



GLOBAL BANKING LEADERS PROGRAMME

An aerial photograph of St Paul's Cathedral in London, showing its large dome and classical architecture. The cathedral is surrounded by modern city buildings and construction cranes. In the foreground, the River Thames is visible with a small boat. A semi-transparent white box is overlaid on the left side of the image, containing text about CASS Business School.

CASS BUSINESS SCHOOL

- Ranked in the top one percent of business schools in the world by the Financial Times and The Economist
- Ranked in the top 10 UK business schools for business and management research according to the UK Government Research Assessment Exercise (RAE). 90% of research is of international significance, over 50% is 'world leading' and their academics carry out more world-leading and internationally excellent research in business and management than Oxford or Cambridge; according to the RAE
- Finance faculty is the largest in Europe and produces research that is ranked second in Europe. Actuarial faculty produces leading research into insurance and risk, which is ranked second in the world
- Ranked number one in London and among the top ten UK institutions for courses in Accounting & Finance and Business, Management & Marketing by the Guardian University Guide 2017
- Ranked Top 1-year MBA in London by the Financial Times Global MBA Ranking 2018 and Forbes Best International MBAs: One-Year Programs 2017

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GLOBAL BANKING LEADERS PROGRAMME

26 NOVEMBER – 7 DECEMBER 2018



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



The annual **Global Banking Leaders Programme** is a flagship programme of the Asian Banking School (ABS) and was launched in 2016. The first of its kind to be developed specifically for the banking industry, it is a collaboration between ABS and the Cass Business School, City, University of London. This will be the third year of the Programme.

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

This unique programme has been designed for senior management from banking and other finance-related institutions and will give invaluable insights into areas that leaders of today must face head on. This includes building a leadership brand in banking, developing and managing high performance teams, stakeholder management, strategic change, behavioural finance, FinTech and digital transformation, innovation, enhancing collaborations and regulatory initiatives.

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

While the overall learning will be done via classroom style, it will not be the only element of the programme. The second week will see the use of a mix of interactive classroom sessions, field visits, industry talks and networking engagements to provide for a complete immersive learning experience; and what better place to do all that than in London, one of the world's greatest cities and the world's leading financial centre (as ranked by the Global Financial Centres Index 2018).

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

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

A handwritten signature in black ink, appearing to read 'Colyn Gardner'.

Professor Colyn Gardner
Chief Executive Officer, Asian Banking School

GLOBAL BANKING LEADERS PROGRAMME



WEEK 1

Kuala Lumpur,
Malaysia
26 – 30 Nov 2018

WEEK 2

London,
United Kingdom
3 – 7 Dec 2018

PROGRAMME FEES

MALAYSIAN PARTICIPANTS

MYR 80,000*
per participant

INTERNATIONAL PARTICIPANTS

USD 22,500*
per participant

**Fee includes lunch and other refreshments, as well as programme materials for one participant*

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 Asian Banking School at:
Tel: +603-2742 7822 or
Email: training@asianbankingschool.com

STAFF TRAINING FUND (STF)

ABS has received approval for special exemption to be made to the STF Credit Guideline to allow qualifying Malaysian banks to claim the full amount of their roundtrip airfare to and from London for the purpose of attending the 2nd week of the Global Banking Leaders programme. STF claims for accommodation of up to £200 per night are also allowed to be included for the London portion of this programme. This is in addition to the STF-claimable programme fee.

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
26 – 30 NOVEMBER 2018
KUALA LUMPUR, MALAYSIA



PROGRAMME OUTLINE – WEEK 1, KUALA LUMPUR

Schedule	Mon, 26 November	Tue, 27 November
09:00 – 10:30	<p>Welcome Session</p> <p>Leadership Challenges in Global Banking I (Steve Thomas)</p> <ul style="list-style-type: none"> • Creating scalable and sustainable profitable growth in a rapidly changing world • How can you win clients and keep them happy in this fast-moving retail environment? • Rebuilding balance sheets and reputation as an end game 	<p>Leadership Challenges in Global Banking II (Steve Thomas)</p> <ul style="list-style-type: none"> • Who are the real competitors? • Regulatory and macro developments affecting bank profitability and strategies • To what extent can innovation and digital developments restore bank profitability?
10:30 – 10:45 (break)		
10:45 - 12:30	<p>Building a Leadership Brand in Banking (Cliff Oswick)</p> <ul style="list-style-type: none"> • Key attributes of effective leaders: a consideration of the characteristics of successful leaders • Near and far leadership: an overview of leadership approaches • Working with different leadership styles: short assessment activity that highlights contrasting leadership predispositions 	<p>Enhancing Leadership Impact and Leveraging Follower Engagement in Banking (Cliff Oswick)</p> <ul style="list-style-type: none"> • Authentic leadership and values-driven leadership: components of authentic leadership • Understanding followership: a short trigger video around the notion of “Why should anyone be led by you?” • Exercising power and influence in leadership situations: a consideration of power and political behaviour
12:30 – 13:30	Lunch	Lunch
13:30 – 15:00	<p>Building a Leadership Brand in Banking (Cliff Oswick)</p> <ul style="list-style-type: none"> • “Situational Leadership” simulation: a structured experiential decision-making exercise • Leadership decision-making process: a presentation on the contingent nature of leadership decision styles • Lessons for building a leadership brand: a brief review of the key takeaways 	<p>Enhancing Leadership Impact and Leveraging Follower Engagement in Banking (Cliff Oswick)</p> <ul style="list-style-type: none"> • Motivating individuals and engaging followers: review of the use of rewards, equity and delegation • Transactional leadership: an exploration of transactional analysis principles applied to leadership • Review of creating impact and enhancing engagement: a brief review of key takeaways from the session
15:00 – 15:15 (break)		
15:15 – 16:30	<p>Corporate Entrepreneurship in Banking: Top 10 Tips (David Mellor)</p> <ul style="list-style-type: none"> • Its importance in the FinTech era (partner, build or buy?) • Key success factors • How to support corporate entrepreneurship activity 	<p>M&A: Top 10 Lessons for Business Success in Banks (David Mellor)</p> <ul style="list-style-type: none"> • Why M&A is important to banks • Why many M&A deals fail • What you can do about it
16:30 – 17:00	Discussion and Project Work	Discussion and Project Work

