



FUTURE OF FINANCIAL SERVICES

Leadership Programme

In association with



IFS Skillnet is co-funded by Skillnet Ireland and member companies. Skillnet Ireland is funded from the National Training Fund through the Department of Education and Skills.



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Department of
Education and Skills



Executive Education
Ranking 2019

Leadership. It's more than a job – it's a mindset.

It's the capacity to inspire, empower and create new possibilities.

IMI's mission, and passion, is to equip leaders to build the future.

Founded by business leaders for business leaders, we've been empowering world-class executives for over sixty years.

In partnership with UCC's expert research faculty and a global network of thought leaders, our globally-ranked executive development will challenge, support and inspire you to unlock your potential and fulfil your ambition.

Surrounded by passionate, like-minded executives, you'll be equipped with the tools and insight to shape the future of your organisation.

IMI. Inspiring leadership performance.

OVERVIEW

The Financial services and Fintech sectors have changed immeasurably over the last ten years, but in the next ten they will utterly transform.

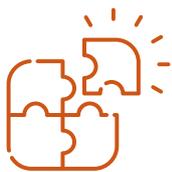
Customers looking for a frictionless digital experience are starting to look outwards to new innovative competitors, decoupling that relationship with their bricks and mortar financial provider step by step and transaction by transaction.

The extreme customer centricity now required of financial providers largely lies in their digital capabilities, with fintech and big tech companies encroaching rapidly in those areas.

For traditional banks, this requires a mindset shift within their organisation. For fintech and big tech players, it requires the ability to deliver their product within a highly regulated marketplace. For regulators, it requires an understanding of what's to come.

Above all, this new ultra-competitive landscape will need the right people to drive their organisations forward. IMI's Future of Financial Services Leadership Programme is an opportunity for your high potential leaders to look at the marketplace through a new lens and develop the mindset and capability to deliver on change that is being driven by our most important stakeholder — the customer.

In late 2018, IMI conducted a series of in-depth focus groups with leaders from across the financial service industry to explore key challenges and opportunities facing leaders in the sector. IMI's Future of Financial Services Leadership Programme represents the insights and feedback from these focus groups, coupled with our own extensive research and experience working with the sector. This highly strategic and immersive programme will build a bench strength of future fit leaders who can leverage the diversity of thought across the sector and deliver quantifiable value back to your organisation.



COLLABORATE TO INNOVATE

Participant organisations on the Future of Financial Services Leadership Programme will come from the banking, financial services, fintech, technology and financial regulatory sectors.

By combining the knowledge in the room, connecting new ideas and innovations with existing challenges, and driving collaboration across the sector, participants will leave with an unparalleled understanding of the marketplace as it stands today — and how to lead it tomorrow.



CREATED WITH INDUSTRY

Over the last year, IMI have worked with leading industry experts to identify the key challenges in the financial services sector and have designed the Programme to develop future-fit leaders for a disruptive landscape.

An industry-led initiative, the design is now a formal action item on the Irish government's IFS 2025 plan. By closely working with industry, we have been able to identify the real challenges facing you, and provide a solution to match.

YOUR INDUSTRY SPOKE — WE LISTENED

The Future of Financial Services Leadership Programme was designed in consultation with industry to directly address your challenges. During a series of workshops, focus groups and interviews with leading figures across the sector, core issues were identified;



The need for increased **Collaboration** internally and across ecosystems



The need to develop a broad-based and accountable **Innovation** culture



The need for rapid **Scaling** and deployment of knowledge, skills, products and services



The need to appreciate, manage and capitalise on the power of **Diversity**



The need to increase the pipeline of **Talent**



The need to enhance **People Leadership** capabilities



The need to develop leaders who are **Technical and Data 'Savvy'**



The need for transformational outside-in led **Cultural** change



The need to be **Opportunistic** in an opportunity rich but uncertain environment



The need for organisations to be **Customer First** in their thinking

WHAT YOU NEED YOUR LEADERS TO BE

Agile, Open and Adaptive

Innovative Leaders of Change

Empathetic, Inclusive and Customer Centric

Collaborative and Technologically Literate

Brave, Confident, Opportunistic and Entrepreneurial

Ethical, Trustworthy and Discerning

Balances Innovation with Risk and Regulations

WHO THIS PROGRAMME IS FOR

IMI's Future of Financial Services Leadership Programme is designed for senior managers working in financial services and fintech. Ideally, each participating organisation will send a team of four leaders representing diverse divisions such as payments, customer experience, IT, digital transformation, regulation, compliance, analytics etc.

