



EXECUTIVE PROGRAMME IN GLOBAL IMPACT LEADERSHIP IN FINANCIAL INDUSTRY (GILFI)

3ND EDITION

15TH – 17TH APRIL 2026 | GERMANY

**Strategic
Leadership Brief**



Blueprint for Future-Ready Financial Institutions

Where the future of banking and finance is tested - and built.

STRATEGIC INTENT AND POSITIONING

A divide is emerging: between institutions that shape what comes next - and those that are shaped by it.

GILFI puts leaders on the right side of that divide - so they lead rather than be led.

EXECUTIVE CONTEXT

GILFI 3 is designed for leaders who recognise that the operating environment for banking and finance has fundamentally changed - and that many institutions are not yet changing in the ways that now matter most.

The uncomfortable truth is that many of today's strategies, governance models, and operating assumptions are no longer fit for purpose.

Over three days, GILFI 3 moves leaders from confronting what has become misaligned with today's environment to deliberately rebuilding what the emerging environment demands. Leaders examine how capital allocation shapes markets and real-economy outcomes, how data and AI are becoming core institutional infrastructure, and why cyber and digital resilience are now fundamental to institutional viability and financial stability.

Leaders leave with decisions - about what to change, what to stop sustaining, and what to deliberately build. GILFI 3 is a strategic intervention for leaders operating at a moment when the foundations of banking and finance — capital, technology, risk, regulation, and trust - are all shifting at once.

Many decisions in the industry remain anchored in assumptions formed for a world of stable globalisation, predictable regulation, incremental technology, and linear growth - a world that no longer exists.

Leaders do not debate abstractions. They examine what in their own institutions enables change - and what blocks it.

GILFI 3 sets out a blueprint for institutional reshaping: what to unbuild, what to rebuild, and what to deliberately protect.

It is for leaders who understand that the future of banking and finance belongs not to those who react fastest, but to those who deliberately build what comes next.

PROGRAMME ARCHITECTURE

DAY 1 – STRATEGIC REALITY CHECK

Theme: From Legacy Thinking to Strategic Reality

Session 1: Designing Institutions for Capital Mobilisation at Scale

Capital is not scarce. Institutions capable of mobilising it at scale are scarce - because much of today's institutional architecture was not designed for that purpose.

This session challenges Boards, CEOs, and senior leaders to rethink how their institutions are designed, governed, and led - and what must fundamentally change for capital to be mobilised at scale while operating across regulatory, geoeconomic, national policy, and societal realities, without undermining credibility, balance sheets, or public trust.

Leadership Dialogue: *What institutional changes are required to mobilise capital at scale, and how can leaders turn their organisations into indispensable platforms that crowd in private and public capital at speed and scale?*

Session 2: Mobilising Capital at Scale - Aligning Markets, Policy, and Leadership

This session challenges leaders to actively shape the markets they serve by working with policymakers, investors, clients, and each other - so that capital flows into sectors and enterprises that drive growth, competitiveness, exports, and productive capacity.

A strategic orientation of this kind is the foundation for building stronger lending and investment portfolios, more diversified revenue, and more resilient institutions.

The session focuses on how leaders can build coalitions, influence rules and standards, and put capital, reputation, and leadership behind actions that reduce uncertainty, attract both domestic and international capital, and support investment into sectors that strengthen economies while also building more resilient and profitable balance sheets.

Leadership Dialogue: *How can leaders work together to shape markets that attract capital at scale - and channel it into sectors that strengthen both the economy and their own institutions?*

DAY 2 - FROM INSIGHT TO ARCHITECTURE

Title: Building Institutions That Deliver

Session 3 – Designing Institutional Architecture That Delivers: The SSCI Case

This session is built on a clear premise: institutions are deliberately designed - through governance, incentives, risk, innovation, digital capability, and talent - not simply inherited. Using the case of the Sustainability Standards and Certification Initiative (SSCI), the session shows how moving from siloed functions to an integrated institutional architecture expands institutional capacity and delivery. It demonstrates how sustainability, when integrated into core business, becomes a driver of modernisation, competitiveness, sustained profitability, and resilience - rather than a parallel reporting exercise.