Wed, 28 November	Thu, 29 November	Fri, 30 November
<p>Lessons from Black Moments in Banking Leadership (Steve Thomas)</p> <ul style="list-style-type: none"> Lessons from the Great Financial Crisis for bank leaders and regulators Why do we never learn? How can bank leaders change bank culture to reduce the chance of crises? Can regulators escape industry 'capture'? 	<p>Behavioural Finance (BeFi) and Banking: Recent Developments (Steve Thomas)</p> <ul style="list-style-type: none"> The role of BeFi in bank decision-making and generating systemic risks Lessons from BeFi for driving innovation in marketing and bank product development Digital screens and nudging financial behaviours 	<p>Banking Banana Skins: What Have We Learnt? (Steve Thomas)</p> <ul style="list-style-type: none"> How have perceptions of the major threats to bank profitability shifted over time? What can we do to avoid repeating our worst mistakes? International evidence and lessons regarding Banking Banana Skins
<p>Developing and Managing High Performance Teams in Banking (Cliff Oswick)</p> <ul style="list-style-type: none"> Ice-breaker on team dynamics: an individual and group consensus exercise which explores aspects of team performance and decision-making Benefits of teamwork and the attributes of effective teams: a short interactive activity Understanding team roles: a short video and team role assessment 	<p>Stakeholder Management and Effective Collaboration in Banking (Cliff Oswick)</p> <ul style="list-style-type: none"> Plotting stakeholder expectations: 'role set analysis' activity to enable participants to map out stakeholder relationships Managing ambiguity and competing demands: a structured analysis of duplication, neglect and ambiguity Handling stakeholder conflict: managing and reconciling stakeholder conflict and addressing competing interests 	<p>Leading Strategic Change in Uncertain Times (Cliff Oswick)</p> <ul style="list-style-type: none"> Change experiences and the components of effective change: a structured discussion of good change practice Identification of the core assumptions of traditional change approaches: an analysis of established change assumptions Royal Bank of Canada – transforming managers: a two-part banking case study of effective planned change
Lunch	Lunch	
<p>Developing and Managing High Performance Teams in Banking (Cliff Oswick)</p> <ul style="list-style-type: none"> "Win-as-much-as-you-can": an inter-team simulation exercise Addressing teamwork problems: an analysis of the challenges of teamwork and how to address them Key points for managing high performance teams: a brief review of the key takeaways 	<p>Stakeholder Management and Effective Collaboration in Banking (Cliff Oswick)</p> <ul style="list-style-type: none"> Managing stakeholders as a process of negotiation: a practical examination of the essential components of stakeholder management Overcoming competition and enabling collaboration: a practical exercise and structured discussion Key lessons for managing stakeholders and collaboration 	<p>Leading Strategic Change in Uncertain Times (Cliff Oswick)</p> <ul style="list-style-type: none"> Review of contemporary and emerging perspectives on change New change techniques: an exploration of recently developed change techniques What is happening in practice? Examples of leading-edge change activity Lessons for leading change: a brief review of the key takeaways
<p>People Risk Management: Top 10 "Do's and Don'ts" (David Mellor)</p> <ul style="list-style-type: none"> Losses from poor people risk management in banks 3 lines of defence Risk indicators, adjusting controls and mitigating actions 	<p>Talent Management and Retention: Top 10 Strategies (David Mellor)</p> <ul style="list-style-type: none"> How to attract talent into a highly regulated banking world How to create an environment for the agile and flexible bank worker How to deliver on promises and engage with the workforce 	<p>Inspirational Gamechangers: 10 Practical Lessons from Successful Business Leaders (David Mellor)</p> <ul style="list-style-type: none"> Insights from successful and inspirational leaders for application in banking Key lessons to be learned from their success Key attributes of gamechangers
Discussion and Project Work	Discussion and Project Work	

WEEK 1 – MONDAY, 26 NOV 2018

Morning Session : **Leadership Challenges in Global Banking I**

The programme will open with a session that will set the tone for the next two weeks and present a broad overview of the many and varied challenges facing bank leaders today. Many of these themes will be revisited during the programme. It will start with an overview of the leadership challenges that are specific to banks with emphasis on building and maintaining sustainable growth, analysing the challenges around talent management, staff retention and rewards. It will continue with an analysis of banks' balance sheets and in particular what this means in terms of "rebuilding a bank's reputation".

Morning & Afternoon Sessions : **Building a Leadership Brand in Banking**

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

Afternoon Session : **Corporate Entrepreneurship in Banking : Top 10 Tips**

We will look at the key drivers behind corporate entrepreneurship, and how it differs from traditional entrepreneurship. We will then focus in on the bank reaction to FinTech, and the extent to which corporate entrepreneurship is playing a part in this. Finally, we will draw together the key success factors for corporate entrepreneurship in banking.

WEEK 1 – TUESDAY, 27 NOV 2018

Morning Session : **Leadership Challenges in Global Banking II**

The morning will start with a session focussing on banking and competition, and how this has changed over time. In particular, we will look at the regulatory and macro developments affecting bank profitability and strategies that can be used to manage these changes and the extent to which bank profitability can be restored through digital and related innovations.

Morning Session : **Enhancing Leadership Impact and Leveraging Follower Engagement in Banking**

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

Afternoon Session : **Enhancing Leadership Impact and Leveraging Follower Engagement in Banking**

The afternoon will be dedicated to 'leading others' (e.g. leading teams, motivating followers, managing conflict, delegating and engaging others). It will address topics such as the variables and influences in managing individual differences, and managing intrinsic and extrinsic systems of rewards and incentivisation, and maintaining and delegating effectively across teams.

Afternoon Session : **M&A : Top 10 Lessons for Business Success in Banks**

M&A transactions historically have not often been successful and banking is no exception. We will explore why this is and with the help of relevant examples of M&A transactions, create a blueprint for mitigating execution risk.

WEEK 1 – WEDNESDAY, 28 NOV 2018

Morning Session : **Lessons from Black Moments in Banking Leadership**

The morning session will start with an overview of behavioural lessons from the Global Financial Crisis (GFC) and those learned from similar international experiences. The session will include discussion of the following: the evolution of risk perceptions, forgetting history and regulatory developments that have arisen as a result of the GFC. Lessons for regulators as they face pressure to revisit the post-GFC regulatory tightening will be set in historical context and lessons learned from previous crises brought to the fore.

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

The core morning session on developing and managing team performance will focus on teamwork and the characteristics that differentiate high performing teams and low performing teams which are often, at best, only partially understood. In this session, participants will understand how to build effective teams and how to maximise the benefits of group-based forms of working. We will also discuss the benefits of teamwork and the attributes of effective teams and understanding team roles through a short video and team role assessment.

Afternoon Session : **Developing and Managing High-Performance Teams**

In the afternoon session, we will focus on inter-team simulation through a practical exercise and discuss how team problems can be addressed through everyday challenges. The session will conclude with key points for managing high-performance teams and how to put this into action.

Afternoon Session : **People Risk Management : Top 10 “Do’s and Don’ts”**

We will consider why banks have traditionally fallen short in terms of people risk management, and the financial consequences of this in terms of operational losses. We will look briefly at how they are beginning to try to address this, and conclude with some top tips on things to do and things to avoid if you want to mitigate people risk.

