

# GABV Leadership Academy 2025

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

**BLENDED ONLINE / IN-PERSON PROGRAMME**

**FEBRUARY - MAY 2025**



**Global Alliance for  
Banking on Values**

The GABV Leadership Academy is a **transformative learning experience** for bankers in values-based financial institutions. The programme is offered by the Global Alliance for Banking on Values (GABV) in partnership with Presencing Institute and the Massachusetts Institute of Technology (MIT) Co-Lab. 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](https://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](https://u-school.org/about-pi)



# Blended Online/ in-Person format

The 10th edition of the GABV Leadership Academy runs from February to May 2025, combining four online sessions with a 5.5-day in-person meeting run in parallel with the [2025 GABV Annual Meeting in Kampala, Uganda](#) from 9-15 March 2025.

Alongside five modules, participants will engage in peer coaching sessions and three individual coaching sessions with one of the programme facilitators.

During the programme, participants will work on a prototype that is relevant to their own organisation and incorporates their individual leadership objectives.

## 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.

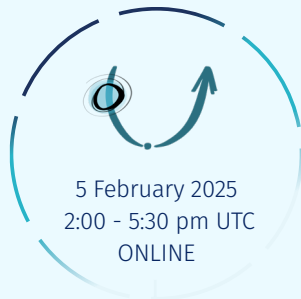
## THE APPROACH

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.

# THE CURRICULUM

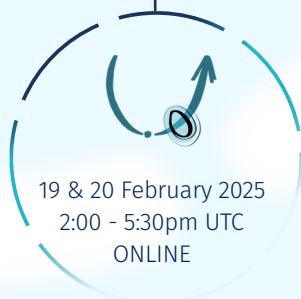


## MODULE 1

### Co-Initiating: Build Common Intent

#### Concepts and Tools:

- Core Concepts of Values-based Banking
- Core Leadership Tools: Levels of Listening



## MODULE 2

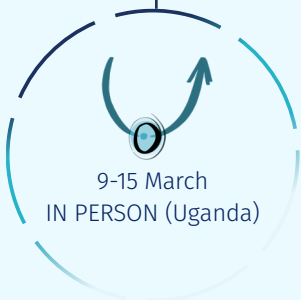
### Co-Sensing: Observe, Observe, Observe

#### Concepts and Tools:

- Theory U – a Method for awareness-based System Change
- Anchoring Values-based Banking at the core of your Organisation
- Seeing current Reality

#### Self Leadership:

- Cultivating Mindfulness & Attention



## MODULE 3

### Co-Presencing: Deep Dive into my Leadership Intention

#### GABV Annual Meeting:

- Learn from the best and grow your network - Dive into the Eco-System of our host bank, Centenary Bank, one of the largest GABV member - Meet their clients, their CEO and learn innovative approaches to Values-based Banking
- Get to know like-minded peers - meet the amazing people behind the GABV global network and participate in the 2024 GABV Annual Meeting
- Connect to your leadership intention during a a 2.5 day retreat close to Nature

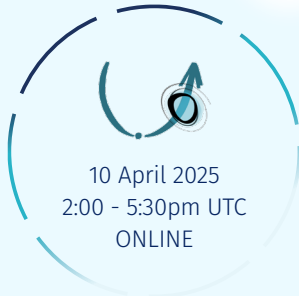
#### Concept and Tools:

- 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

# THE CURRICULUM



## MODULE 4

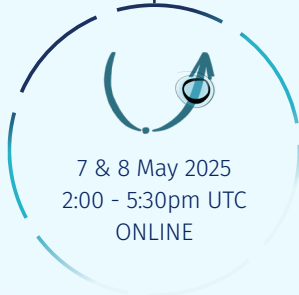
### Co-Creating: Prototype the New

#### Concepts and Tools:

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

#### Self-Leadership:

- Cultivate Mindfulness and Attention



## MODULE 5

### Co-Evolving: Embody the New in the Ecosystem

#### Concepts and Tools:

- Ecosystem Leadership for Impact
- Ecosystem Finance
- From Ecosystem to Ecosystem Economics

#### Self Leadership

- Cultivating Mindfulness & Attention



Online/  
in-Person  
format



Graduation of the 2024 GABV Leadership Academy cohort.

## 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 [2025 GABV Annual Meeting in Kampala](#), Uganda, hosted by Centenary Bank.
- Leadership Retreat in nature.

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



Participants in the 2024 GABV Leadership Academy retreat in Italy.

## 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.

# 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 experts in different 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.

# TUITION

GABV member banks from the US, Europe, Japan, Australia	<b>USD 9,800</b>
GABV member banks from the rest of the world	<b>USD 7,500</b>
Non-GABV member banks from the US, Europe, Japan, Australia	<b>USD 11,500</b>
Non-GABV member banks from the rest of the world	<b>USD 9,800</b>

\* Excluding travel and accommodation costs for Module 3.

# CERTIFICATION

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

# APPLICATION PROCESS

Please, fill the [Online Application Form](#)

[Register Now](#)



# KEY DATES

<b>5 December</b>	Application deadline
<b>2 - 31 January</b>	Onboarding interviews
<b>5 February</b>	Programme begins

# CONTACT

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# What people say

“The GABV Leadership Academy was an eye-opening, mind-blowing experience into leadership, innovation and business transformation. The global scope of the class was fundamental for this experience. I really recommend it for professionals worldwide.”

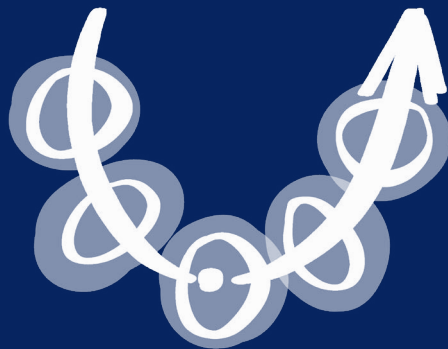
“Participating in the GABV Leadership Academy enabled me to experience deep growth as both a person and a leader within my organisation. It helped me reconnect to my highest purpose and to why I chose to work for a values-based bank. The GABV Leadership Academy also gave me a new set of tools and skills to meet the future from a position of strength, not fear.”

“Leadership Academy represents a REBIRTH to my personal and professional life. The practical tools that are applied [and] the awareness [of] the staff was invaluable.”

“This has been such a treasure trove of new insights, inspiration and encouragement. Not just as a professional in values based banking, but as a person this period has been truly transitional for me. Not to mention: a lot of fun! Thank you so much!!”

“To be part of the first GABV Leadership Academy was a once-in-a-lifetime opportunity for me. A chance for me to grow in my own personal leadership to be more courageous and confident in my role. It also allowed me time for reflection. I learned that a strong leader has to look outward and inward and to always bring my authentic self.”

“I have been privileged to attend this programme and feel stronger and more confident because of it. I am now part of a like minded community that I can call upon at any time to chat through scenarios and seek peer to peer coaching.”



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