Leadership Dialogue: *Which decisions reshape institutions for competitiveness, resilience, sustained profitability, and real-economy outcomes?*

Session 4 – Market-Shaping Infrastructure: The RISE Case

AI-Enabled Origination as Core Institutional Infrastructure

This session uses the RISE case to show how origination can be deliberately designed as part of institutional architecture, rather than allowed to remain fragmented. It examines how leaders can move from responding to individual lending and investment decisions to deliberately constructing portfolios - choosing where to create opportunity, what risks to take, and how balance sheets are positioned. The session shows how AI enables this shift by turning market demand into investable opportunities and embedding risk and return directly into origination decisions - enabling growth that is deliberate, transparent, and prudent. It also examines how portfolios can be constructed for the economy that is emerging, not the one that is fading.

Leadership Dialogue: *Which leadership choices must you now make for your institution to shape its markets - and its future performance - rather than respond to them?*

Session 5 – Digital, Data and AI as Core Infrastructure

Why Digital Is Not a Department — It Is the Institution

This session reframes digital, data, and AI as core institutional infrastructure, not support functions. It shows how data becomes a strategic asset, how AI becomes the decision infrastructure shaping credit, risk, and pricing, and why cybersecurity is now a financial stability issue. Leaders examine how central bank digital currencies, programmable money, and digital identity are reshaping payments, competition, supervision, and monetary transmission — and what must now be deliberately built, governed, and protected to retain institutional and systemic control.

Leadership Dialogue: *Which decisions embed data and AI into the core of the institution?*

DAY 3 — REDESIGN: BUILDING THE FUTURE INSTITUTION

Theme: From Blueprint to Build

Session 6 – Strategy Under Uncertainty

Leading When There Is No Playbook

Leaders are immersed in the disruptions shaping today's financial markets - currency shocks, cyber failures, regulatory fragmentation, and technology disruption - to examine how these forces interact, amplify one another, and reshape the strategic landscape. The session focuses on how leaders make decisions when data is incomplete, models are unreliable, and outcomes are inherently nonlinear - and how to act decisively without the illusion of certainty while protecting institutional resilience and systemic stability.

Session 7 - Future-Ready Financial Institutions

Building What Comes Next

After three days of confronting reality, designing institutional architecture, and testing decisions under uncertainty, this session is where leaders choose what they will now build. It focuses on how institutions must be deliberately reshaped to lead in AI-enabled, digital, and increasingly contested environments. Leaders identify what must be exited, what must be strengthened, and what must be newly built — across purpose, core capabilities, revenue logic, risk posture, and technology foundations. The outcome is clarity about what each institution will become — and the future it will now commit to creating

NOMINATION CRITERIA

Executive Leadership

GILFI is designed exclusively for Presidents, CEOs, and C-level executives of financial institutions.

Boards

Chairs and members of boards are selectively invited to participate. The programme sharpens board-level perspective on how institutional design, risk, technology, and sustainability are reshaping fiduciary responsibility and oversight, and equips boards to challenge, support, and guide management through the scale of institutional and systemic change now underway.

Central Banks and Regulators

Senior leaders from central banks and relevant regulatory, supervisory, and market authorities are invited to participate. GILFI provides a rare strategic forum to examine how technology, risk, capital, and institutional change are reshaping financial stability, supervision, monetary policy, and market structure.

CERTIFICATE

Participants receive a digital Executive Certificate in Global Impact Leadership for the Financial Industry (GILFI) upon completion of the programme.

NOMINATIONS

Participation is by institutional nomination and subject to confirmation by the organisers. Nominations may be submitted to: mail@eosd.org and mail@eosd.eu

The organisers reserve the right to confirm or decline participation based on the profile and composition of each cohort.

PROGRAMME NOTICE

The programme is designed as a living agenda and may be refined as the event approaches. The organisers reserve the right to make adjustments to the programme and schedule up to and including the day of the programme, in order to respond to changing circumstances.

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