Morning Session : **Behavioural Finance (BeFi) and Banking : Recent Developments**

The morning session will first explore very recent research on how the popular techniques of BeFi can be used to improve decision-making in banks and financial firms. The influence of books such as Nudge by Cass Sunstein and Nobel Laureate Richard Thaler is now at the forefront of our understanding of how we make biased decisions as managers and regulators, and offer insight how to improve the quality of our decision-making; enhancing both economic stability and firm profitability. Further to this, very recent research by psychologists and economists explores the biases induced by the design of digital interfaces, e.g. by the choice of colour and the language of question design, and we will look at how this can be used in the banking world to nudge consumer behaviour.

Morning Session : **Stakeholder Management and Effective Collaboration in Banking**

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

Afternoon Session : **Stakeholder Management and Effective Collaboration in Banking**

In the afternoon, we will continue to explore stakeholders as a process of negotiation and how collaboration can be enabled through a practical exercise and structured discussion. We will conclude with practical lessons for managing and leveraging stakeholders successfully.

Afternoon Session : **Talent Management and Retention : Top 10 Strategies**

Banks are finding it a major challenge in not just attracting top talent, but retaining it. We will explore why this is the case and what can be done to improve the current situation. Out of this exploration, we will craft some key strategies for successful talent management.

Morning Session : **Banking Banana Skins: What Have We Learnt?**

This session will focus on the evolution of risk (and subsequent loss) in banking. Participants will firstly look at the extent to which risk areas were predicted and the extent to which they came as a complete surprise. This will also provide an opportunity to identify corporate signals i.e. what are the indicators that a bank is heading for trouble. Secondly, participants will explore why it is that history repeats itself so often in terms of banking losses, which will lead to a concluding assessment of the contribution of “the human factor” and related biases to losses.

Morning Session : **Leading Strategic Change in Uncertain Times**

The morning session will start with an appreciation of processes and best practice in managing strategic changes in an organisation but with a particular emphasis on the banking sector and taking into account recent well-known examples. Different approaches to planned organisational changes will be discussed, highlighting planned as well as emerging change programmes. Whilst exploring key change management principles, the programme will also tackle the challenge of “resistance to change” and overcoming it with a practical change intervention case study as an example for delegates to learn from and apply within their own context.

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

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

Afternoon Session : **Inspirational Gamechangers: 10 Practical Lessons from Successful Business Leaders**

"Inspirational Gamechangers" is a book containing interviews with 30 business leaders who have achieved extraordinary success. We will consider some of the important lessons which we can learn from and which could be successfully applied in a banking context.

Note : Participants are encouraged to make flight arrangements to London for Week 2 of the programme that same evening at the end of Day 5 in order to allow time to get well adjusted before starting classes the following Monday.







GLOBAL BANKING LEADERS
PROGRAMME

WEEK 2
3 - 7 DECEMBER 2018
LONDON, UNITED KINGDOM

PROGRAMME OUTLINE – WEEK 2, LONDON

Schedule	Mon, 3 December	Tue, 4 December
09:00 – 12:30	Welcome and Registration (08:30 – 09:00)	Regulatory Initiatives in Banking and Capital Markets (Gerry Harvey) Dark times in action
10:30 – 11:00 (break)	<p>Economic and Policy Background in the Global Financial Markets (Simon Wells, Chief European Economist, HSBC)</p> <ul style="list-style-type: none"> Global economic and financial issues from a European perspective (including trade wars, Trump and Brexit) Considerations and impact on the banking industry (credit, asset prices, bonds and yields) of global macro developments <p>The Asian picture:</p> <ul style="list-style-type: none"> Macroeconomic policy in South East (SE) Asia: trends, developments and policy 	<ul style="list-style-type: none"> Behavioural clusters Managing problems <p>Building a New Bank in the UK: Opportunities and Risks in SE Asia (Julian Sawyer, Starling Bank; Steve Thomas & David Mellor)</p> <ul style="list-style-type: none"> Becoming a Bank Building the Bank: ways of working and challenges SE Asian challenges
12:30 – 13:30	Lunch	Lunch
13:30 – 16:30	<p>FinTech and the Banking Sector (Matthew Gardiner)</p> <ul style="list-style-type: none"> FinTech developments and impact on banking practices Challenges and opportunities Implications for banks, customers and security risks 	<p>Visit to a Digital Innovation Hub Focussing on FinTech – Barclays Rise</p> <p>Talk by Seldon Seldon was part of Barclays Techstars '16 and has since then, been building applied AI use cases alongside some of the brightest minds in the finance and technology world. They are based at Rise London, where they host TensorFlow London, a community of over 1,600 data scientists and ML enthusiasts.</p>
15:00 – 15:15 (break) – for onsite classes		
16:30 – 17:30	<p>Invited Speaker Session</p> <p>Banks' Advanced Simulations for Risk Management (Justin Lyon, CEO & Founder, Symudyne)</p>	<p>Project work and coaching with David Mellor and Steve Thomas</p> <ul style="list-style-type: none"> Apply knowledge gained from Weeks 1 & 2 to participants' own projects
17:30 – 18:30	Project coaching	
After hours	Welcome Dinner Royal Exchange Grand Café	

Wed, 5 December	Thu, 6 December	Fri, 7 December
Leveraging Networks and Enhancing Collaborations (Santi Furnari) <ul style="list-style-type: none"> Leveraging networks to generate new business and leverage existing business Creating value for career and organisation The reciprocity ring simulation exercise 	Digital Transformation in the Banking Sector (Gianvito Lanzolla) <ul style="list-style-type: none"> Where does digital transformation come from? Where is it heading? The unstoppable business transformation forces and the strategic imperatives Implications for leadership and governance 	Project Presentations with Panel <ul style="list-style-type: none"> Matthew Gardiner Bob Scanlon Gerry Harvey Andrew Pullman 12:00 – 12.30 Certification and Group Photo
Lunch	Lunch	Lunch
Customer Relations and Customer Centricity (Sionade Robinson) <ul style="list-style-type: none"> Outside-in sources of customer value Customer relationships as assets Building a customer-centric organisation 	The Opportunities for Banks from Robo Investing (Shaun Port) <ul style="list-style-type: none"> What is robo/digital wealth management? Different variants across the world Demo of the Nutmeg on-boarding process Future of digital propositions and Q&A Innovation and Artificial Intelligence in the Banking Sector (Matthew Gardiner)	13:30 – 14.30 Becoming a Chartered Banker (Giles Cuthbert, Managing Director, Chartered Banker Institute) 14:30 – 16.30 Visit to the Bank of England Museum (optional)
Invited Speaker Session Customer Services Model in a New Bank (Jimmy Munoz, Local Director, Metro Bank)	Project work and coaching with David Mellor and Steve Thomas <ul style="list-style-type: none"> Apply knowledge gained from Weeks 1 & 2 to participants' own projects 	
Project work		
Free time	Farewell Dinner Chiswell Street Dining Rooms	

WEEK 2 – MONDAY, 3 DEC 2018

Morning Session : **Economic and Policy Background in the Global Financial Markets**

The week will start by looking at the economic context for the banking sector going forward, focussing on issues of macroeconomic, monetary and fiscal developments against the challenging background of the ending of quantitative easing (QE) in the main markets along with the potential for rising interest rates. This is a rather unique historical development as QE has not been tried before and to-date it has been punishing for international bank profitability. Will the end of QE benefit the banking sector? A number of large issues have alarmed policymakers of late and these will directly affect bank profitability including the resurgence of protectionism, exchange rate volatility and the slow growth of productivity. The issue of Brexit and its impact on financial services and economic prosperity will also be addressed. We then move on to discuss how these issues will affect Asian economies, with Malaysia in particular. The specific challenges for banks in the region will be discussed and participants will be asked to look ahead to consider how the likely evolution of the global economy over the medium and long-term will impact the Malaysian and region's banking industry.