PROGRAMME OUTCOMES

Through this programme participants will:

- Understand their role in the cultural and organisational transformation required of the financial services sector
- Develop a more agile and collaborative style of leadership to lead across disparate divisions and eco systems
- Become fluent in the language of digital and, not only become comfortable with disruptive innovations, but lead them
- Be capable and confident to challenge current thinking and lead their organisations through change and uncertainty
- Build a network across the sector to leverage in the future

ORGANISATIONS WILL BENEFIT THROUGH

- Having a cohort of leaders fluent in technology and innovation practices
- Developing a new form of agile leadership within their organisation, with the ability to deliver change strategies across the ecosystem
- Peer learning through cross-company projects on themes relevant to all in the industry

THE LEADERSHIP FRAMEWORK

To amplify the practice of leadership that is more open-minded, agile, collaborative and opportunistic, the Programme will develop the leadership characteristics of the participants across four broad frameworks:

The Storyteller

Sees the big picture and gives it meaning, translating complexity into clarity. Builds a vision for the organisation and creates a narrative that inspires others to follow.

The Collaborator

Builds a networked organisation by collaborating across boundaries. Capitalises on diversity and creates partnerships that drive performance.

The Leader

Has a clear and deep self-awareness and navigates according to an ethical and values-driven compass.

The Creative

A leader that 'thrives on the possible' by seeing opportunities within the challenges. Nurtures creativity and innovation with a calculated tolerance of failure. Translates ideas into solutions and scales for success.

The Champion

Leads change with confidence, authenticity and resilience. Steers a successful and future fit business and leads a brand that connects with all stakeholders.

PROGRAMME JOURNEY

The Future of Financial Services Leadership Programme will develop participants' mindset to become disruption-fit leaders.

By advancing their leadership style, fusing it to an ability to leverage new technologies and deploying those capabilities in a people-centric way, participants will be able to lead their organisation into the new marketplace.

01

Scoping the Future Landscape

Discover the vision of what your organisation will look like in the future. Explore the evolution of current trends, the technology accelerators driving the change, and identify the levers and capabilities that will define the successful financial enterprise in 2025.

Leadership Accelerator:

Storytelling the strategic narrative.

Technology Accelerator:

Digitisation and disruption of financial services — emerging trends, technology including blockchain and the horizon technologies.

02

Mastering Disruption

Identify and master the forces of disruption impacting the financial services sector. Cultivate the disruptive and innovative mindset required in an environment where change is the norm, drive key strategic initiatives, and influence stakeholders to deliver on much-needed change.

Leadership Accelerator:

Critical thinking and 'Board' level mindset.

Technology Accelerator:

User-centred design thinking as an innovation tool.

03

Shaping the Organisation

Evaluate how future-ready your organisation is and develop strategies that identify key challenges and opportunities. Incorporate the latest technological solutions, organisational designs, people capabilities and cultural best practices to shape an organisation that can perform sustainably at pace.

Leadership Accelerator:

Leading change

Technology Accelerator:

Business model innovation

04

Creating Followership

In uncertain environments, leaders with purpose will be the catalysts within their organisation for driving lasting change. With increased talent competition in the sector, an increased need for diversity in the upper echelons of management, and the necessity of a truly collaborative culture, it will be the leaders that can create an agile and purpose-led followership that will come out on top.

