

LUXEMBOURG BANKING PROGRAM

(Dealing with Failing Banks)

SEPTEMBER 28 – OCTOBER 2



LUXEMBOURG BANKING PROGRAM - SEPTEMBER 28 – OCTOBER 2

DRAFT AGENDA

Monday, September 28

8:30 – 9:30

Welcome Address

Mrs Josée Thyès, National Programmes & Administration Director, ATTF
& Mr Marc Weitzel, Head of Department “Supervision of Investment Firms”, Commission de Surveillance du Secteur Financier (CSSF)

ATTF Presentation

Mrs Josée Thyès

Practical Information

Mrs Hilda Ludgen, Project Manager, ATTF

Introductory Remarks

Christina Rulfs, Program Director, Toronto Centre

Group Photograph

9:30 - 10:30

Leadership Process

Decision Making & Action Planning

Christina Rulfs

You will learn about a framework for tackling challenges faced at work:

- Assess the challenge confronting you with options to consider
- Outline a plan, analyse stakeholders, project implementation
- How to apply Action Planning to challenges faced by a banking regulator

10:30 – 10:45

Tea Break

10:45 – 12:30

Leadership Process (cont'd)

12:30 – 13:30

Lunch

13:30 – 15:00

Effective Stakeholder Communication & Persuasion

Gerry Lewis, Communication Manager, Toronto Centre

A session on the approach for persuading stakeholders to support your work proposal:

- Analyse stakeholders – who they are, what they like and dislike about your proposal and what is needed to get their support
- Four box model for effective persuasion and communication

15:00 – 15:15

Tea Break

15:15 – 17:00

Individual Action Plan

Tuesday, September 29

- 8:30 – 10:30 **Case Study: Technical, Managerial and Cultural Issues in Implementing Risk Based Supervision**
Presented by: Paul Wright, Consultant and Senior Advisor, UK Financial Services Authority (FSA)
- The concept of risk based supervision
 - Challenges in introducing and implementing a risk based system
 - Practical issues arising from the risk based supervision of major institutions
 - Implications of the latest, post-crisis thinking on how risk based supervision might operate in the future
- 10:30 – 10:45 Tea Break
- 10:45 – 12:30 **Case Study: Technical, Managerial and Cultural Issues in Implementing Risk Based Supervision (cont'd)**
- 12:30 – 13:30 Lunch
- 13:30 – 15:00 **Case Study: Technical, Managerial and Cultural Issues in Implementing Risk Based Supervision (cont'd)**
- 15:00 – 15:15 Tea Break
- 15:15 – 17:00 **Individual Action Plan**

Wednesday, September 30

- 8:30 – 10:30 **Case Study: Northern Rock**
Presented by: Clive Briault, former Managing Director, FSA
- Risks leading to problems at a medium sized bank
 - Failures of supervision to pick up warning signals and to challenge the banks's business model
 - Identifying and taking forward options in a crisis
 - Adverse impact of a 'classic' lender of last resort operation
- 10:30 – 10:45 Tea Break
- 10:45 – 12:30 **Case Study: Northern Rock (cont'd)**
- 12:30 – 13:30 Lunch
- 13:30 – 15:30 **Case Study: Northern Rock (cont'd)**
- 15:30 – 15:45 Tea Break
- 15:45 – 17:30 **Individual Action Plan**

Thursday, October 1

- 8:30 – 10:30 **Case Study: Reorganization of the Belgian Banking and Finance Commission (CBF)**
Presented by: Marcel Maes, former Director of Banking Supervision at the CBF
- Identifying the major objectives of the supervisory process
 - Identifying the major issues in the structuring of activities in supervisory agency
 - Developing an approach to convince the Board of a supervisory agency of the need for change
 - Establishing a leadership approach with regard to the organizational change process
- 10:30 – 10:45 Tea Break
- 10:45 – 12:30 **Case Study: Reorganization of CBF (cont'd)**
- 12:30 – 13:30 Lunch
- 13:30 – 15:00 **Case Study: Reorganization of CBF (cont'd)**
- 15:00 – 15:15 Tea Break
- 15:15 – 17:30 **Individual Action Plan**

Friday, October 2

- 8:30 – 10:00 **Impact of the Icelandic Financial Crisis on the Icelandic Subsidiaries in Luxembourg**
Nadia Manzani, General Supervision, International and Policy Department, CSSF & Patrick Wagner, General Supervision, Head of Department On-Site Supervision & Inspection, CSSF
- 10:00 – 10:15 Tea Break
- 10:15 – 12:30 **Action Plan Presentations**
- 12:30 – 13:00 **CLOSING CEREMONY**
Concluding Remarks
Presentation of Certificates
- 13:00 – 14:30 Lunch