost-cutting, with an emphasis on driving sustainable top-line growth. The session will also address how to engage teams across the organisation to harness institutional knowledge and uncover new opportunities. Case studies will be used to illustrate how leading banks apply these principles in practice.

WEEK 2 – THURSDAY, 11 DEC 2025

Morning Session : **Engaging & Inspiring Others: Using the Power of Narrative**

Stories have been told over the ages to pass on history and culture and now stories are also regarded as a key element of organisational and commercial success – particularly as employees and clients demand a link to purpose and meaning. Woven into every great advertisement is a story, because stories sell and build reputation.

This workshop demands energy and full engagement from its participants. You will be practicing telling stories from the outset of the session, putting into practice different styles of stories as well as receiving feedback on how your stories and storytelling persona come across to your peer group and facilitator.

Afternoon Session : **Off-site visits**

Two off-site visits to financial institutions in London linked to the learning objectives of the programme.

Evening Session : **Farewell Dinner**

It is a tradition of ABS to celebrate the coming to an end of its International Residency Executive Education programmes with a special dinner.

WEEK 2 – FRIDAY, 12 DEC 2025

Morning Session : **Putting Learning into Practice: Personal Action Planning**

This interactive session helps participants translate key insights from the programme into practical next steps for their professional development. Through guided reflection and structured exercises, participants will identify their most valuable learning points and set clear, achievable goals. The session will introduce techniques for reflective practice, recognising critical incidents, and applying different learning styles to enhance leadership effectiveness. Participants will leave with clear steps to develop a focused personal action plan supported by the upcoming group coaching and feedback sessions.

Afternoon Session : **Conclusion of in-person programme**

Certificates and group photo.

Follow-up group coaching and feedback calls

Follow-up group coaching and feedback sessions run approximately three months after the programme to encourage participants to maintain and develop their personal Action Plans. These will consist of video calls with groups of 5-6 participants for 60-90 minutes each. The groups will be themed based on similar action plans and the calls will be scheduled over 2-3 consecutive days.

BECOMING ALUMNI

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



Professor Cliff Oswick

Professor of Organisation Theory, Bayes Business School



Cliff joined Bayes in 2011 as a Professor in Organisation Theory. He also served as Head of the Faculty of Management and Deputy Dean at Bayes between January 2011 and January 2016. Before coming to Bayes he spent four years at Queen Mary, University of London as a Professor of Organisation 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 organisation and organising. He is particularly interested in the study of leadership processes, employee engagement, and organisational 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*, *Organisation*, and *Organisation Studies*. He is the European Editor for *Journal of Organisational Change Management* and Associate Editor for *Journal of Change Management*. He is also a co-director of ICROD (the International Centre for Research on Organisational 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 (Organisation 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.

Professor Stephen Thomas

Professor of Finance



Professor Stephen Thomas is an internationally renowned academic and has held numerous senior posts around the world. He has held professorships in Finance at the University of Wales, in Financial Markets at the University of Southampton, and joined Bayes as Professor of Finance in 2007. His roles have included Associate Dean for MBA programmes and co-director of the Executive PhD programme. Professor Thomas was also a Visiting Professor at Queen's in Canada between 1986 and 1987, Houblon-Norman Fellow at the Bank of England, and has been a Visiting Professor at the ISMA Centre of the University of Reading. He has won numerous prestigious academic prizes including 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 been an investment strategist and partner for a private client investment firm, Firecrest Hambro, and on the Investment Management Committee of Hasley Investment Management, a multi-strategy investment fund. He was a director of the Bear Stearns Global Alpha fund, a quantitative multi-asset hedge fund. He founded a range of publications on global credit with Interactive Data (formerly FT). He also undertaken consultancy and teaching in risk and asset management and corporate finance at various global financial institutions. He has been involved in professional exams for the investment industry, including serving on the exams and education committee for CFA UK and co-authoring their official training material for over 30 years. He established Solent Systematic Investment Strategies as a vehicle to create investment indices for global investment banks and associated investment funds.

Dr Sasikumar Sundaram

Senior Lecturer, City St George's, University of London



Dr Sasikumar S. Sundaram is a Senior Lecturer at the Department of International Politics at City St George's, University of London, Vice Chair of the Global South Caucus of the International Studies Association (ISA), and a Thematic Lead on Resolving Uncertainty and Addressing Crises theme of the South and East Network for Social Sciences, an Economic and Social Research Council-funded Doctoral Training Partnership programme. He directs the Cluster for Global Disorder Studies at City St George's.

