GABV Leadership Academy 2027

RESILIENCE IN THE FACE OF POLYCRISIS – HOW VALUES-BASED BANKS ARE LEADING THE WAY

BLENDED ONLINE / IN-PERSON PROGRAMME

JANUARY - OCTOBER 2027

Global Alliance for Banking on Values

The GABV Leadership Academy is a **transformative learning experience** for senior professionals in **values-based financial institutions**. The programme is offered by the Global Alliance for Banking on Values (GABV) in partnership with the Massachusetts Institute of Technology (MIT) Co-Lab and Presencing Institute. Titled ***Resilience in the face of polycrisis***, it focuses on leadership tools and methods that enable participants to lead and innovate during periods of disruption and high complexity.

The programme sits at the intersection of **personal development and system transformation**. It is designed to develop leaders to step into their **full potential** and **deepen their impact** in their respective organisations.

Participants explore concepts and **best practices in values-based banking** as well as successful business models from around the world. They engage with thought leaders, entrepreneurs and business leaders who innovate to **achieve triple-bottom-line success**. On completion of the programme, participants join a thriving international community of values-based bankers, the GABV Alumni group.

About Us

The **Global Alliance for Banking on Values (GABV)** is an international network of frontrunner organisations and leaders in the banking industry that use finance to serve people and the planet. Our collective goal is to make the banking system more transparent and support positive economic, social and environmental change. Learn more at gabv.org

The **Presencing Institute (PI)** was founded in 2006 by MIT Sloan School of Management Senior Lecturer Otto Scharmer and colleagues to create an action research platform at the intersection of science, consciousness, and profound social and organizational change. Katrin Kaeufer, Director of the GABV Leadership Academy, is co-founder and long term Director of the PI. Learn more at u-school.org/about-pi

Blended Online/ in-Person format

The 12th edition of the GABV Leadership Academy will take place from January to October featuring six online sessions and two in-person modules. The first in-person meeting will be held alongside the 2027 **GABV Annual Meeting hosted by Bank Australia in Melbourne** (11-17 April). We offer a second in-person module in October 2027 to deepen the learning. It will be hosted by GLS Bank from 10 to 13 October.

KEY OBJECTIVES

- Using **state-of-the-art leadership methodologies**, including the Theory U concept developed at the **MIT Sloan School of Business**, learn and practice tools and methods for leading in times of disruption.
- In a reflective and challenging learning environment, develop **leadership skills** and identify personal **leadership intention**.
- Through interactions with thought leaders, activists and business leaders, participants deepen their understanding of the **systemic forces** that underpin current disruptions.
- **Prototype solutions** that enable institutions to survive the shocks created by the converging crisis we live in.
- Acquire and strengthen the **leadership capabilities and practices** needed to create a positive social and ecological impact.

THE APPROACH

The programme follows the method and framework of **Theory U**, developed by Otto Scharmer at MIT 20 years ago. Theory U is about personal leadership and a different way of thinking.

The programme addresses leadership 'blind spots'

- by **shifting the inner place** from which leaders operate when confronted with disruption; instead of relying on past experiences, learn to innovate from the emerging future;
- by **experimenting** with practices, processes and ways of being in order to respond to challenges.

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THE CURRICULUM

Jan 21
2:00pm-3:30pm UTC
ONLINE

WELCOME SESSION

Kick off the programme, connect with fellow leaders from the global values-based banking network, and get oriented — a walkthrough of the program structure, details on the in-person session, certificate prerequisites, and meeting etiquette. The session closes with an open Q&A, so bring your questions.

Feb 10-11
2:00 - 5:30 pm UTC
ONLINE

MODULE 1
Co- Initiating: Build Common Intent

Concepts and Tools:
- Core Concepts of Values-Based Banking
- Core Leadership Tools: Levels of Listening
- Seeing Current Reality

Self Leadership:
- Cultivating Mindfulness & Attention

Mar 18
2:00 - 5:30pm UTC
ONLINE

MODULE 2
Co-Sensing: Observe, Observe, Observe

Concepts and Tools:
- Theory U – a Method for Awareness-Based System Change
- Anchoring Values-Based Banking at the Core of your Organisation

Apr 11-17
IN-PERSON
(Australia)

MODULE 3
Co-Presencing: Deep Dive into my Leadership Intention

GABV Annual Meeting:
- Learn from the best and grow your network.
- Have a one-on-one session with a dedicated CEO of the global network.
- Explore the ecosystem of our host bank, Bank Australia. Meet their clients, engage with their CEO, and discover innovative approaches to values-based-banking.
- Get to know like-minded peers. Meet the global GABV community and participate in the 2027 Annual Meeting.
- Connect to your Leadership Intention during a 2.5 day retreat in nature.

Concept and Tools:
- 3D System Mapping
- Innovations and Business Models from the Global Alliance for Banking on Values
- Innovation in Values-Based Banking

Self Leadership:
- Defining the North Star of your Leadership
- Awaken Sources of Creativity and Generativity by connecting to your Inner Voice
- Cultivating Mindfulness & Attention
- Social Presencing Theatre - Embodiment Work

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THE CURRICULUM

May 5
2:00pm-3:30pm UTC
ONLINE

PROTOTYPE BOOTCAMP

A focused, 90-minute deep dive into your prototype. Present your current progress, gather peer feedback, and get support on your open questions as you move toward the next module.

