

**NEXUS**

LEADING THE SHIFT · PROGRAM 03

# LEADING THE AI BANK

Study DBS. Assess your bank.  
Draft your 90-day priorities.

A one-day masterclass for  
banking leaders on the  
operating choices behind  
digital and AI transformation,  
built around the DBS case.

**Prof. Robin Speculand**

CEO, Bridges Business Consultancy

1-DAY MASTERCLASS · LE MÉRIDIEN CAIRO AIRPORT · 8 DECEMBER 2026 · 100 PARTICIPANTS

THE AI SHIFT

Leadership, Strategy & AI for the Next Era of Banking

## CONTEXT · THE AI SHIFT

# A digital strategy does not make a digital bank.

A digital strategy does not change the bank by itself. Operating model, data, customers, culture and AI decisions must move together. The operating model decides whether digital and AI investment changes performance.

## WHERE AMBITION LOSES TRACTION

01

### Direction

One direction rarely holds across the whole bank.

02

### Accountability

Measures and accountability fail to reach daily decisions.

03

### Habits

Customer obsession collides with transaction habits, legacy systems and committees.

04

### AI lipstick

Adding an AI tool to an old process without changing the business model.

## 2.0 / 10

Generative-AI capability, as rated by 2,138 leaders across 18 countries

## 8 in 10

Leaders not yet proficient at using AI to improve performance

## Two-thirds

Of banking digital and AI transformations fail

Sources: Speculand and Blain, Digital Leadership Survey 2024; Bridges Consultancy Int., Transforming in an AI-Driven World.

## THE REGIONAL CONTEXT



### Central banks

The UAE Central Bank's AI guidance makes senior management and the board accountable for AI systems and outcomes.



### Digital competition

Digital-first banks and fintechs compete for the same customers, and they move faster.

Source for the UAE guidance: The National, 23 February 2026.

## For the leaders who own the bank's digital and AI roadmap.

### WHO SHOULD ATTEND

-  Executive committee members
-  Heads of digital transformation and innovation
-  COOs and retail or consumer banking leaders
-  Senior owners of the bank's digital and AI roadmap

#### COHORT

### 100 participants

We recommend at least seven leaders per bank, so colleagues apply the learning together.

#### FORMAT

### One-day masterclass

8 December 2026 at Le Méridien Cairo Airport, led by Professor Robin Speculand.

### YOU LEAVE WITH

#### 01 Your Digital Maturity Index® result

A personal result across three levels: Reacting, Embedding and Strategizing.

#### 02 Your bank, assessed

A Digital Transformation Assessment of your bank against the eleven operational steps of the Ticking Clock® Model.

#### 03 A view on the DBS case

A discussion of DBS's operating choices and what they mean for your bank.

#### 04 A draft 90-day action plan

Digital and AI priorities, and the decisions needed when you return to the bank.

*Bank-wide validation, sponsorship, ownership and funding remain leadership decisions after the day. The masterclass produces the diagnosis and the draft.*

### THE WORKING SEQUENCE



#### 01 DBS case

Study the case and discuss the decisions behind it.



#### 02 Your maturity

Complete a personal Digital Maturity Index® assessment.



#### 03 Your bank

Assess the bank against eleven operational steps.



#### 04 90-day plan

Draft the Digital Transformation Action Plan.

## Study DBS. Diagnose your bank.

DBS moved from a conventional digital strategy to a strategy for a digital bank. Robin documented that journey in World's Best Bank. The day uses the case to question your bank's decisions, not to copy DBS.

### MORNING Challenge and model

#### 01 Myth or Fact

Test core claims about digital transformation against the DBS case, and find the assumptions that still shape decisions in your bank.

#### 02 Transformation challenges

Alignment, metrics, legacy systems, culture and AI lipstick, compared with banking examples.

#### 03 Ticking Clock® Model

Three strategic stages and eleven operational steps, including AI. Find where your bank has a weak link.

#### 04 Tick Tock Cards

Use the model to discuss your bank's specific actions, trade-offs and next decisions.

### AFTERNOON Diagnose and plan

#### 05 Personal digital maturity

Complete the Digital Maturity Index®. Its 2022 Asia-Pacific benchmark of 1,463 professionals found 71% at Reacting and 5% at Strategizing.

#### 06 Bank transformation assessment

Three questions per Ticking Clock® operational step to locate the bank's strengths and constraints.

#### 07 90-day action plan

Draft digital and AI priorities and the decisions needed when you return to the bank.



The Ticking Clock® Model: three strategic stages and eleven operational steps.

### DIGITAL MATURITY INDEX®

Reacting

Embedding

Strategizing

## Prof. Robin Speculand



CEO, BRIDGES BUSINESS CONSULTANCY

**Strategy implementation specialist in a digital and AI-driven world**

Robin has spent his career helping leaders bridge the gap between strategic ideas and lasting results. He has written nine books, including the #1 Amazon bestseller *World's Best Bank*, available in seven languages, on how DBS transformed under CEO Piyush Gupta.