Sashi's main research interests lie in Geopolitics, Global governance of Cyber Security and Artificial Intelligence, Status and Reputation concerns of Global South states, and foreign and Security Policies of India, Brazil and China. His research has been published in *International Theory*, *International Studies Quarterly*, *Journal of International Political Theory*, and *Journal of Global Security Studies*, among other places. His forthcoming book is *Rhetorical Powers: How Rising States Shape International Order* (New York: Columbia University Press, 2025)

He earned his doctorate in 2017 from Central European University (CEU). In his doctoral years, he taught in Brazil, engaged with higher education internationalisation project in Myanmar, and researched with Erasmus-Mundus scholarship at the Nordic Institute of Asia Studies (NIAS), Denmark. Thereafter, he was a postdoctoral researcher in International Relations at the University of São Paulo, Brazil and American University, Washington DC. Before his PhD, he worked at the Institute for Defence Studies and Analyses (now MP-IDSA), New Delhi; held a visiting researcher position at the Norwegian Institute of Defence Studies (IFS), Oslo; and worked on a major research project on Indian Parliament and India's nuclear and missile policy making.

Richard Johnson

Consultant in Digital Banking, Payments, Commerce & Fintech



Richard is a global thought leader in fintech and the digital disruption of banking, payments, and commerce, drawing on his extensive financial services background, experience in high-growth tech companies, and strategic insight. He began his career at one of the UK's Big Four banks, where he spent 20 years across all sectors, with a focus on retail banking in front-line, advisory, strategic and senior management roles. Having played a key role in guiding the growing influence of technology in banking, Richard can claim to have worked in 'fintech' for over 30 years.

In the early 2000s, Richard led internet and telephone banking propositions at RBS/NatWest. Recognising the emerging opportunity in mobile financial services, he joined the tech start-up Monitise, one of the original fintech pioneers. Monitise grew to a peak \$2bn valuation with deployments across Europe, the US and Asia. Richard was central to the firm's market insight, strategy, and proposition development and advised businesses globally. He also led Monitise's external relations with analysts, media and at industry conferences.

Combining large corporate and start-up experience, Richard now advises a range of businesses on digital and fintech strategies and delivers executive training programmes on the digitisation of financial services in markets worldwide. He holds a first degree in Mathematics from Oxford University and a Master's in Management Science from Imperial College, London.

Dr Aneesh Banerjee

Reader in Management, Bayes Business School



Dr Banerjee is a Reader in Management and presently leads the Technology and Innovation Management subject group at Bayes Business School. His award-winning research focuses on various types of technology adoption – from ERP to Automation and AI – in several industries such as high-tech, software, healthcare, fintech, cultural & creative industries. His most recent research focuses on the perceptions and values associated with AI tools among different stakeholders within complex systems.

Pedagogically, as the founding Course Director of the online Global MBA, he led the academic development of the degree as well as courses such as 'Competitive Edge with Digital Technologies' and 'Leading AI and Industry 4.0'. He teaches on the MBA,

Executive MBA, as well as custom Executive Education programmes, specialising in topics on Digital Strategy. His pedagogical contributions have been recognised with the University Chancellor's Award. Before joining academia, Dr Banerjee worked in technology consulting with leading global firms.

Nadia Marchant

Consultant, iOpener Institute



Nadia is a coach and facilitator who focuses on learning and development with a particular interest in the power and process of relationship and influence. Nadia's aim is to build confidence and inspire others to use effective tools and techniques. Her background as a journalist with the BBC encourages others to be clear on messaging and remain memorable. As a linguist, one of her key strengths is her ability to notice the details of what her participants say and do. It is this detail that can be changed for the better to achieve more successful results.

Nadia's empathy, warmth and dynamism means she connects quickly with her groups to help them achieve the outcomes they want. She particularly enjoys her work with professional services and business education, understanding the pressure these participants are under and their need to deliver quickly. Her international experience means she is skilled at handling diversity, a wide range of needs and getting groups to gel fast.