Afternoon Session : **FinTech and the Banking Sector**

In this session, participants will explore the relationship between digital technologies and the forces that are transforming products and services, business models, innovation systems and value chains in the financial services sector. By the close of the session, participants will be able to develop a 'digital transformation roadmap' for their own banks to help them make the most of the on-going digital revolution. With the roadmap they will be able to begin to embrace digital transformation, something that they need to do before their competitors.

Afternoon Session : **Banks' Advanced Simulations for Risk Management**

The day will conclude with a talk by FinTech company, Simudyne. Trusted by top financial institutions to tackle complex and previously unsolvable problems through computational simulation, Simudyne will present an advanced simulation for Risk Management and how this impacts the banking sector.

WEEK 2 – TUESDAY, 4 DEC 2018

Morning Session : **Regulatory Initiatives in Banking and Capital Markets**

We begin the day with a first-hand account of how to build a retail bank in the UK, based on the successful launch of a recent app-based retail and commercial bank. The specific challenges of funding, regulatory issues and operational challenges will be discussed by an executive board member. The extent to which technology itself is a sufficient competitive advantage to facilitate product differentiation in the UK will be discussed, along with the critical issues around which product areas to enter in a mature banking market.

Morning Session : **Building a New Bank in the UK: Opportunities and Risks in South East Asia**

After hearing about the personal UK journey, we will have an interactive discussion regarding the Asian and, in particular, the Malaysian experience, involving building a new bank. How have banking start-ups fared in the region? What is the role of technology in securing some comparative advantage? What is the view of the regulator in encouraging banking start-ups and how do such companies compare to those in nearby ASEAN companies.

Afternoon Session : **Industry Visit and Project Work**

In the afternoon, participants will visit Barclays Rise, a digital innovation hub focussing on FinTech. There will be a talk by a speaker from Seldon, a company at the cutting edge of their industry and has been building applied AI use cases alongside some of the brightest minds in the finance and technology world.

Participants will then return to Cass after the visit to continue with their project work under the supervision and guidance of expert facilitators.

WEEK 2 – WEDNESDAY, 5 DEC 2018

Morning Session : **Leveraging Networks and Enhancing Collaborations**

The session will include a facilitated and interactive discussion of the most up-to-date academic thinking on networking-for-business issues: what are the most effective networking styles to generate new business and leverage existing business? How can you balance a giving and taking networking style? How do you create value for both your career and your organisation through networking? The session will include a live demonstration of the “Reciprocity Ring”: a rigorously tested group-based simulation that allows participants to discover and practise the proven-effective principle of generalised reciprocity for enhancing collaboration across business units and breaking silos.

Afternoon Session : **Customer Relations and Customer Centricity**

The flattening of yield curves across the global economy, explored in earlier sessions, means that banks have to be acutely aware of the sources of their profitability and revenue. To enhance and protect their revenues in such a competitive market, and given the global economic backdrop, banks need to maximise the value of their relationships with clients. In this session, we will explore the relationship between the bank and its customers because organisational profitability will be heavily influenced by the value of customers acquired; how they are served; and the success of the organisation in retaining and growing profitable relationships. We will examine outside-in sources of customer value; evaluate customer relationships as an asset; and consider how leaders must build customer-centric organisations that can retain and develop loyal customer relationships for organisational performance and sustainability.

Afternoon Session : **Customer Services Model in a New Bank**

We will conclude with the analysis of a fascinating case study entitled: Metrobank and the Tournament of Challengers. This case study focuses on Metro Bank which was launched in the UK in 2010 and is a serious challenger to the UK's incumbent banks. By the end of the day, participants will be more aware of the importance of putting the customer at the centre of their organisation's strategy and know how to achieve this.

WEEK 2 – THURSDAY, 6 DEC 2018

Morning Session : **Digital Transformation in the Banking Sector**

The internet and developments in computer technology are revolutionising many areas of our lives, from health to shopping. The banking industry is also being transformed with the potential for much more to happen in the near term. As an example, internet and mobile banking transactions in Britain have reached £1bn per day, banking apps for mobile devices have been downloaded at a rate of 15,000 per day since the start of this year, and internet banking services receive on average seven million log-ins per day. The pace of change is rapid in other geographic locations too. These rapid changes in banking practices and the potential for far greater changes are both a tremendous opportunity and threat to traditional banking. Are banks taking full advantage of these changes? What are the implications of this rapid digitisation for traditional bank branches, for bank clients and for banking security? This session aims to address all these questions.

Afternoon Session : **The Opportunities for Banks from Robo Investing**

This session will be led by the Chief Investment Officer of Nutmeg and will explore the recent major innovations in retail digital financial advice pioneered by the organisation in the UK.

Identifying a client's financial requirements, connecting this requirement to their risk tolerance, building an investment portfolio with appropriate proportions in each asset class and then selecting the right funds to populate this portfolio, all in one seamless process, is the holy grail of investment advisory. In this session, we show how it is possible to develop an approach to solving this problem which we believe is both theoretically and empirically robust at every stage, embodying comprehensive financial planning with sophisticated client risk profiling, and a sound strategic asset allocation framework. We believe that such a process will both improve a client's experience of investment and investment advice immeasurably (which will in turn improve the experience of the adviser too!) while simultaneously addressing the major criticisms offered by the UK regulator of many of the misguided approaches prevalent in the advisory space. In addition, the process that we propose pays particular regard to transactions' costs, both fiscal and organisational, that an adviser incurs in meeting client needs and which is crucial to the industry-wide acceptability of this or any other joint investment advisory process.

Afternoon Session : **Innovation and Artificial Intelligence in the Banking Sector**

The afternoon will conclude with a brief session on Artificial Intelligence (AI) in the Banking Sector with both a UK/London and a global view. Many leading developments in AI and related innovations are being developed in the incubator hubs of Central London and are being applied creatively within the financial sector. The speaker is active with many businesses in this area and will present a very up-to-date insight into current developments.

