



Do you have the right Culture

...and if not, what can you do about it?

9.00am to 1.00pm | 4 April 2019 | City of London

If you are responsible for establishing or influencing culture in your organisation, this focused and practical half day workshop will help you address three critical questions:

1. Do you have the 'right' organisational culture
2. Are you measuring and monitoring culture effectively
3. How can you effect cultural changes?



CTP.

For more information
please visit:
www.ctp.uk.com/culture
Email:
emmabond@ctp.uk.com
Tel: 0330 303 9779

Course Outline & Objectives

The culture within financial services organisations is being examined - and challenged – to an unprecedented degree, by regulators, investors, politicians and the media.

Any perception of cultural problems in a financial institution is likely to have severe consequences for the business, and senior management in particular, as recent events have shown.

If you are responsible for establishing or influencing culture in your organisation, this workshop will help you assess its current state of health, highlight any potential risks or areas of concern and identify the practical steps that can be taken to address them.

"Very thought provoking and relevant to the current world and provides tools to continuously improve as the world changes"

NS&I

Who will benefit?

Board Directors, Senior Managers, Governance, Risk, Compliance, Audit, HR and Internal Communications specialists in financial services organisations.

Training Approach

This course will combine lecture style presentations with interactive elements and exercises. Delegate numbers will be limited to ensure a high quality learning environment.

"Highly valuable because it allows you to reflect and focus on culture in an up to date way but also in a way which is useful to your own firm"

One Savings

Course Leader

John Thirlwell

John Thirlwell is an independent adviser and non-executive Director of a number of financial institutions, associations and regulatory bodies and is recognised in the UK and internationally as an authority on operational and business risk. He has over 25 years' experience in leading change and negotiation at Board, government ministerial and senior regulator level. John was Director, Risk and Regulatory Issues at the British Bankers' Association and prior to that Director and Head of Risk at Hill Samuel Bank. John has co-authored several books on operational risk – including the second edition of Mastering Operational Risk published by Financial Times Prentice Hall – and is frequently asked to contribute to industry publications and conferences and to provide expert testimony on banking and regulatory matters for City law firms.

"Extremely well presented . . . informative, inclusive, and interactive. Good examples"

AFEX

How to book

The course fee is **£395 per person + VAT**, including lunch and refreshments. A **10% discount** is available when registering 3 or more delegates.

There are various ways to register:

Website: **www.ctp.uk.com/culture**

Email: **emmabond@ctp.uk.com**

Telephone: **0330 303 9779**

Post: **Complete and return booking form over page.**

When booking please quote reference

CULWEB

THIS PROGRAMME CAN ALSO BE ADAPTED AND DELIVERED IN-HOUSE.

For more information please visit: **www.ctp.uk.com/culture** Email: **emmabond@ctp.uk.com** Tel: **0330 303 9779**

Workshop Agenda

Session	Content
What do we mean by culture?	<ul style="list-style-type: none"> ■ Definitions ■ Individual culture and organisational culture ■ How we express it through: values, behaviours, policies, codes of conduct
Internal and external factors that affect organisational culture	<ul style="list-style-type: none"> ■ Individuals ■ Board composition and dynamics ■ Management styles ■ Organisational structure and decision-making ■ External: Political, regulatory, economic, social, peer group/competitors, legal
Culture as a source of risk – why it matters	<ul style="list-style-type: none"> ■ Financial crisis ■ Reputation risk ■ Mergers
What do we mean by a good organisational culture?	<ul style="list-style-type: none"> ■ Tone from the top / tune in the middle ■ Ethics ■ Accountability/ownership for risks ■ Information flows ■ Risk reporting, whistle blowing and speaking up ■ Rewarding / discouraging behaviours ■ Challenge and learning
Culture, conduct and treating customers fairly (TCF)	<ul style="list-style-type: none"> ■ What do we mean by conduct and conduct risk? ■ How do conduct and TCF relate to culture? ■ It's not about compliance - using culture to drive good customer outcomes
How to change the organisation's culture	<ul style="list-style-type: none"> ■ Strategy, objectives and behaviours ■ Leadership ■ Communication up and down ■ Selection and induction ■ Performance management (and reward) ■ Training ■ Process, system design, controls
How do we know we've changed? Assessing and monitoring culture	<ul style="list-style-type: none"> ■ Performance indicators ■ Scorecards ■ Assurance and the role of internal audit

COURSE BOOKING FORM

Please post, fax or email completed form to addresses listed below.

CTP.

Thank you for registering to a CTP event. Once the completed booking form is received, your place/s will be reserved and you will receive confirmation by email. Joining instructions will be sent 2 weeks before the event date. Please note all **delegate fees are payable prior to the course**.

There is a 10% discount when registering 3 or more attendees. Please complete another form for additional delegates.

Course Title	DO YOU HAVE THE RIGHT CULTURE?
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Date	4 April 2019	Event code	CULWEB
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Delegate 1	Mr / Mrs / Miss / Ms / Other		Name	
	Tel		Role	
	Email			

Delegate 2	Mr / Mrs / Miss / Ms / Other		Name	
	Tel		Role	
	Email			

Delegate 3	Mr / Mrs / Miss / Ms / Other		Name	
	Tel		Role	
	Email			

Company Name			
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Post Code		Post Code	
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Booking Contact (if different)			
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Cancellations, Substitutions and Transfers. The following cancellation charges apply: 30+ days before the course date = no charge; 15-29 days before the course date = 50% of the course fee; 0-14 days before the course date = 100% of the course fee. If the registered delegate cannot attend, we shall be pleased to welcome a substitute at no extra charge – please advise us beforehand. If a delegate fails to attend without prior notification, the course fee is payable in full. Please note CTP is unable to accept any liability for non-attendance caused by severe weather or travel disruption. Requests to transfer to the next available course date may be accepted, subject to availability. The option to transfer is only available if received prior to the original course date, once the original course fee has been paid in full and to a course taking place within 12 months. Transfers made 1-30 days prior to the course date, will be charged at 25% of the course fee. For substitutions, cancellations and transfer enquiries, please contact info@ctp.uk.com

CTP is a trading style of Corporate Training Partnerships Ltd, registered in England and Wales (no. 04440798)

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