Dr Dimitris Paraskevopoulos

Reader in Operations and Supply Chain Management, Bayes Business School



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

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

Dr Ruth Wandhöfer

Visiting Professor, Bayes Business School



Ruth Wandhöfer has been instrumental in shaping the future of finance during her impressive career over more than two decades. She operates at the nexus of data, technology, identity finance and regulation and is passionate about creating the decentralised digital economy of the future, bringing back personal agency and putting us humans at the centre. As a very influential female leader in the technology space, she promotes understanding, development and deployment of new business models for our digital future across financial markets and processes.

With a diverse career across regulatory policy development, banking, Fintech/Regtech mentoring, investing and consulting she finds herself at the centre of the evolving digital ecosystem of players with the ability to advise, accelerate, promote and enable technology players to become an integral part of the new financial ecosystem.

After a distinguished career of over a decade with Citi, Ruth is a speaker and runs her own advisory and consulting business. She is also an independent Non-Executive Director on the boards of Permanent TSB, Gresham Technologies, Aquis Exchange and RTGS.global and has been an active Angel and VC investor for years. In addition, she is the Chair of the Statutory Payment Systems Regulator (PSR) Panel in the UK and advises the City of London Corporation, the British Standards Institution and the European Third Party Provider Association (ETPPA).

Ruth was named as one of 2010s 'Rising Stars' by Financial News, named in Management Today's 2011 '35 Women under 35' list of women to watch, and identified as one of the 100 Most Influential People in Finance 2012 by the Treasury Risk Magazine. She received the 'Women in Banking and Finance Award for Achievement' in 2015 and in 2016, 2017, 2018, 2020, 2021 and 2022 she was named on the global 'Women in Fintech Powerlist' of Innovate Finance (Senior Leader in 2020, 2021, 2022). She is a Top 10 Global Fintech Influencer (Fintech Power 50).

Joe DiVanna

Economist, Author and Commentator on Banking, Finance and Global Economics



Joe DiVanna is a globally recognised expert in banking, finance and strategy, with over 40 years' experience advising financial institutions, corporates, regulators and governments worldwide. He is Managing Director of Maris Strategies, an innovation research and advisory think-tank, and a leading voice on banking efficiency, financial technology, strategic leadership and the evolving global economy. He regularly speaks on key issues including the global economy, people strategy, ESG, market trends and leadership, and has worked with C-suite leaders across banking, manufacturing, technology, energy and government sectors.

Described by The Economist as a 'polymath', Joe is known for his unconventional and thought-provoking approach to business strategy. His work focuses on helping organisations understand why they do what they do — drawing on lessons from history to navigate the challenges of today's complex financial landscape. He has advised over two dozen global banks, including major institutions in China, Africa and the Middle East, and is the author of multiple publications on retail banking, Islamic finance, digital transformation and the future of financial services.

Joe is a By-Fellow of Churchill College, Cambridge, a faculty member at The Møller Centre, and an advisor to the Centre for Risk Studies at the University of Cambridge Judge Business School. He has taught on executive education programmes worldwide, including at Bayes, Harvard, Duke, Oxford, Cambridge and in markets across Asia, the Middle East, Africa, Europe and Australia. His bespoke executive learning programmes and strategic frameworks are used by financial institutions globally to drive innovation, improve performance, and respond to the challenges of the digital economy.



ABOUT BAYES BUSINESS SCHOOL

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

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

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

Bayes Business School Rankings

- Ranked in the top one percent of business schools in the world by the Financial Times and The Economist
- Bayes Business School is among the global elite of business schools that hold the gold standard of 'triple crown' accreditation from AACSB, AMBA and EQUIS
- 2nd best in London, 5th in the UK, 27th in Europe (Financial Times European Business School ranking 2023)
- 5th in the UK for business and management research. A total of 92% of its research was rated as world-leading (4*) or internationally excellent (3*) (The Research Excellence Framework 2021)
- Top ten in the UK, 3rd globally for growth, 74th globally for custom Executive Education (Financial Times Executive Education custom ranking 2023)
- 4th globally for Corporate Strategy (Financial Times Global MBA ranking 2022)
- 2nd in the UK, 5th in Europe, 13th Globally for Entrepreneurship (Poets and Quants World's Best MBA Programmes for Entrepreneurship 2024)

