

# Newsletter

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# Leadership Development in Finance: Preparing the Next Generation of Bankers

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The financial services sector stands at a critical inflection point. Banking leaders are navigating a landscape marked by rapid technological change, heightened regulatory scrutiny, rising customer expectations, and an urgent call for environmental and social responsibility.

In this dynamic environment, leadership development must extend well beyond traditional management competencies. Today's professionals must be agile, purpose-driven, and equipped to lead with confidence and care amid complexity and uncertainty.

#### **Enduring Challenges, Evolving Demands**

Many of the issues confronting today's banking leaders—technological disruption, competition, customer dynamics, fraud, staff engagement, and regulation—are not new. However, the pace, scale, and interconnectedness of these challenges have grown exponentially. Forty years ago, the industry grappled with similar concerns, but they unfolded more slowly and with fewer variables at play.

Technology is now reshaping customer behavior, accelerating disintermediation, and enabling non-bank players to compete. Traditional banks

must modernize while still carrying the weight of legacy systems. Operational risks, particularly cyber threats and fraud have grown in scale and now rival or surpass credit and market risks.

Customer loyalty is evolving. It hasn't disappeared—but it must now be earned through trust, transparency, and consistent value delivery. Genuine connection, not just service efficiency, builds lasting relationships.

To deliver this level of engagement externally, banks must foster it internally. Today's employees seek more than job security; they want purpose, inclusion, and empowerment. A values-driven culture that aligns staff engagement with customer-centric goals becomes a powerful lever for long-term, sustainable advantage.

Concurrently, regulatory frameworks are becoming more complex. Yet instead of viewing them as constraints, forward-thinking institutions recognize regulation as a partner in building trust, resilience, and industry credibility. In an era where customers still need banking but not necessarily banks those institutions that lead with integrity and care will be the ones that endure.

#### **Emerging Leadership Challenges**

Over the next three to five years, banks will face a trio of interconnected leadership challenges:

#### 1. Managing Digital Transformation:

Leaders must drive innovation while safeguarding data, managing cyber risks, and maintaining regulatory compliance. The challenge lies in balancing modernization with the preservation of institutional identity and customer trust.



- **2. Developing Future Talent:** As the need for digitally savvy and purpose-driven professionals intensifies, leaders must inspire high-performing hybrid teams and build inclusive, agile cultures that attract and retain top talent.
- **3. Integrating ESG and Purpose:** Environmental, Social, and Governance (ESG) considerations are no longer peripheral. Embedding them into core strategy is now essential for sustaining stakeholder trust and long-term value creation.

#### **Critical Leadership Skills for the Future**

Effective leadership in this era requires a dynamic blend of technical proficiency and behavioral intelligence. On the technical side, leaders must demonstrate:

- **Digital Fluency:** Mastery of AI, blockchain, and data analytics;
- Regulatory & ESG Literacy: Deep understanding of compliance and sustainability requirements;
- Advanced Risk Management: The ability to anticipate and mitigate financial and reputational risks in a volatile environment.

Equally essential are behavioral capabilities, including:

- **Strategic Agility:** Making swift, data-informed decisions amid uncertainty;
- Ethical and Inclusive Leadership: Building trust across diverse teams and communities;
- Emotional intelligence and resilience: Leading with empathy and steadiness through disruption and change.

Together, these skills form the foundation of future-ready leadership in banking.

# **Bridging Skills and Purpose: The Role of Values-Based Leadership**

Beyond technical and behavioral competencies, future banking leaders must embody values-based leadership. Trust is not merely earned, it must be designed into systems, modeled in behavior, and sustained through transparency and accountability. Sustainability, once seen as a peripheral concern, is now a central strategic imperative. Financial institutions are expected to lead in climate adaptation, inclusive financing, and responsible governance. From green bonds to social impact investments, purpose and profitability must be aligned—not balanced. Banks that invest in the success of their customers and communities will ultimately secure their own.

# **Conclusion: Leading Beyond the Bottom Line**

To prepare the next generation of banking leaders, leadership development must evolve, both in what it teaches and how it is delivered. Future-oriented programmes should prioritize experiential learning, interdisciplinary collaboration, coaching, and reflective practice. They must cultivate not only technical mastery, but also the human-centered capabilities that make leadership resilient, ethical, and transformative. Ultimately, leadership in finance is no longer about simply managing institutions. It is about shaping the future through integrity, inclusion, and sustainable impact. This is where trust is not just a value, but a competitive advantage.

