ABS in London | Executive Education

GLOBAL BANKING LEADERS PROGRAMME 2026


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ABS FLAGSHIP PROGRAMME

GLOBAL BANKING LEADERS PROGRAMME

Resilience amidst disruption

30 November – 11 December 2026

The annual Global Banking Leaders Programme is a flagship programme of the Asian Banking School (ABS), launched in 2016 in collaboration with Bayes Business School. The programme is designed for senior professionals in banking and finance. This ninth annual programme blends lectures, interactive debates, case studies and group work, led by Bayes faculty and industry experts. It covers essential leadership topics for the contemporary era, including resilient leadership, high performing teams, strategic change, digital disruption, geopolitics, and of particular relevance to the Malaysian context – financial literacy and its impact on bank strategies. The two-week programme is to be held in Kuala Lumpur on 30 November – 3 December 2026 and London on 7 – 11 December 2026.

The Global Banking Leaders Programme equips participants with essential insights into strategic and technological change, while also focusing on developing leadership skills and fostering innovation. The practical application of learned concepts through real management challenges, and personal reflection on individual successes and failures, further prepares leaders to navigate the complexities of today's banking environment.

PROGRAMME AT A GLANCE

GLOBAL BANKING LEADERS PROGRAMME

30 November – 11 December 2026

LEARNING OUTCOMES

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

1. Build a resilient and adaptable leadership brand
2. Recognise variables and influences in managing teams and stakeholders
3. Formulate strategic and forward-looking plans for the organisation
4. Evaluate digital tools as enablers for informed decisions and sustainable growth
5. Lead and foster innovation in the organisation

PROGRAMME FEES*

MYR 90,000
per participant

* *The fee includes all training activities and materials, company visits, lunches during training days, special dinners, social programme and accommodation (from 6 – 12 December 2026) in single occupancy rooms in a 4-star hotel.*

PAYMENT OPTIONS

- This programme is an approved **HRD Corp claimable** course.
- The programme fee and roundtrip airfare is **STF credit claimable** by qualifying Malaysian banks.

AICB 20 CPD HOURS

HRD CORP CLAIMABLE

MyCo ID: 201201039737

REGISTRATION

Please register online at
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 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.

PROGRAMME SCHEDULE – WEEK ONE, KUALA LUMPUR

Monday, 30 November	Tuesday, 1 December
Building a Resilient and Adaptable Leadership Brand • What does world-class leadership look like? • Leadership style and effectiveness inventory • What is my current leadership style? • How do lead others in uncertain times? • Situation-based leadership simulation • Developing effective contingent leadership strategies • Sharpening leadership decision-making processes • Decision-style leadership case incidents • Strategies for coping with ambiguity and complexity	**Behavioural Biases in Financial Institutions and their Role in Financial Crises** • 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 on regulatory biases on financial crises • Geopolitical risks and their integration into banking decisions • Using behavioural insights to enhance profitability and crisis resilience
Lunch	Lunch
Leadership Challenges in Running a Bank • 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	**Motivating Followers, Managing Stakeholders and Creating Engagement** • Understanding shifting motivational priorities • Managing talent and dealing with poor performers • Values, beliefs, and motives case study • Tackling common sources of de-motivation • Appreciating and managing individual differences • Generational differences in commitment and sources of motivation • Understanding follower needs and expectations • Managing financial and non-financial rewards and incentives • Maintaining equity and delegating effectively

MONDAY, 30 NOVEMBER 2026

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: Leader 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. The background of financial literacy challenges will provide a contemporary context. Additionally, we will examine the regulatory shifts influencing banking structures and the future of ESG priorities. Digital challenges will provide a continuously challenging context. Through interactive discussions, participants will gain a deeper understanding of world-class leadership in the Malaysian banking context.