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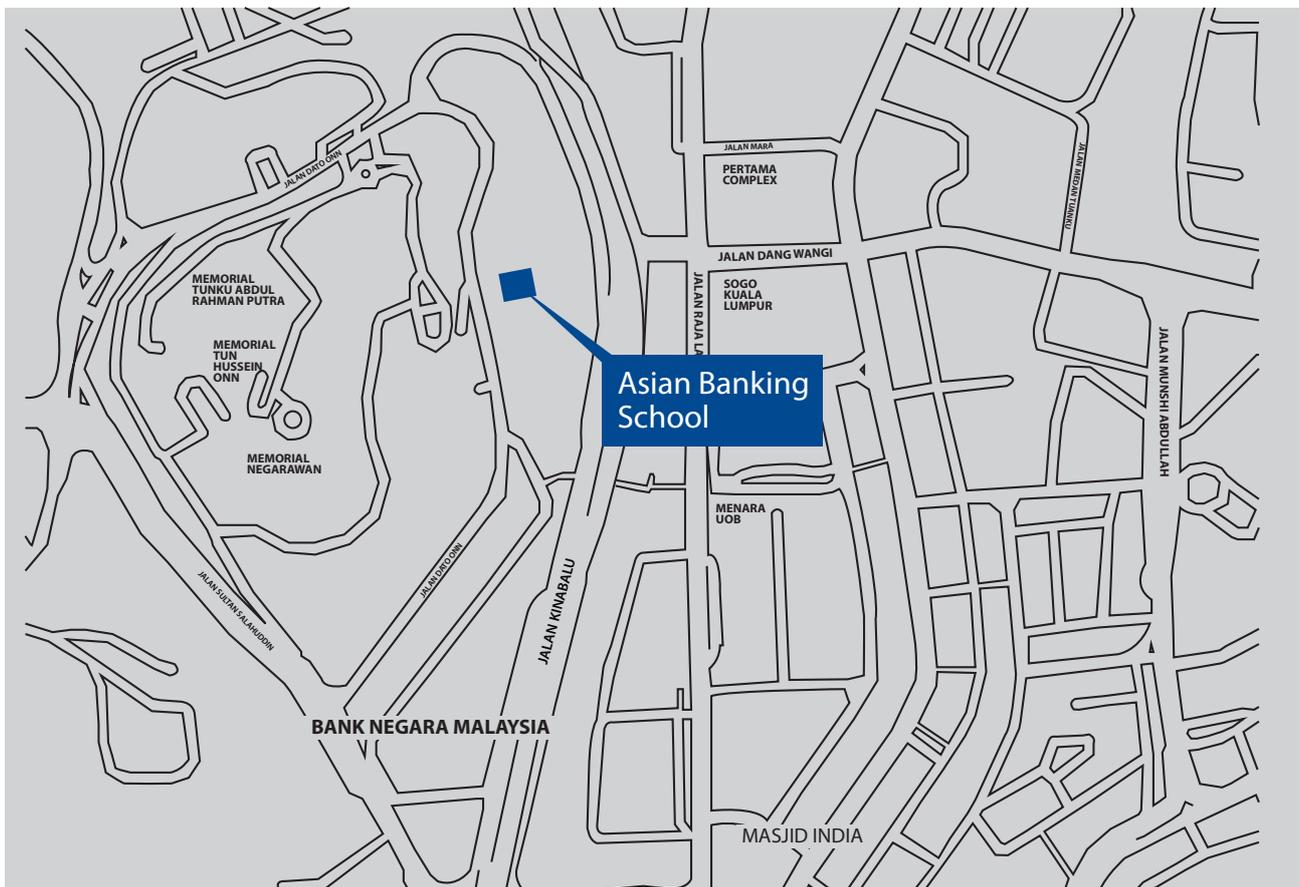
The programme has definitely got me thinking and challenging what my previous thoughts were. It has definitely broadened and given context to so many issues that I have struggled to piece together.