Leadership Accelerator:

Team coaching for higher performance

Technology Accelerator:

Artificial Intelligence and Data Analytics

The Programme has been designed to maximise impact on your business outcomes and participants' desired outcomes. There are 6 modules and each runs over 2-days. Day 1 is a full-day Masterclass covering the 6 meta-themes for all participants. Day 2 will comprise a leadership accelerator, a technology accelerator and peer learning sets.

05

06

Delivering Stakeholder Value

From shareholders through to the ultimate stakeholder — the customer — the future of financial services depends on delivering value across multiple channels. Explore best practice in stakeholder mapping and management, discover the latest research in consumer behaviour and customer experience, and develop the decision-making ability to create successful pathways in a complex environment.

Leadership Accelerator:

Stakeholder mapping, influence & management - knowing & leveraging your eco-system

Technology Accelerator:

Customer experience

Creating Sustainable Impact

With change comes complexity, and with complexity comes uncertainty. By developing your executive presence to influence and impact stakeholders, you will be able to lead your organisation with vision and purpose through the challenges ahead — creating a long-lasting legacy for others to follow.

Leadership Accelerator:

The performance mindset — developing focus, resilience and wellness

Technology Accelerator:

Programme and project management

Leadership Accelerator

Building personal leadership capability for greater impact is core to this Programme. Themes have been carefully selected and a 90-minute deep-dive Masterclass will focus on key skills for developing the future-fit leader.

Technology Accelerator

Technology literate leaders are essential in how organisations develop an internal fluency between technological changes in the eco-system and how the organisations and its teams adapt to these changes. Each module will include a 90-minute masterclass on digital and disruptive technologies impacting leaders' decision making.

Peer Learning Sets

To maximise the impact of learning and directly support how participants' internalise and turn their insights into specific actions, IMI will host 90-minute mentoring sessions for peer learning groups.

Personal Executive Plan

IMI will support how each participant can transfer and embed their learning to create quantifiable impact from this Programme. Participants will be introduced to a customised executive playbook that provides a platform for critical actions and commitments.

Cross-company strategic projects

Cross-company project teams' recommendations will be presented to sectoral sponsors along with stakeholders in Ireland's civil and public sector. These projects will deliver strategic value at both organisational and sectoral level and will help inform the strategic thinking behind IFS2025.

PROGRAMME TEAM

Over 18 senior experts and thought leaders will contribute to this programme ensuring that participants get the very latest insights from a diverse panel of experts within the financial services industry.

Programme Director



Chris Roebuck

Chris has delivered award winning leadership development for the financial services sector, heading up talent and leadership activity, in both HSBC Investment Bank and UBS. Whilst Global Head of Talent and Leadership at UBS he worked on the development of entrepreneurial leadership, amongst the top 500, to enable delivery of “One UBS”, which led to significant increases in profitability. It is now a Harvard Case Study on how to deliver success through alignment, collaboration and transformation. Chris’ articles on financial services challenges e.g. on managing risk via culture to support risk management systems have been widely published. He is often asked to speak to leaders in financial organisations across the world, on how to meet (new world) stakeholder demands, building upon participants experience. Chris is Hon Visiting Professor of Transformational Leadership at Cass Business School London.

Programme Faculty



Dr Ben Shenoy

Ben has worked extensively with all management levels in global organisations, specialising in applying behavioural science to organisational quandaries through executive education.

The theme unifying Ben’s work is an approach grounded in empirical research into how both organisations — and the people within them — actually behave. Co-author of *Strategic Decision Making: A discovery-led approach to critical choices in turbulent times*, Ben is a Visiting Fellow at The London School of Economics.



Danica Murphy

A psychology graduate from the University of California, Danica is an internationally recognised expert in the areas of executive coaching, high performance team development and strategic development. Danica specialises in facilitating executives and teams to bring business plans to life by engaging, coaching and developing the people who deliver them and has experience designing, managing and delivering evidence based, global leadership programmes on the most current research and leadership frameworks.