# **IBF's Educational Programme Opportunities**





**CHARTERED BANKER MBA** 

"RELEVANT, RELATABLE, FORWARD-THINKING"

> Petal Maingot, CBMBA Graduate Personal Banking Officer Scotiabank Trinidad & Tobago Limited

Apply Now for October 2025 Intake

**Chartered Banker** 

#### **Chartered Banker MBA**

The only qualification in the world combining an MBA and Chartered Banker status from a leading Business School in the U.K.

Applications are now invited for the October 2025 intake.

Further details can be found on: https://www.bangor.ac.uk/executive-education

Contact us for registration details and discount opportunities for the upcoming intake.

# Post Graduate Certificate in Bank Management & Technology (CertBMT)

CertBMT supports the development of fundamental skills, which are necessary in dealing with an evolving digital banking world, and builds the capability of today and tomorrow's banking professionals.

It leads to the prestigious Chartered Banker Designation as well as providing an accelerated route to the Chartered Banker MBA.



Contact us for registration details and discount opportunities for the upcoming intake.

### Financial Crime & Compliance MBA

Bangor Business School is the only institution globally that can offer the Financial Crime & Compliance MBA (FCCMBA), a "Master in Business Administration" (Financial Intelligence Specialist). This ground breaking qualification allows you to gain an MBA together with the professional designation of Financial Intelligence Specialist (FIS). Awarded in partnership with ManchesterCF, global providers of financial intelligence training. Financial Intelligence Specialist (FIS) designation sets a new standard in the world of financial intelligence.

The Financial Crime & Compliance MBA is delivered by means of distance learning and on a part-time basis. The programme can be studied from any location with a good internet connection. The material covers areas of anti-money laundering in different contexts, anti-corruption and compliance with sanctions and financial and environmental crime informed by the UN Principles for Sustainable Banking, the programme focuses on constraining crime and terrorism through the diligence of financial institutions.

The FCCMBA experience brings together high-level skills and knowledge from an internationally recognized university and centre of research excellence with global specialists in financial intelligence and compliance.

Further details can be found on: https://www.bangor.ac.uk/executive-education

## **IBF's Educational Programme Opportunities**









# **Certified Credit Professional (CCP)**

This certification programme is accredited by the Chartered Banker Institute (CBI) and is offered via blended learning. Modules are delivered by UK and local tutors. Get certified in as little as 9 months! Upon completion of this programme, Certified Credit Professionals will have a comprehensive overview of the various problems and challenges that financial institutions experience in the areas of credit and lending.

Completion of the CCP Programme grants an exemption from the Credit & Lending module in the Chartered Banker MBA Programme.



"I wholeheartedly endorse the Certified Credit Professional course to anyone seeking to elevate their proficiency in credit management. Whether you're a novice or a seasoned practitioner, this course equips you with the tools and expertise necessary for success.

Waste no time - enroll today and propel your credit management career to new heights!"

Jewan Jaggernauth

CCP Graduate

Senior Loan Recoveries Professional

JMMB Group Ltd

Register now for the 2025 Intake. Limited Scholarships available.

CCP Programme Period:
October 25th, 2025 - June 2026
Contact us to learn more!

## **IBF's Educational Programme Opportunities**



**Sept. 22nd - Oct. 3rd 2025**Contact us to learn more!

#### **TARGET AUDIENCE**

The DIB Programme is ideal for bankers and anyone interested in pursuing a career in Banking.

- DIB graduates without CAPE/GCE Advanced level passes are also eligible for admission to the UWI St. Augustine to pursue any undergraduate degree in the Faculty of Social Sciences.
- Obtain an industry-recgonized professional qualification that can improve opportunities for career-advancement.
- Self-study format, beneficial for busy professionals.

Ideal for busy professionals!

Examination Date:
September 27th 2025
Contact us to learn more!



An internationally accredited self-study programme that equips finance professionals with the necessary skills required to provide sound financial advice to clients.