Wednesday, 2 December	Thursday, 3 December
Developing and Managing High Performance Teams • Building agile, virtual and cross-disciplinary teams • Leveraging team and group dynamics • Individual v team performance case study • Assigning and balancing team roles and responsibilities • Understanding and managing cross-cultural and intergenerational differences in team situations • Cultivating the attributes of effective team interaction • Highlighting and tackling common team problems and pitfalls	**Strategic Risk Analysis for Banking Leaders** • 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 Cases and readings: 1. World Economic Forum-Outlook for 2027 2. Superforecasting :the Art and Science of Prediction,By Tetlock and Gardner Task: Assessing the Major Sources of Risk for Banking in Malaysia Over the Next 5 years: how should your bank prepare?
Lunch	Lunch
Enhancing Collaboration and Developing a Conducive Corporate Culture • Addressing silo-ism and unhealthy competition • Facilitating the formation of collaborative networks • Competition v collaboration team simulation • Managing conflicting and contrasting stakeholder demands • Facilitating hybrid and responsive cultures • Promoting networks and managing hierarchies • Utilizing 'reciprocity rings' group-based activity • Leveraging political systems and processes Case Studies: 1. Bank Negara and the Challenges of Financial Literacy 2. Bank Rakyat: digital transformation challenges 3. Starling Bank: a very different type of bank	**Leading Strategic Change in Challenging Times** • Why most change programmes fail • Core assumptions of traditional change initiatives • Addressing and overcoming resistance to change • Intergenerational differences in change readiness and change expectations • Change experimentation exercise • 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

TUESDAY, 1 DECEMBER 2026

Morning Session: Behavioural Bias 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.

WEDNESDAY, 2 DECEMBER 2026

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.

THURSDAY, 3 DECEMBER 2026

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.

This session requires participants to understand why most change programs fail and recognizing the core assumptions of traditional and stable change initiatives. Addressing and overcoming resistance to change is crucial for successful implementation. Identifying and embracing shifting change imperatives allows leaders to adapt and respond effectively to external triggers. Reviewing and discussing new emergent forms of change and positive-based approaches can provide innovative solutions and strategies for navigating complex environments. By focusing on these aspects, leaders can drive successful change initiatives even in the most challenging circumstances.

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.

PROGRAMME SCHEDULE – WEEK TWO, LONDON

Monday, 7 December	Tuesday, 8 December
Week 2 Introduction, Context Setting and Action Briefing **Global Economic and Geopolitical Outlook** • Global geopolitical trends reshaping political stability • Macro trends implications for banking leadership in Malaysia and the region • Debate on US-China tensions and the crisis in the Middle East • Oil shocks, economic shocks, and geoeconomics dynamics • How should banks respond to an increasingly volatile global landscape?	**Leading Innovation and Resilience** • 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
Lunch	Lunch
Fintech: The Digital Disruption of Financial Services • Disruptive technology and risks to incumbents • Strategic Framework • 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?	**The Value of Data and Machine Learning in Modern Finance** • 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 for making data-informed decisions in banking and finance including real-world examples
Welcome Dinner	Free Time

MONDAY, 7 DECEMBER 2026

Morning Session: 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 Week 2 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 Economic and Geopolitical Outlook

This session will explore how global geopolitical trends – ranging from wars, conflicts and economic shifts to oil crisis, climate change, resource scarcity, and disruptive technologies – are reshaping political and financial stability. It will examine the implications of these macro trends – most recently in the Middle East – for banking leadership in Malaysia. Participants will bring their insights to the debate on US-China tensions, Israel-Iran and the crisis in Middle East, polycrisis and reflect on how it challenges traditional models of financial leadership and strategy. We will examine oil shocks, economic shocks, geoeconomics in US treasury bonds, and political changes of polarization in the West and their impact on global power dynamics, and discuss the growing demands on Southeast Asian geopolitics for Malaysia's banking and growth 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.

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.

Wednesday, 9 December	Thursday, 10 December	Friday, 11 December
How to build a Bank's Strategic Playbook • 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 and Inspiring Others: Using the Power of Narrative** • 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	**Putting Learning into Practice: Personal Action Planning** • 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 session Certificate Ceremony and Group Photo
Lunch	Lunch	Lunch
Financial Services Under Attack: Technology Strategies for Safety, Security and Resilience • Emerging financial technologies and AI • Cybersecurity, privacy and digital trust • Operational resilience and regulation • Practical strategies for safer innovation	**Two off-site visits to financial institutions in London linked to the learning objective of the programme**	The Programme ends after lunch and participants are free to enjoy their time in London
Free Time	Farewell Dinner	

TUESDAY, 8 DECEMBER 2026

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.

WEDNESDAY, 9 DECEMBER 2026

Morning 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.

Afternoon Session: Financial Services Under Attack: Technology Strategies for Safety, Security and Resilience

Financial services are entering a period of profound technological change. Artificial intelligence, digital identity, tokenisation, decentralised finance and new digital infrastructures are reshaping how customers interact with financial institutions, how transactions are authorised and how trust is established. At the same time, cyber threats are becoming more sophisticated, operational resilience has become a board-level priority, and regulators are demanding new approaches to digital risk management.