May 20
2:00 - 5:30pm UTC
ONLINE

MODULE 4
Co-Creating: Prototype the New

Concepts and Tools:
- Prototype Bootcamp: Review Prototypes and engage in Peer Learning
- From Intention to Action

Self-Leadership:
- Cultivate Mindfulness & Attention

Jun 16-17
2:00 - 5:30pm UTC
ONLINE

MODULE 5
Co-Evolving: Embody the New in the Ecosystem

Concepts and Tools:
- Ecosystem Leadership for Impact
- Ecosystem Finance
- From Egosystem to Ecosystem Economics

Self Leadership
- Cultivating Mindfulness & Attention

Oct 10-13
IN PERSON
(Germany)

MODULE 6
Deepening: Connect to the Leadership Academy Alumni

GABV Alumni Meeting:
- Learn from our host, and their innovative approaches to Values-Based Banking
- Grow your Network by connecting to the GABV LA Alumni group
- Deepen your Prototype

Self-Leadership:
- Cultivate Mindfulness and Attention
- Social Presencing Theater - Embodiment Work

(This is an optional meeting intended to reconnect and deepen the learning experience.)

The online modules are usually held from 2:00pm to 5:30pm UTC to ensure a global classroom. If you are e.g. from Australia or Papua New Guinea, and the timing does not work for you, please contact us and we will consider to adjust the timing to your needs.

Participants in the Dominican Republic, 2026

ADDITIONAL ELEMENTS

- Individual Coaching Sessions with one of the facilitators.
- Peer Coaching Sessions with a smaller group.
- Work individually on a prototype relevant to your bank between Module 3 and 5.
- Opportunity to join the **2027 GABV Annual Meeting in Australia**. Leadership Retreat in Nature.

Please allow 2-3 hours between modules to complete these additional elements.

Participants of the GABV Leadership Academy during a break out session

BENEFITS FOR YOUR ORGANISATION

Develop leaders who will step into their full potential and will deepen the impact of your organisation through state-of-the-art leadership methodologies in values-based banks.

Organisational Transformation – equip leaders with the skills, tools and the mindset to actively work on the transformation of your organisation, to innovate and to anchor values at its core.

Gain access to a global network of leading values-based bankers – many of them have been frontrunners in the field of values-based banking for decades.

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FACULTY

Dr. Katrin Kaeufer
MIT Program Director & Co-Founder, Presencing Institute, Cambridge, USA

Martin Kalungu-Banda
Presencing Institute, Zambia & UK

Sonia Reinhardt
GLS Bank and GABV, Germany

The GABV Leadership Academy is supported by a team of experts from the Presencing Institute, MIT and the Global Alliance for Banking on Values. In every edition, a number of high-level thought leader fields participate as guest speakers.

WHO SHOULD PARTICIPATE?

The GABV Leadership Academy is for courageous, values-oriented leaders who want to actively co-create a future that considers the well-being of people and planet.

It is designed to be interactive and engaging, providing a safe space for peer learning and deepening connections to oneself and the other participants.

A prerequisite for participation is, therefore, a commitment to attend all the modules and to fully engage in the experience. Participants are expected to be on time, have their computer's camera turned on, and be willing to share and contribute. The ability to log on from a location without major interruptions is important.

The GABV Leadership Academy is a transformative learning experience. Participants should demonstrate a readiness to look inward, be open to new ideas and show interest in thinking of innovations in values-based banking. Most importantly, they should be committed to advancing the ideas and practices of Values-Based Banking.

REQUIREMENTS

- At least three years leading a bank or financial institution, a department, a team, or a major project
- Commitment to fully participate
- Submission of a short written reflection on:
  - > 2–3 career milestones
  - > main professional challenges
  - > motivation to participate

PREREQUISITES

Much of the programme is delivered online via Zoom. Access to a stable internet connection and to Zoom is a necessity.

English will be the primary language of the programme. Participants must have an adequate level of proficiency in English.

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TUITION

GABV member banks from the US, Europe, Japan, Australia	**EUR 9,800**
GABV member banks from the rest of the world	**EUR 7,500**
Non-GABV member banks from the US, Europe, Japan, Australia	**EUR 11,500**
Non-GABV member banks from the rest of the world	**EUR 9,800**

* Excluding travel and accommodation costs for Module 3 and Module 6.

CERTIFICATION

At the end of the program, participants will receive a Certificate of Completion from the Presencing Institute & GABV - in cooperation with MIT Colab.

CANCELLATION

If you are accepted into the programme and you need to cancel your enrolment for any reason before January 1st , 2027, any tuition you've paid will be refunded. No refunds will be issued after this date.

APPLICATION PROCESS

Please fill the Online Application Form from the links below:

Register now

KEY DATES

30 October	Application deadline
December - January	Onboarding interviews
21 January	Programme begins

CONTACT

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What people say

"The learnings from the GABV Leadership Academy impacted both my professional and personal life, helping me be more conscious of how I'm showing up in the world and how I want to contribute to it. I'm forever grateful for this experience."

"The Leadership Academy was the greatest gift given to me. I left with a greater sense of purpose, a deeper connection to myself, and 30 new family members."

"My biggest learning is that leadership is less about having the right answers and more about creating the conditions for people, purpose, and performance to move forward together.

"Of all the leadership programs I've participated in over my 19 years at a values-based financial institution, none have been as impactful on me personally and in my work as the GABV Leadership Academy."

"It was a unique and at times humbling opportunity to be alongside leaders from values-led banks around the world, sharing learning, exchanging ideas and reflecting on how finance can be used as a force for good."

"So many impactful experiences — we started as a random group of leaders and ended as a tight-knit community that will surely continue to evolve. The leaders are so knowledgeable, enthusiastic and committed to their important work."

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