WEEK 2 – FRIDAY, 7 DEC 2018

Morning Session : **Project Presentations**

Throughout the two weeks, the participants will be expected to work on assigned projects related to the management and leadership challenges that they are facing in their banks. The project gives participants the chance to draw on all of the leadership and banking-specific elements discussed in the programme over the two weeks. These projects will be completed in small groups, where each group will benefit from the guidance of the programme leaders over this period. The culmination of this project work will be a presentation to an expert panel comprised of a selection of the banking and leadership programme lecturers and chaired by the programme leader. Each group will present their project findings and will receive feedback from the expert panel.

Afternoon Session : **Becoming a Chartered Banker and Museum Visit**

The programme will conclude with a briefing session by the Chartered Banker Institute and give guidance to participants on acquiring the Chartered Banker status. This is in line and in support of the Chartered Banker qualification awarded jointly by the Asian Institute of Chartered Bankers, Malaysia and the Chartered Banker Institute, UK.

Participants will then have the opportunity to visit the Bank of England Museum, which is located within a short walking distance from the Cass Business School Executive Education facilities. The visit is optional.

BECOMING ALUMNI

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

“The course content is very relevant considering the changing financial landscape. I was impressed that the speakers were well balanced i.e academic and professional. Overall, it’s a great programme. Well done!”

Participant, Global Banking Leaders Programme 2017



Professor Stephen Thomas

Programme Leader



The Global Banking Leaders Programme will be led by one of Cass Business School's most experienced Faculty, Professor Stephen Thomas. He is an internationally renowned academic, and has held numerous senior posts around the world. He has held professorships in Finance at the University of Wales, in Financial Markets at the University of Southampton, and joined Cass as Professor of Finance in 2007 where he is currently Course Director for the Executive MBA. Professor Thomas was also a Visiting Professor at Queen's in Canada between 1986 and 1987, and has been a Visiting Professor at the ISMA Centre of the University of Reading since 1996. He has won numerous prestigious academic prizes including Prizes for Best Paper at the Global Finance Conference in Dublin in 2005, and Best Market Microstructure Paper at the Mid-West Finance Meetings in Chicago in 2006. In the same year, he was ranked 11th in Europe for research in finance over the previous decade.

Professor Thomas has recent experience as an investment strategist and partner for a private client firm, Firecrest Hambro, and on the Investment Management Committee of Hasley Investment Management, a multi-strategy investment fund. He founded and edits a range of publications on global credit with Interactive Data (formerly FT). He has also undertaken consultancy and teaching in risk and asset management and corporate finance at various global financial institutions. He is involved in professional exams for the investment industry, including serving on the exams and education committee for CFA UK. He established Solent Systematic Investment Strategies as a vehicle to create investment indices for global investment banks.

Professor Cliff Oswick

Chair in Organizational Theory, Cass Business School



Cliff joined Cass in 2011 as a Professor in Organization Theory. He also served as Head of the Faculty of Management and Deputy Dean at Cass between January 2011 and January 2016. Before going to Cass, he spent 4 years at Queen Mary, University of London as a Professor of Organization Theory in the School of Business and Management and served as Dean of the Faculty of Law & Social Sciences (2007-2011). He has also previously held posts at University of Leicester (2002-2007), King's College, University of London (1990-2002), and Westminster University (1988-1990). Before becoming a full-time academic in 1988, Cliff worked as a HR manager in local government. Cliff's research focuses on the application of aspects of discourse, dramaturgy, tropes, narrative and rhetoric to the study of

organizations and organizing. He is particularly interested in the study of leadership processes, employee engagement, and organizational change. He has published over 120 academic articles and contributions to edited volumes, including contributions to *Academy of Management Review*, *Human Relations*, *Journal of Management Studies*, *British Journal of Management*, *Organization*, and *Organization Studies*. He is the European Editor for *Journal of Organizational Change Management* and Associate Editor for *Journal of Change Management*. He is also a co-director of ICROD (the International Centre for Research on Organizational Discourse, Strategy and Change), a member of the CIPD (Chartered Institute of Personnel Development), a member of the National Training Laboratory, chair of the board of trustees for The Tavistock Institute of Human Relations, and a member of the Executive Board of the ODC (Organization Development and Change) Division of the Academy of Management. Beyond his academic responsibilities, Cliff has also undertaken a variety of consultancy projects, senior coaching activities and executive development assignments with a number of high profile corporate clients.

David Mellor

Leadership expert, Cass Business School Senior Fellow



Since 2001, David has developed a portfolio of activities which derive principally from 25 years' experience in commercial and investment banking with HSBC and Deutsche Bank. His consultancy activities embrace strategic planning and implementation, and mentoring existing and aspiring entrepreneurs. He is a recognised expert in his field, regularly speaking at conferences and running seminars and workshops. He provides one-on-one and group mentoring to aspiring entrepreneurs, many of whom are aiming to establish themselves as consultants. He published "From Crew to Captain" in 2010, written for people making the transition from working for big institutions to working for themselves.

He has followed that up by launching "From Crew to Captain: A Privateer's Tale" in 2014, which is written for people establishing consultancy practices. The third book in the trilogy – "From Crew to Captain: Commander of the Fleet" was released in November 2015. He is also co-author of FT Publishing's "Inspirational Gamechangers" which launched in 2015.

David is an Honorary Senior Visiting Fellow in the Faculty of Finance at Cass Business School, where he has run workshops on managing strategic change, entrepreneurship, corporate entrepreneurship, leadership, building high performance teams and sales. In addition, he has acted as course director and provided facilitation and mentoring support to participants in small groups and on a one-to-one basis. David is a Freeman of the Guild of Entrepreneurs. He holds a Bachelor's and a Master's degree from the University of Cambridge, and is a member of the Institute of Directors. He is a Certified PRISM Brain Mapping Practitioner.

Dr Sionade Robinson

Associate Dean, Cass Business School

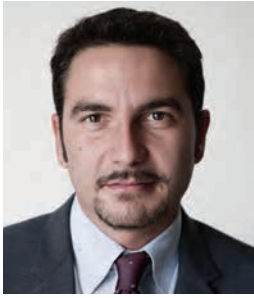


Dr Sionade Robinson formally re-joined the Faculty of Management at Cass in 2010 to take on the role of FT MBA Course Director. She has worked with Cass for several years as a Senior Visiting Fellow, writing case studies and designing and delivering programmes in account management, leading and creating organizational cultures that support service excellence for Cass Executive Education programmes. She is a specialist in customer experience management and now also teaches a highly rated Relationship Marketing and Management elective across all MBA programmes and a Customer Service and Relationship Marketing elective for the specialist Masters programmes.