Week 1 : **Asian Banking School**

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





Week 2 : Bayes Business School

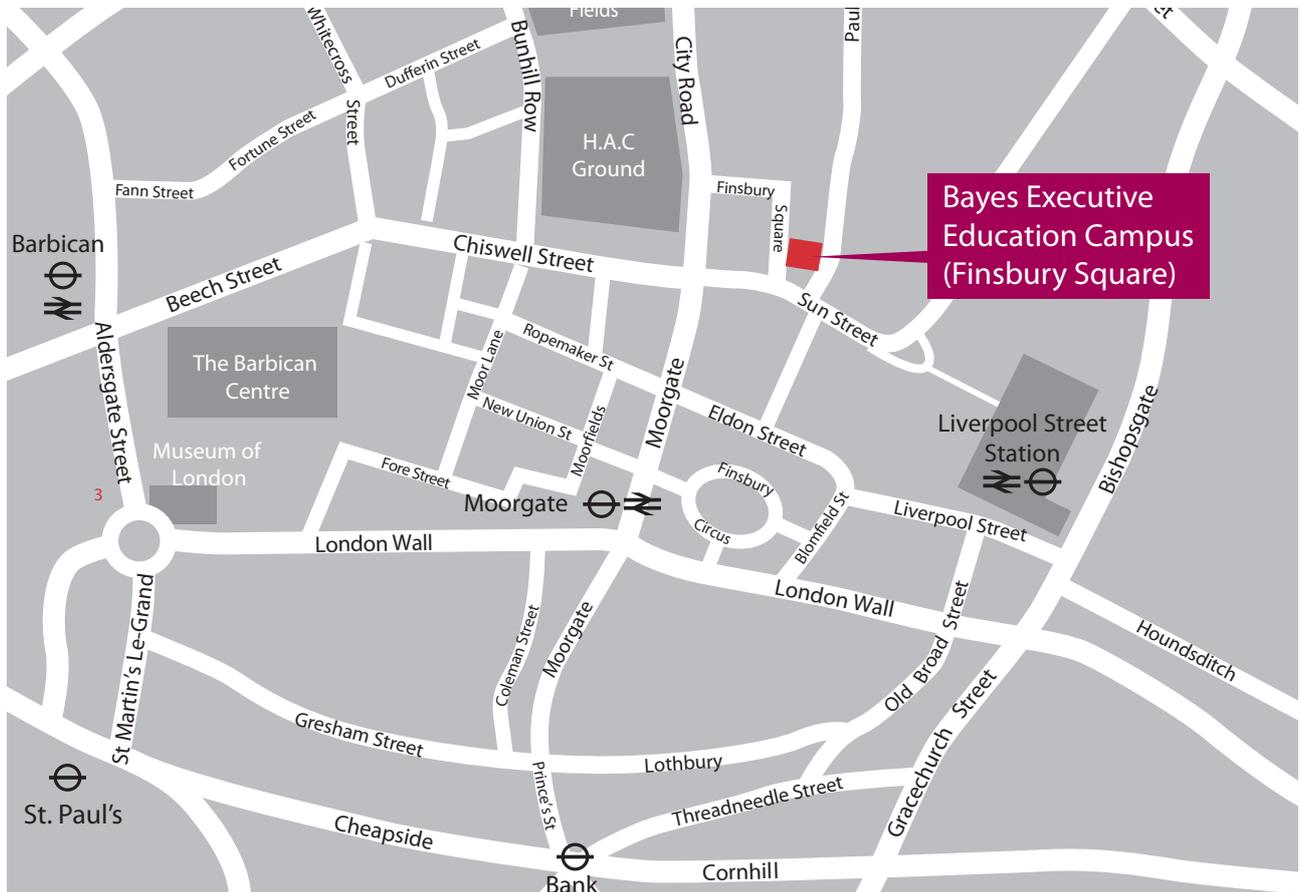
Week 2 in London will be held at the new Executive Education campus for the Bayes Business School. Located at Finsbury Square, it can be reached easily via public transportation:

Moorgate and Old Street on the Northern Line (bank branch)

Barbican, Liverpool Street and Moorgate on the Metropolitan, Hammersmith & City and Circle Lines

Liverpool Street on the Central Line.

Bus routes 21, 43, 76, 141, 153 and 214



ACCOMMODATION IN LONDON

The Montcalm Royal London House

22 - 25 Finsbury Square, London EC2A 1DX

Phone: +44 (0) 20 7614 0110 WhatsApp +44 (0) 7525 594 562

www.montcalmroyallondoncity.co.uk

Accommodation will be provided at The Montcalm Royal London House for participants' stay during the second week of the programme in London. It is based on single occupancy and is included with the programme fee. The hotel is located conveniently at only a one-minute walk to the new Bayes Executive Education Campus on Finsbury Square and a six-minute walk to the Moorgate Tube Station.

Accommodation Type

- Deluxe Double
Room size : 20 sqm. Elemis toiletries and free wifi included
Breakfast is included in the rate



ABOUT US

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

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

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 in ASEAN 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.

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Asian Banking School



Asian Banking School (ABS)

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