This highly interactive three-hour workshop explores the technology trends that will define the next generation of financial services and examines the practical strategies organisations can adopt to improve security, privacy and resilience while continuing to innovate.

Rather than viewing cyber security, digital identity and operational resilience as separate disciplines, the workshop demonstrates how they are converging into a single strategic challenge. Through discussion, case studies and practical examples drawn from financial services around the world, delegates will explore six major technology-driven shifts that are transforming the industry:

- The emergence of agentic commerce and AI-driven financial services, where intelligent software agents increasingly act on behalf of customers
- The transition from traditional identification towards dynamic authorisation and digital credentials as the foundation of trusted transactions
- Building resilient financial infrastructure capable of withstanding both cyber attacks and wider operational disruption
- The evolution of decentralised finance, tokenisation and digital assets as building blocks for next-generation financial market infrastructure
- The rise of new customer interfaces and the gradual transition beyond today's app-based financial services
- Preparing for long-term technological disruption, including the opportunities and security implications of quantum computing

Throughout the session, delegates will examine the implications of these developments for financial crime prevention, customer trust, privacy, regulatory compliance and operational resilience, including the lessons emerging from frameworks such as the European Digital Operational Resilience Act (DORA).

By the end of the workshop, participants will have a clear understanding of the forces reshaping financial services, the strategic choices facing financial institutions, and the practical actions required to build safer, more resilient and future-ready organisations in an increasingly digital economy.

THURSDAY, 10 DECEMBER 2026

Morning Session: Engaging and 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: Two off-site visits to financial institutions in London linked to the learning objective of the programme

FRIDAY, 11 DECEMBER 2026

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.

Certificate Ceremony

Participants will receive their certificates during a special ceremony, celebrating their achievements and the completion of the program. This event will provide an opportunity to acknowledge their hard work and dedication, and to share their accomplishments with peers and mentors.

Post-programme after three months: 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.

PROGRAMME FACULTY

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.

PROGRAMME FACULTY

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.

David G. W. Birch

Author, Advisor and Commentator on Digital Identity, Digital Money and Financial Innovation

David G. W. Birch is an internationally recognised author, advisor and commentator on digital financial services, with particular expertise in digital identity, digital money and the future of financial services. A renowned keynote speaker and thought leader, his work has helped shape debate on emerging technologies and their impact on banking, payments and commerce.

David is Principal at 15Mb Ltd., his advisory practice, and Global Ambassador for Consult Hyperion, the consulting arm of Fime. He is also a Senior Research Fellow at King's College Business School in London and serves as Non-Executive Chairman of Digiseq Ltd. In addition, he holds advisory roles with a number of technology and financial services firms in Europe and the United States, including OneID, PaymentWorks, Au10tix and KYP – Know Your Partner.

Throughout his career, David has been recognised as one of the most influential voices in financial technology, banking and payments. He has written extensively on the future of digital identity, digital currencies, financial innovation and the broader digital economy. His recent research has explored topics including agentic finance, payment system resilience and the implications of non-human customers.

David is a regular contributor to industry and business publications and has written for outlets including the *Financial Times, The Guardian* and *Financial World.* He is also a Forbes contributor and a frequent media commentator on digital finance, payments and technology.

His most recent book, *Money in the Metaverse,* examines the opportunities created by virtual worlds, digital assets and digital identity for financial services. Previous publications include *The Currency Cold War, Before Babylon, Beyond Bitcoin* and *Identity is the New Money,* all of which explore the evolving relationship between technology, identity and the future of money.