Prior to re-starting her academic career, Sionade had worked for many years as a management consultant leading clients to improved client and customer relationships and financial performance through understanding what clients value, how to demonstrate value through key behaviours and how to effectively measure progress and impact. Sionade began her career with Boston based The Forum Corporation and was also employed by operational improvement consultancy Celerant. Latterly she founded her own firm, Cape Consulting Ltd which advised blue chip companies on implementing strategies of service excellence, loyalty and CRM. Clients of Cape Consulting included Barclays, BBC, Citroen, HP, Virgin Atlantic, Aviva, SAGA, the RAC and from the legal sector Allen and Overy, CMS and Shoosmiths. Sionade published her book Customer Loyalty: A Guide for Time Travellers in 2005.

Dr Santi Funari

Senior Lecturer in Strategy, Cass Business School



Dr. Santi Funari is Senior Lecturer in Strategy at Cass Business School, City, University of London. Prior to joining Cass, he was an IRI Foundation Fellow at the University of Chicago. He does research on how new ideas, new practices, and new industries emerge, particularly in the context of creative industries and creative projects. He has also studied the performance consequences of different business models and organization designs. To address these issues, Dr. Funari uses institutional theory, configurational approaches, qualitative methods, and fuzzy-set/Qualitative Comparative Analysis (fs/QCA). His paper titled "A Chemistry of Organization" (with Anna Grandori) has been among the first empirical applications of the fs/QCA methodology in management studies.

His research has been published in leading academic journals, such as the Academy of Management Review, Human Relations, Industrial and Corporate Change, Journal of Management, Organization Studies, and Strategic Organization (among others). His paper titled "Interstitial Spaces" has received the AMR Best Paper Award for the best paper published in the Academy of Management Review in 2014. He serves on the Editorial Boards of Organization Studies and Journal of Management Studies.

Dr. Funari is also the Deputy Director of the school's Centre for Research in Corporate Governance, the Coordinator of the Faculty of Management's Research Workshops, and he served as member of the school's Research Committee (from 2013 to 2016). He received (in 2013) the Staff Recognition Award for the outstanding quality of his teaching.

Professor Gianvito Lanzolla

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



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

Gianvito's research has won several academic prizes and has been widely featured in the business media including the Financial Times, the Economist, CNBC, CCTV and the Wall Street Journal, as well as in policy papers. His articles have appeared in leading outlets including Academy of Management Journal, Academy of Management Review, Production and Operations Management, Long Range Planning, Journal of Management, Business Strategy Review and Harvard Business Review.

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

PROGRAMME SPEAKERS

Gerry Harvey



Gerry Harvey is the Chief Executive of the FICC Markets Standards Board (FMSB). He was Group Head of Compliance for the ICAP Group from 2010 to 2015. Prior to ICAP he worked at a number of organisations including the Global Banking and Markets Division of RBS, Nikko Europe, LIFFE and NatWest Markets. He is a qualified Solicitor and worked at Cadwalader, Wickersham and Taft and Milbank, Tweed, Hadley and McCloy in London.

Julian Sawyer



Julian Sawyer oversees Starling Bank's payments system, operating and recruitment structure and supplier relationships, in his role as Chief Operating Officer. Julian's career has involved extensive experience in the payments industry, working as a management consultant across the UK banking sector as well as the payment and card schemes. In 2012, Julian sold the consulting business Bluerock of which he was Founder and CEO. He is motivated by Starling's vision of building a new kind of banking product for consumers.

Matthew Gardiner



Matthew Gardiner is the founder of CatchLondon. He consults to banks, financial institutions, FinTechs, high growth technology businesses, corporations, 'Scale Ups' and VCs on blockchain, payments, compliance, risk, cyber security and data architectures. He is an incisive public speaker, up to the minute on developing emergent strategies with FinTech, Blockchain, AI, AR, VR, IoT, SaaS, DaaS, Cyber Security, Open Banking API, PSD2, MiFID II, InsurTech, EdTech and other emerging technologies including BioTech, AgriTech and PropTech.

Matthew has substantial networks in the UK, US, APAC and MENA spanning banks, FinTech companies, corporate VCs and insurers including Blockchain.com, Innovate Finance, the FCA's Regulatory Sandbox, Barclays, Lloyds, HSBC, State Street, Rise, Level 39, E&Y, PwC, Google Ventures, People's Bank of China, China Life, TenCent, Alibaba, PPMG, MPesa Transfer Wise, Revolut, Braintree, VocaLink, MoFo, Union Pay, Open Banking API and WC3. He is a mentor at FinTech accelerators in London, New York and Hong Kong. He sits on the Advisory Board of Lysis Financial, a regulatory advisory firm, speaks at CSFI FinTech events and is a contributor to The FinTech Book.

Matthew is a visiting lecturer at Cass Business School Executive Education where he has led programmes for C-Suite level banking, financial services and cyber security delegates with diverse portfolios from EMEA, APAC and MENA. He is scaling engagement with NGOs and tech companies in 27+ countries at Techfugees.com.

PROGRAMME SPEAKERS

Shaun Port



Shaun Port is the Chief Investment Officer at Nutmeg where he is responsible for the design and implementation of the investment process. Nutmeg is the online investment manager that makes it easy to do more with your money and allows to create personalised investment funds for any goal.

Andrew Pullman



Andrew Pullman is a human resources specialist focused on improving business performance by engendering high level performance from its people. Motivated by close partnerships with businesses to add value through 'best of breed' ideas and solutions.

Robert 'Bob' Scanlon



Bob Scanlon was former Group Chief Credit Officer at Standard Chartered Bank PLC. He is a risk professional with over 40 years of risk and business experience and has covered risk for all banking clients of large diverse Banks. He has gained experience and specialized in both emerging and mature economies with business models that range from Finance through manufacturing, natural resource including oil, gas, shale, wind and agriculture, to all forms of manufacturing from high tech to base industries. He has worked for 6 banking institutions during his 40+ years in the industry.

Bob has had global geographical roles covering all countries and has worked abroad for 4 years during his career. He has held regulatory approval from a number of regulators including the UK's FSA, Swiss National Bank (EBK), Monetary Authority of Singapore and held a board seat for Boston Re – a reinsurance company owned by Credit Suisse. He has spoken for The Bank for International Settlements, The Bank of England, Federal Reserve Bank of New York, Federal Reserve Bank of Washington, The Hong Kong Monetary Authority, The Monetary Authority of Singapore, and The Swiss National Bank. Bob has also held a Board of Governors seat for the Global Association Risk Professionals for 12 years. He was also the UK Chairman for the RMA in the UK for 5 years.

Simon Wells



Simon Wells was appointed HSBC's Chief European Economist in 2016. He joined the bank as Chief UK Economist in 2011 following a long and successful career at the Bank of England where he held a number of roles in the Monetary Policy, Financial Stability and Markets areas of the Bank. Simon also worked for two years at the Monetary Authority of Singapore, heading a team in the Macroeconomic Surveillance Department. Since 2015, he has been Head of UK Cross-Asset Research for HSBC.

