



Bank Strategy Execution and Transformation Leadership Training Course

21 – 25 December 2026
Milan



Bank Strategy Execution and Transformation Leadership Training Course

Ref: 406_133007 **Date:** 21 – 25 December 2026 **Location:** Milan **Fees:** 5700 Euro

Overview

Bank Strategy Execution and Transformation Leadership Training Course is a five-day advanced course for banking leaders who leave with a Bank Strategy Execution and Transformation Pack. The course connects bank strategy execution, strategic diagnosis, target operating model design, transformation portfolio governance, measurable benefits realization, and executive reporting. Participants convert strategic choices into prioritized initiatives, accountable roadmaps, and decision-ready reviews. Agile Leaders Training Center delivers this course on banking transformation leadership.

Who Should Attend

- Strategy functions responsible for enterprise choices, value pools, and strategic priorities
- Transformation functions responsible for portfolios, roadmaps, dependencies, and benefits
- Digital and technology functions responsible for capabilities, platforms, data, and delivery
- Finance and risk functions responsible for investment logic, constraints, and performance evidence
- Customer and business functions responsible for journeys, channels, and operating outcomes
- PMO and governance functions responsible for decisions, cadence, escalation, and executive reporting

The course assumes participants already contribute to bank strategy, transformation, operating-model, or portfolio decisions, and it leaves out introductory strategic planning, general project administration, and standalone digital banking.

Departments and Industries

The course supports strategy execution and transformation governance across banking and other regulated financial-services settings.

- Retail, corporate, transaction, and investment banking businesses
- Digital banking, payments, lending, and customer-experience functions
- Strategy, transformation, enterprise architecture, and operating-model departments
- Finance, risk, compliance, and internal assurance functions
- Technology, data, operations, and shared-services organizations
- Financial-services groups managing multi-business transformation portfolios

Learning Objectives

By the end of this course, participants will be able to:



- Analyze banking value pools, customer shifts, capabilities, and constraints
- Evaluate business-model and target operating model choices
- Prioritize initiatives through strategic fit, value, capacity, and risk
- Build transformation roadmaps, governance, decision rights, and execution cadence
- Apply OKRs, KPIs, readiness measures, and benefits realization controls
- Use executive reporting to diagnose variance and direct course correction

Course Agenda

Day 1: Strategic Diagnosis and Value Direction

- Banking Market and Value-Pool Diagnostic
- Customer, Channel, and Competitor Shift Map
- Strategic Ambition and Choice Cascade
- Regulatory and Risk Constraint Register
- Transformation Value Thesis and Outcome Tree

Day 2: Target Operating Model Design

- Business Model Option Assessment
- Customer Journey and Channel Target-State Blueprint
- Digital and Data Capability Heat Map
- Target Operating Model Design Canvas
- Organization, Governance, and Decision-Rights Map

Day 3: Portfolio Design and Prioritization

- Transformation Initiative Definition Card
- Strategic Fit and Value Prioritization Matrix
- Benefits Case and Investment Logic
- Portfolio Roadmap and Wave-Planning Method
- Dependency, Capacity, and Risk Network

Day 4: Execution Governance and Benefits

- Transformation Governance and Accountability Framework
- OKR and KPI Performance Architecture
- Change Readiness and Adoption Dashboard
- Delivery Cadence and Course-Correction Review
- Benefits Realization and Executive Reporting Pack



Day 5: Bank Transformation Practice

- Suggested Exercise: Strategic Diagnosis and Value Thesis
- Suggested Exercise: Target Operating Model Decision
- Suggested Exercise: Portfolio Prioritization and Roadmap
- Suggested Exercise: Executive Benefits Review
- Capstone Exercise: Bank Strategy Execution and Transformation Pack

Practical Exercises

The course uses suggested activities to turn a strategic ambition into governed transformation decisions and evidence.

- Suggested activity: diagnose value pools, customer shifts, constraints, and capabilities to frame a transformation value thesis.
- Suggested activity: compare operating-model options and document target-state capabilities, governance, and decision rights.
- Suggested activity: score initiatives, resolve dependencies, and sequence a capacity-aware transformation roadmap.
- Suggested activity: present benefits, readiness, performance variance, and course-correction decisions to an executive review.

FAQs

Who suits bank strategy execution and transformation leadership training, and what does it assume?

Bank strategy execution and transformation leadership training suits leaders who already contribute to strategic, operating-model, portfolio, digital, finance, risk, or business decisions and need to connect those decisions to governed delivery.

How does bank strategy execution training differ from general strategic planning training?

Bank strategy execution training starts after strategic direction is framed and concentrates on bank-specific value choices, target operating models, initiative portfolios, governance, execution cadence, benefits evidence, and course correction.

What is a target operating model in banking transformation?

A target operating model describes how customer journeys, capabilities, processes, platforms, data, organization, governance, and decision rights should work together to deliver chosen banking outcomes.



How should a bank prioritize a transformation portfolio?

A bank should compare initiatives by strategic fit, customer and financial value, risk, regulatory constraints, capacity, dependencies, readiness, timing, and evidence required for benefits realization.

What should executive banking transformation reporting show?

Executive banking transformation reporting should show strategic outcomes, initiative health, dependencies, investment use, risks, readiness, OKRs, KPIs, benefit movement, decisions required, and corrective actions with accountable owners.

Conclusion

Participants leave with a Bank Strategy Execution and Transformation Pack containing a diagnosis, value thesis, target operating model, initiative portfolio, roadmap, governance design, performance architecture, benefits controls, and executive review. The pack changes broad ambition into sequenced and accountable delivery. It supports sharper decisions across strategy, business, technology, finance, risk, and transformation functions.