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

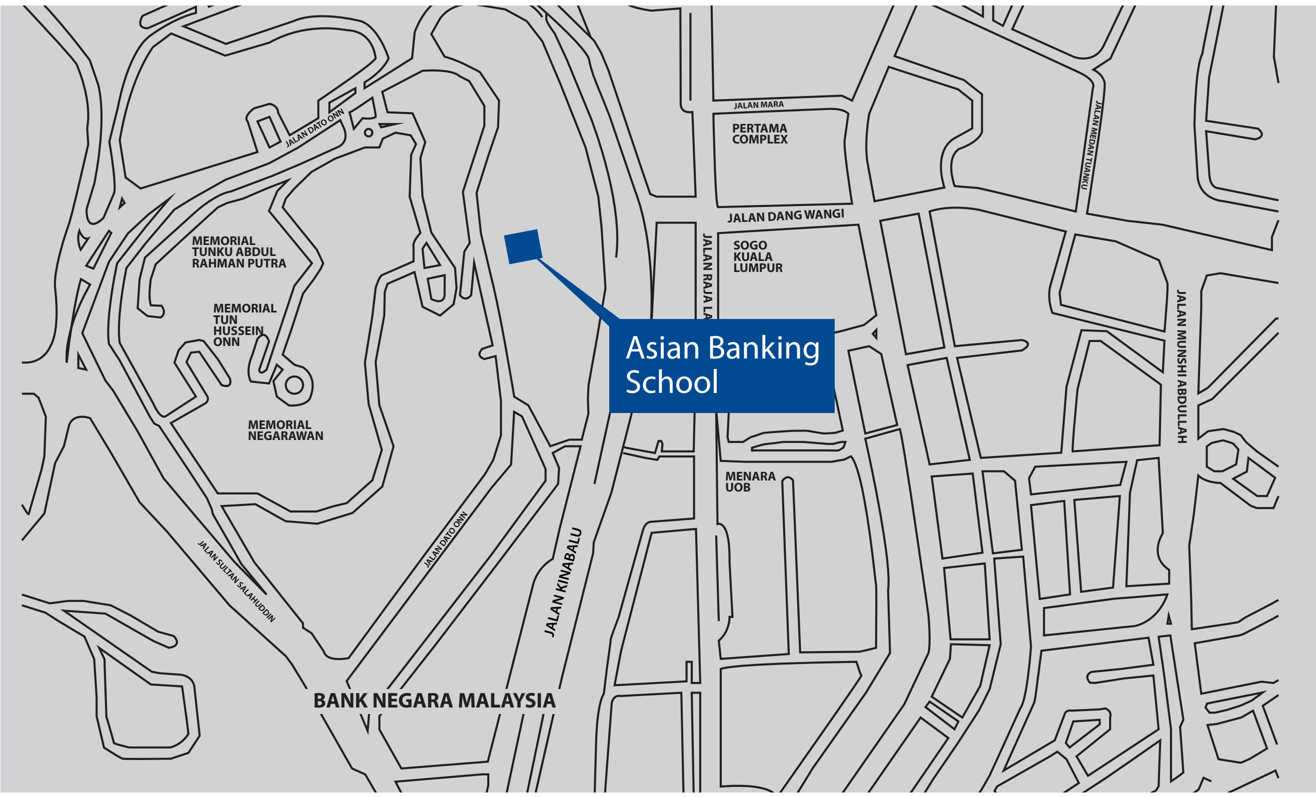
BAYES BUSINESS SCHOOL RANKINGS

- 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
- 5^{th} in the UK for business and management research. A total of 92 per cent of our research was rated as world-leading (4*) or internationally excellent (3*) (The Research Excellence Framework 2021)
- 2^{nd} best in London, 6^{th} in the UK, 34^{th} in Europe (Financial Times European Business School ranking 2025)
- 5^{th} in the UK for Finance Research, 8^{th} in the UK for Management (ShanghaiRanking's Global Ranking of Academic Subjects 2024)
- Top ten in the UK, 77^{th} globally for custom Executive Education (Financial Times Executive Education custom ranking 2026)
- 1^{st} in the UK for growth (Financial Times Executive Education custom ranking 2026)

PROGRAMME VENUE

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.