Jimmy Munoz

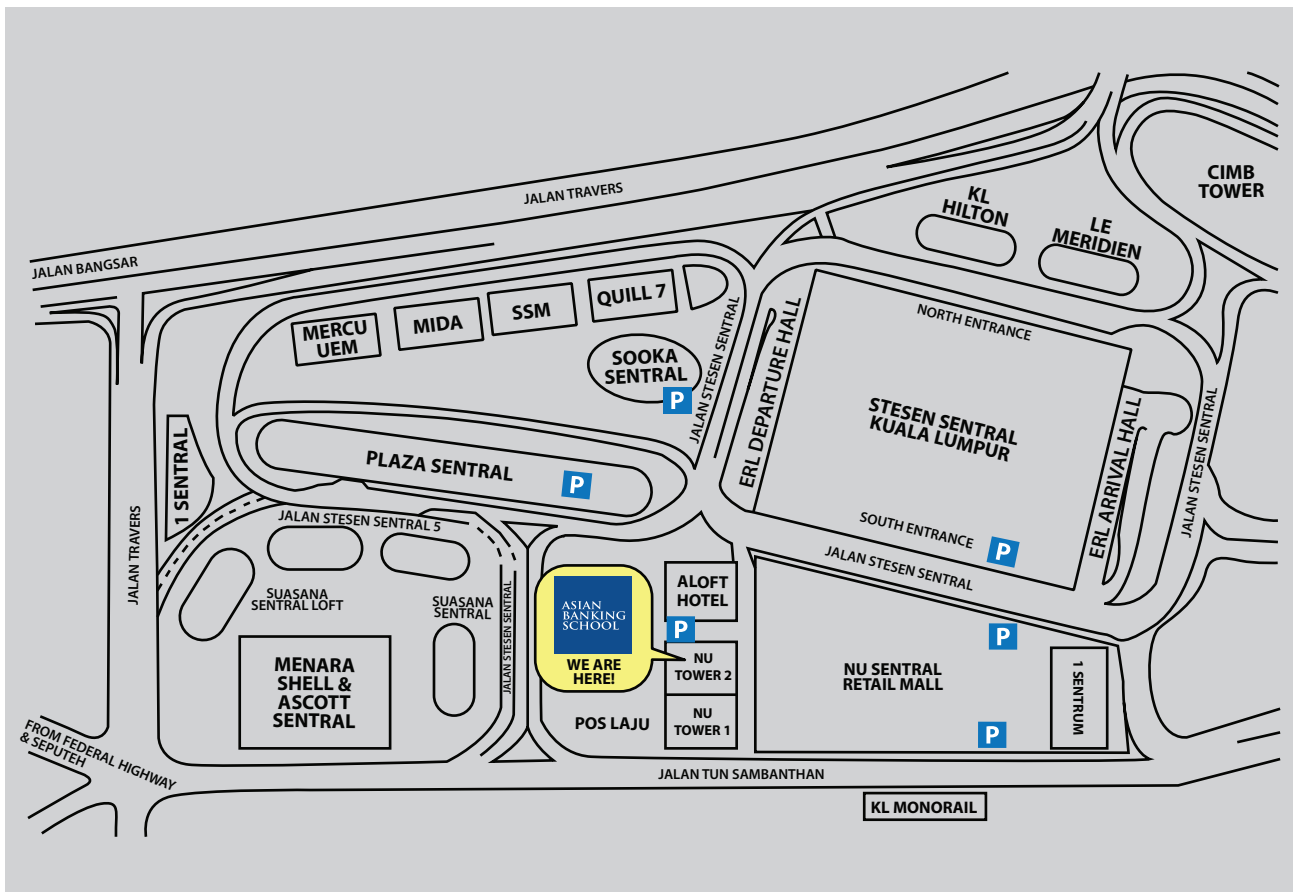


Jimmy Munoz is the local Director at Metro Bank. He developed his experience within a broad range of key roles in the banking and retail sector including at Phones 4 U, Barclays and Santander. He subsequently joined Metro Bank in 2012 with the objective of delivering amazing customer service in a newly set up disruptor bank in the UK. He has since progressed to the role of Trainee Director within Metro Bank and is currently local Director (in waiting), working alongside the Commercial Banking Director and specialising in the professional practices sector. His current role involves a variety of tasks including growing and developing relationships, supporting banking teams in central and northern England, ensuring growth of CBD's deposit book, sourcing and developing new relationships and much more. Jimmy is highly experienced in delivering amazing service, using excellent relationship management skills with the customer in mind.



Week 1 : Asian Banking School

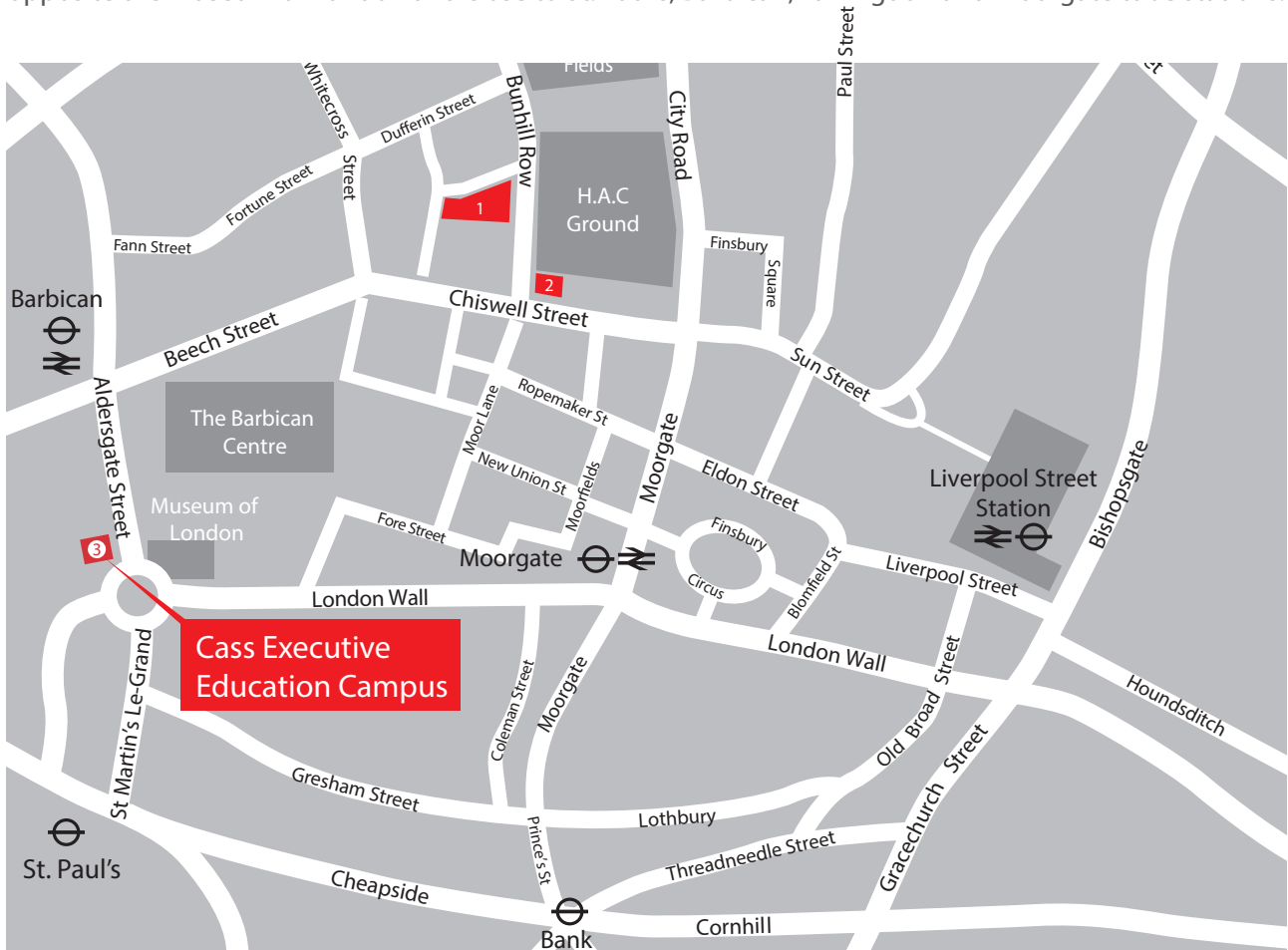
The programme for Week 1 in Kuala Lumpur will be held at the Asian Banking School (ABS). It offers a modern and aesthetically pleasing learning environment with state-of-the-art facilities providing an ideal location for training. ABS is conveniently located in Nu Tower 2 in the new business hub of the city, Kuala Lumpur Sentral. Adjacent to Aloft Hotel and next to the NU Sentral Shopping Mall, ABS is only steps away from Kuala Lumpur Sentral Station, Malaysia's largest transit hub, and 5 minutes from the Monorail Station.