Hugh Page

Hugh originally trained in Physics and Finance before transitioning to capital markets, where he successfully applied his analytical skills in equity investment management and equity research. He founded Integrated Value Consulting in 2016 to work directly with clients on business strategy and creating robust and insightful valuations to solve problems, head off threats, and to uncover and capture opportunities.



Phillip Matthews

Phillip is a consultant helping individuals, teams and organisations towards higher performance. Prior to establishing his own consultancy, Phillip occupied the role of President/CEO of the National College of Ireland (NCI). Prior to his role at NCI, Phillip was responsible for establishing and directing the executive education centre at UCD Michael Smurfit Graduate Business School. Phillip spent over 20 years in industry between pharmaceuticals and consulting where he held roles in Sales, Marketing, HR and General Management.



Dr Ben Warren

Formerly Vice President of Digital Transformation at Arvato Bertelsmann Ben specialises in helping organisations deal with the disruption caused by technology change and the new business models this brings.

Ben has over 20 years' experience at a senior level in IT, supporting organisations in the financial services industry with strategic approaches to technology change and in developing new IT driven business models.



Marco Aboav

Marco has worked extensively in the financial technology sector across banking and asset management organizations. He is currently associate professor of Financial Technology at Cass Business School. He teaches fintech in the executive education programs to senior management from the biggest financial institutions in the world. Marco originally trained in industrial engineering before applying his technical knowledge to many businesses in capital markets and banking. He worked for Citi private bank in London on some of the most ambitious big data projects in wealth management. He later joined Horizon Asset, a multi-billion hedge fund business in the equity space, before joining Moneyfarm, one of the biggest robo-advisors in Europe, as Head of Asset Allocation. He launched in 2018 one of the first macro hedge funds based on machine learning with Numen Capital.

PROGRAMME PARTNERS



IFS Skillnet

IFS Skillnet is a national network of partner associations and companies operating in the international financial services industry in Ireland. Its aim is to support the IFS sector in maintaining Ireland's position as a top international financial services centre, through ongoing investment in the development of the skills and expertise of this workforce.

For further information on IFS Skillnet go to www.ifsskillnet.ie

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Banking & Payments Federation Ireland

Banking & Payments Federation Ireland (BPFI) is the voice of banking and payments in Ireland. Representing over 70 domestic and international member institutions, BPFI mobilise the sector's collective resources and insights to deliver value and benefit to their members, enabling them to build competitive sustainable businesses which support customers, the economy and society.

Delivering a range of services through our specialist team, BPFI also offers an Associate network through which they offer many of the benefits of membership to the leading professional service firms that provide related advisory and consultancy services.

In 2018 the FPAI became an affiliate of BPFI. The focus for this partnership is to help position Ireland as a Global Centre for FinTech, through active engagement with Government and the IFS2025 strategy.

DETAILS

Programme Duration

6 Modules x 2 Days

Cost

The fee per organisation for the Future of Financial Services Leadership Programme is as follows:

- IFS Skillnet Member Company Fee: €22,500
- Non-member Fee: €30,000

Each organisation will ideally be represented by 4 participants representing 4 divisions.

To avail of funding, participating organisations must be members of IFS Skillnet. Payment is made directly to IFS Skillnet. Please contact Claire Madigan, IFS Skillnet at claire.madigan@ibec.ie or (01) 6051546 if you have any queries.

Start Date

Launch Event: **5 September 2019**

Module 1: **10 & 11 September 2019**

Module 2: **22 & 23 October 2019**

Module 3: **26 & 27 November 2019**

Module 4: **21 & 22 January 2020**

Module 5: **25 & 26 February 2020**

Module 6: **24 & 25 March 2020**

Location

All modules will take place at the Irish Management Institute (IMI) campus in Sandyford, Dublin 16.

Further Information and Registration Process

For further information, including how to register for the Programme, please contact Lisa Lanigan, IMI, at lisa.lanigan@imi.ie or (01) 207 8410.



**IRISH
MANAGEMENT
INSTITUTE**

Inspiring Leadership Performance