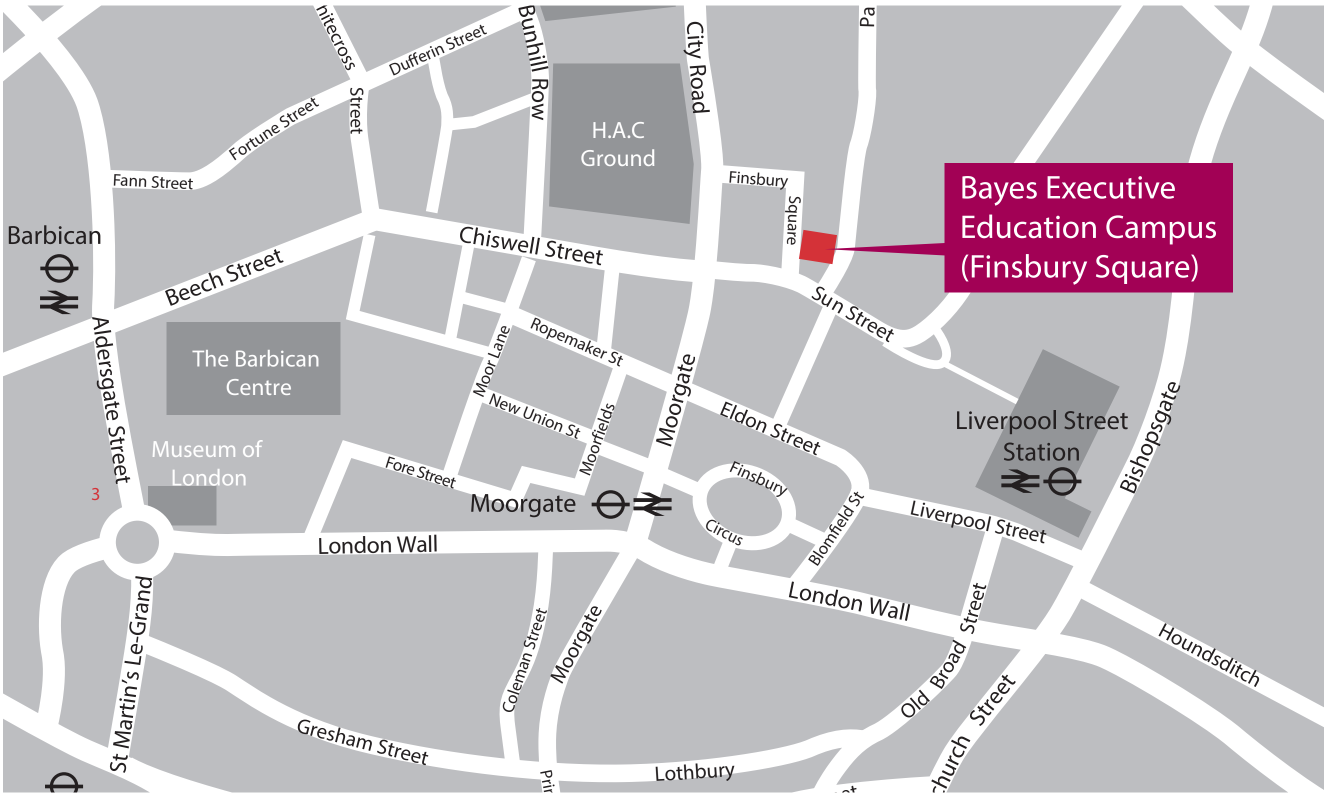


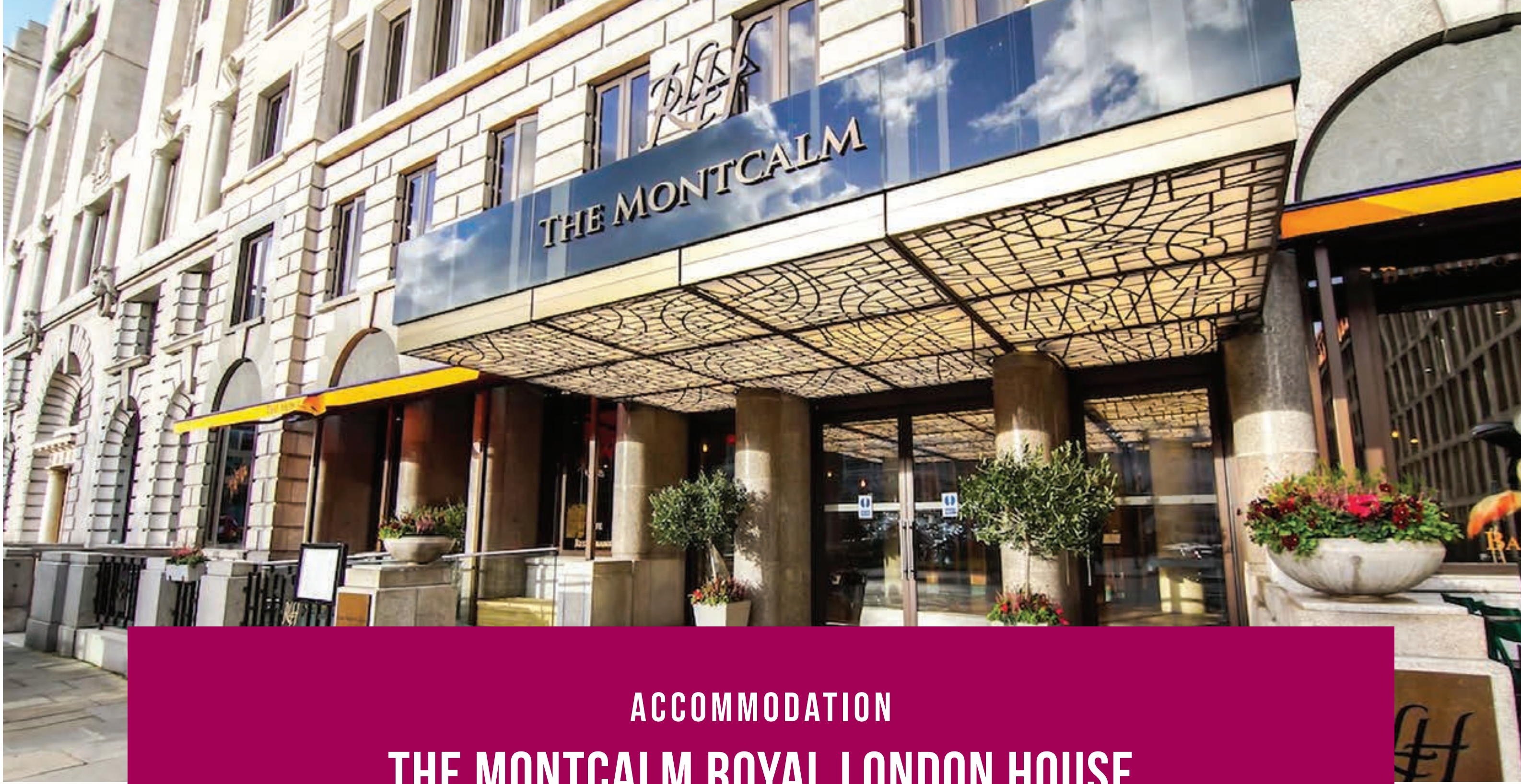
PROGRAMME VENUE

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

THE MONTCALM ROYAL LONDON HOUSE

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

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

GETTING TO LONDON

Getting to London and Bayes Business School is easy, no matter where you are travelling from or how you choose to travel.

By air:

London is served by six major international airports: Heathrow, Gatwick, Stansted, Luton, London City, and Southend. These airports receive direct flights from destinations across the UK, Europe, Asia, the Middle East, North America, and beyond.

Bayes Business School is located in central London and is easily accessible from all London airports via public transport. London City Airport offers the quickest access to the School, with the Docklands Light Railway (DLR) connecting directly to Bank station in approximately 25 minutes. From Bank, Bayes Business School is within walking distance or a short Underground journey to Moorgate or Old Street stations.

Heathrow Airport is connected to central London by the Elizabeth Line and the London Underground, while Gatwick, Stansted, and Luton airports all offer frequent rail services into central London.

By rail:

London has excellent rail connections throughout the United Kingdom.

High-speed services connect London with major cities including Edinburgh, Manchester, Birmingham, Bristol, Leeds, and Newcastle. Travellers from continental Europe can also arrive via the Eurostar service, which operates between London St Pancras International and Paris, Brussels, Amsterdam, and other European destinations.

Bayes Business School is conveniently located near several major railway and Underground stations. The closest stations include:

- **Moorgate** and **Old Street** on the Northern Line.
- **Barbican**, **Liverpool Street**, and **Moorgate** on the Circle, Metropolitan, Hammersmith & City, and Elizabeth lines.
- **Liverpool Street** on the Central and Elizabeth lines.

Liverpool Street Station, one of London's major rail hubs, is within walking distance of the School and provides convenient connections to national rail services and London’s public transport network.

Bayes Business School Location:

Bayes Business School's main postgraduate campus is located at:

Bayes Business School
106 Bunhill Row
London EC1Y 8TZ
United Kingdom

For more information on travelling to Bayes Business School, please visit:

https://www.bayes.citystgeorges.ac.uk/about/find-us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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 Bayes Business School (formerly Cass) in London, 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 began operations in 2015 and has continued to set the standard for developing talent in the banking industry through its innovative, unique, and relevant training programmes that have transformed the banking education landscape. In 2023, ABS established its Singapore office as part of its expansion plans to provide personalised training consultancy services within the region and is well positioned to be a gateway to the global markets.

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