Week 2 : **Cass Business School**

Week 2 in London will be held at Cass Business School, City, University of London. Cass is located in the City of London, one of the world's most dynamic financial and commercial centres, and is a physical expression of their fundamental belief – that business is both a practical and theoretical discipline. The Cass Executive Education campus, where the participants of the programme will be, is at 200 Aldersgate Street. It is opposite the Museum of London and close to St. Paul's, Barbican, Farringdon and Moorgate tube stations.



ACCOMMODATION IN LONDON

The Montcalm At The Brewery London City

52 Chiswell Street, London, EC1Y 4SA

Phone: +44 20 7614 0100

www.themontcalmclub.com/hotel-the-montcalm-at-the-brewery-london-city-100.html

Special rates for accommodation at The Montcalm near to the Cass Executive Education campus have been arranged for participants of the Global Banking Leaders Programme. To benefit from the special rates; bookings need to be made through ABS. Please note that the hotel is only able to extend a maximum of 15 rooms at this rate and availability will be on a first come-first served basis.

Located 0.6 miles (approx. 15-minute walk) from Cass Executive Education, 200 Aldersgate Street, London. The Montcalm at The Brewery London City redefines luxury accommodation in the business district of the City of London. Located close to the Barbican, Moorgate and Liverpool Street station. The Montcalm at The Brewery London City blends modern facilities with a timeless heritage. Converted from a grade II listed building into a luxury 5* hotel, it offers an old-world feel with a contemporary twist. This transformed 1750s building now offers modern fresh rooms.

The special price per room per night for a City Deluxe Double is £220.00 nett.

London also offers a variety of accommodation to suit different needs and budgets. The hotels below are within reasonable walking distance to the programme venue or preferred by previous participants for the facilities provided.

Citadines Barbican London

7-21 Goswell Road, London EC1M 7AH

Phone: +44 20 7 566 80 00

www.citadines.com/en/united-kingdom/london/citadines-barbican-london/index.html

Located 0.3 miles (approx. 6-minute walk) from Cass Executive Education, 200 Aldersgate Street, London. Situated to the north of the city's financial district and known by locals as the cultural melting-pot centre of London, the Barbican neighbourhood is home to some of the city's hippest gastropubs, art centres, indie cinemas and museums. Fully renovated in June 2017, this residence combines serviced apartments and classic bedrooms with air conditioning, en-suite bathrooms, smart TVs and seating areas as standard. Each serviced apartment is also fitted with a fully-equipped kitchenette. The Barbican tube station is less than a 5-minute walk away. Prices start from £249.00 per room per night excluding breakfast. Participants are to book this hotel on their own.

Citadines Holborn-Covent Garden London

94-99 High Holborn, London WC1V 6LF

Phone: +44 20 7 395 88 00

www.citadines.com/en/united-kingdom/london/citadines-holborn-covent-garden-london/index.html

Located 1.5 miles (approx. 25-minute walk) from Cass Executive Education, 200 Aldersgate Street, London. Between Central London's business district and the West End, the Citadines Holborn-Covent Garden London makes for the perfect location to explore the best of both worlds. Its prime location of being situated just outside the two bustling neighbourhoods gives guests the breathing space to wind down and rejuvenate after a weary day. Each of its serviced apartments are fitted with a fully-equipped modern kitchen, a bed area, bathroom and a living area. Prices start from £260.00 +VAT per room per night excluding breakfast and VAT. Participants are to book this hotel on their own.

About : **Cass Business School**

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



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

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

About : **Asian Banking School**

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

As one of the industry's preferred partners in learning and development, ABS offers industry relevant training programmes that cover a comprehensive list of banking areas and are designed and developed in-house by our Specialist Training Consultancy Team or in collaboration with strategic learning partners that includes some of the top business schools in the world. It also provides specialised consulting services and tailored learning solutions to meet the specific needs of its clients.

Through its sector-leading customised and open enrolment Executive Education programmes including the ground-breaking Global Banking Leaders Programme with Cass Business School, City, University of London, as well as the Emerging Banking Leaders and Summer School Programmes with the University of Cambridge Judge Business School, ABS equips banks and its senior executives with the right knowledge to take them up and move them forward.

ABS works closely with the Asian Institute of Chartered Bankers in raising competency standards for the banking industry through the delivery of training workshops related to professional qualifications developed and awarded by the professional body. It is also the exclusive training partner for the Chartered Banker Institute in the UK.

ABS also 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. It is also responsible for designing, developing and delivering the industry-wide Ethics and AML/CFT programmes.

Asian Banking School

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Tel: +603-2742 7822 Email: enquiries@asianbankingschool.com Website: www.asianbankingschool.com

Connect with us also on:



Asian Banking School



Asian Banking School (ABS)

WWW.ASIANBANKINGSCHOOL.COM