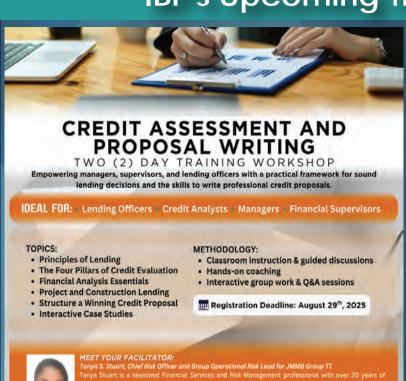
Become Specialized in one of these three (3) fields.

◆Banking ◆Mutual Funds ◆Securities

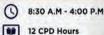


Can be completed in as little as twelve (12) months!

## **IBF's Upcoming Training Workshops**









\$2,500.00 PLUS VAT September 10<sup>th</sup> & 11<sup>th</sup>, 2025





Level 1 Invaders Bay Towers, Invaders Bay, Port of Spain



# ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG)

#### OVERVIEW:

This engaging and insightful workshop explores the critical role of Environmental, Social, and Corporate Governance (ESG) in today's business landscape. As ESG factors become central to how companies operate, report, and gain trust, this session will help participants understand how corporate sustainability efforts impact society, the environment, and long-term investment value, Learn how global frameworks, investor expectations, and stakeholder pressure are shaping business behavior-and how your organization can respond effectively.

#### KEY LEARNING OUTCOMES:

- Gain a foundational understanding of ESG-its origins, principles, and evolution
- Learn about key global ESG standards and frameworks (UN SDGs, GRI, SASB, TCFD)
- Understand how ESG contributes to long-term business resilience and value creation
- Assess ESG material risks and stakeholder expectations
- Learn practical steps for integrating ESG into business strategy and risk management



EMBA, Cert.ITM

#### TARGET AUDIENCE:

Business leaders, sustainability professionals, investors, analysts & decision-makers.



7TH October, 2025





\$ \$2,000 plus VAT

Venue: Level 1 Invader's Bay Tower's Invader's Bay, Port of Spain

**Environmental, Social and Governance (ESG)** 

#### **Credit Assessment and Proposal Writing** Two (2) Day Training Workshop

Date: September 10th and 11th 2025

Facilitator: Ms. Tanya Stuart

Cost: \$2,500.00 plus VAT

Time: 8:30 am - 4:00 pm CPD Hours: 12

Date: October 7th, 2025

Facilitator: Mr. Ricardo Lewis

Cost: \$2,000.00 plus VAT

One (1) Day Workshop

Time: 9:00 am - 4:00 pm

CPD Hours: 5.5

### November

#### **Treasury Management**

Two (2) Day Training Workshop

Date: November 13th and 14th, 2025

Facilitator: Mr. Winston Boodram

Cost: \$3,000.00 Plus VAT

**Time:** 8:30 a.m. – 4:00 p.m.

CPD Hours: 12

AML/ Financial Crime: Trends Risks and

Challenges

One (1) Day Online Training Workshop

Date: November 27th, 2025

Facilitator: Candice R. Huggins

Cost: \$2,000.00 plus VAT **Time:** 9:00 am – 4:00 pm

**CPD Hours:** 5

# Soft-Skills

# **IBF's List of Training Topics**

- Administrative Professionals Training
- Boosting Productivity
- Business Writing and Communication
- Change Management
- Coaching and Mentoring
- Conflict Management: Practical Techniques for Leaders
- Creating an Inclusive Culture: Building a Respectful Workplace

- Customer-Centric Strategies for Exceptional Engagement
- Customer Service
- Equipping Supervisors to Drive Efficiency & Success
- Interviewing Skills and Tips
- Leading at Every Level: Leadership Program for Managers & Supervisors
- People Management in the Age of Al
- Supervisory Training

# echnical

- Advanced Treasury Management
- AML/CFT for Non-Profit Organizations
- Analysing Financial Statements
- Anti-Money Laundering/Counter Financing of Terrorism
- Credit Analysis & Loan Assessment for Microfinance Lending
- Credit Assessment and Proposal Writing
- Debt Recovery and Delinquency Management
- Enterprise IT Security & Cyber Security in the Cloud
- Enterprise Risk Management

- Environmental, Social & Governance Fundamentals
- Ethics for Financial Service Providers
- Financial Planning
- Foreign Exchange and Derivatives
- Introduction to Accounting & Finance for Non-Financial Professionals
- Investment Management
- Mastering Policy Development: A Practical Guide to Clarity & Compliance
- Project Management





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