- Author of a Harvard-listed DBS case study, published with Singapore Management University
- Co-nominated with Piyush Gupta for the Thinkers50 "Ideas into Practice" award
- Adjunct faculty at Duke CE, IMD, Singapore Management University and the National University of Singapore
- Featured on BBC World, Forbes and CNBC; speaker at the Global Peter Drucker Forum



*Robin Speculand is a gamechanger and an inspirational leader. This program should be conducted in every bank.*

**Senior banking leader, Dubai**

### ROBIN ALSO TEACHES IN THE SERIES

04

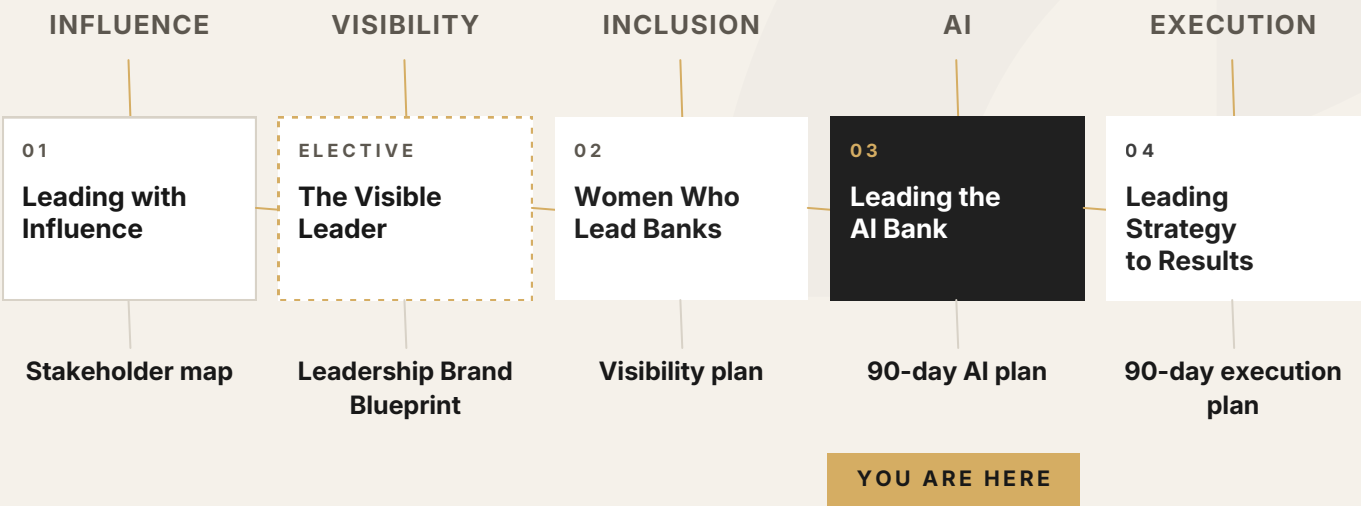
#### **Leading Strategy to Results**

Two-day workshop · 9–10 Dec

### SELECTED BOOKS

*World's Best Bank* · *Strategy Implementation Playbook 2.0* · *Excellence in Execution* · *Implement* · *The Digital Leadership Playbook*. Advisor to C-suites and boards worldwide.

Four shifts. Five programs. One leadership journey.



**ONE JOURNEY** Each program stands alone. Taken together, they develop leaders across all four shifts.

HOW THIS PROGRAM CONNECTS

| BUILDS ON                                                                                                               | LEADS TO                                                                                              | WHAT IT ADDS                                                                                  |
|-------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|
| Leading with Influence and Women Who Lead Banks: winning support, and holding a point of view where decisions are made. | Leading Strategy to Results (9–10 Dec) turns the draft into a delivery plan with owners and measures. | A diagnosis of where your bank stands on digital and AI, and a draft of what to change first. |

THE SERIES CALENDAR

|                                                                                 |                                                                                   |                                                                             |                                                                            |                                                                                       |
|---------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|-----------------------------------------------------------------------------|----------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| 01<br><b>Leading with Influence</b><br><br>30 Nov – 2 Dec<br>Grand Ocean Sokhna | ELECTIVE<br><b>The Visible Leader</b><br><br>3–4 Dec<br>Le Méridien Cairo Airport | 02<br><b>Women Who Lead Banks</b><br><br>5 Dec<br>Le Méridien Cairo Airport | 03<br><b>Leading the AI Bank</b><br><br>8 Dec<br>Le Méridien Cairo Airport | 04<br><b>Leading Strategy to Results</b><br><br>9–10 Dec<br>Le Méridien Cairo Airport |
|---------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|-----------------------------------------------------------------------------|----------------------------------------------------------------------------|---------------------------------------------------------------------------------------|

All dates 2026. Book all five programs together for USD 3,000 instead of USD 3,400 at early-bird rates.

## Fees, dates and booking.

### LEADING THE AI BANK

# USD 500

Early-bird fee, per participant · 1 day

**Standard fee USD 600**

Includes tuition, program materials, lunch and refreshments.

### Early bird

Register by 15 November 2026 and pay USD 500 instead of USD 600.

### 6 + 1

Register six leaders from one bank and the seventh attends free.

### Series bundle

All five programs of Leading the Shift: USD 3,000 instead of USD 3,400 at early-bird rates.

|                                                                                     |        |                           |
|-------------------------------------------------------------------------------------|--------|---------------------------|
|    | DATE   | 8 December 2026           |
|  | TIMING | 9:30–17:00                |
|  | VENUE  | Le Méridien Cairo Airport |
|  | FORMAT | One-day masterclass       |
|  | COHORT | 100 participants          |



### CANCELLATION AND REFUNDS

30 DAYS OR MORE BEFORE

## 100%

refund, minus a 5% admin fee

15 TO 29 DAYS BEFORE

## 50%

refund

14 DAYS OR FEWER

## No refund

substitutes are still welcome

### REGISTRATION AND CHANGES

- Registration is confirmed on full payment or an approved corporate purchase order.
- Substitutions are allowed at no extra charge.
- NEXUS may adjust speakers or venue due to unforeseen events.
- Force majeure: registrations transfer to a future date or program.

# THE SHIFT IS ALREADY HAPPENING. THE QUESTION IS WHO LEADS IT.

Develop the leaders who carry your  
bank through the AI shift.

LEADING THE AI BANK · 8 DECEMBER 2026 · LE MÉRIDIEN CAIRO AIRPORT

**Register by 15 November 2026 for the early-bird fee of USD 500.**



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