



CCMA Members Forum

Investing in Talent

FEBRUARY, 2023



Agenda

WELCOME & OPENING REMARKS

Teresa Kelly, Head of Investor Services

Kristine Suplinska, Investor Services Manager

TALENT SOURCING & RETENTION

Owen McSweeney, Talent Acquisition Lead

CAREER DEVELOPMENT & MENTORING

Patty Hill, Professional Development Program Manager

PROFESSIONAL DEVELOPMENT RESOURCES

Declan O'Dwyer, Global Practice Lead

MY CAREER JOURNEY

Mairead Dillon, Manager

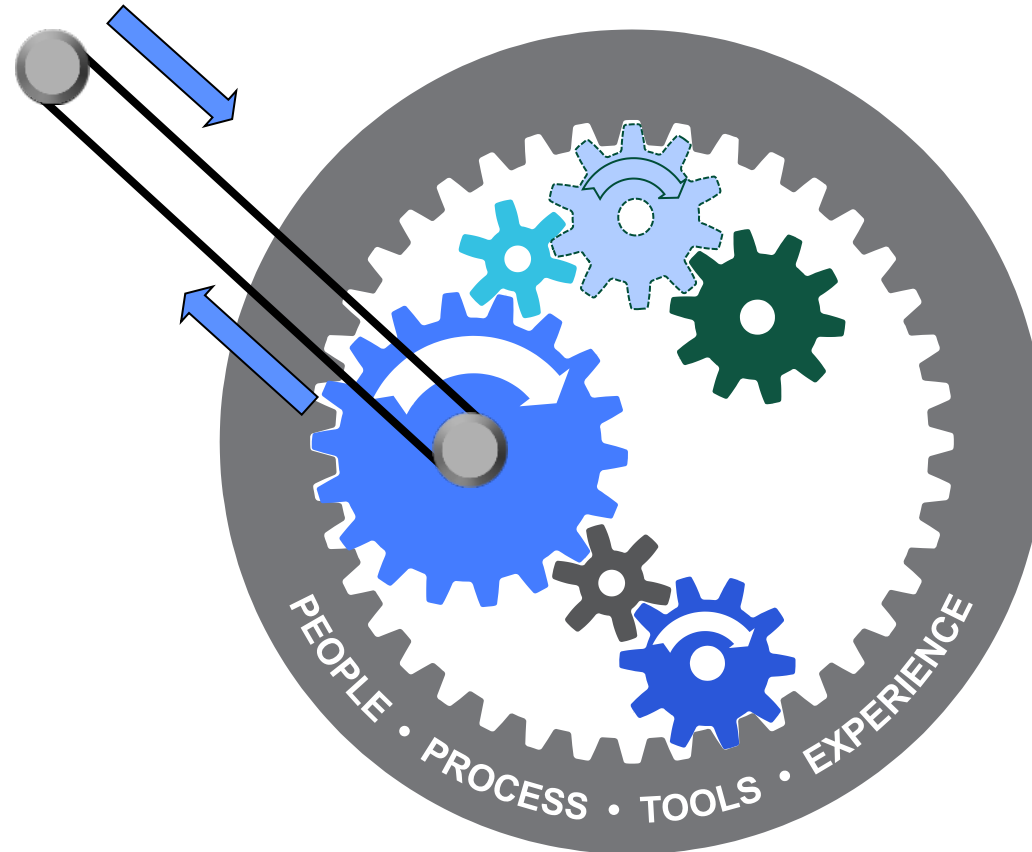
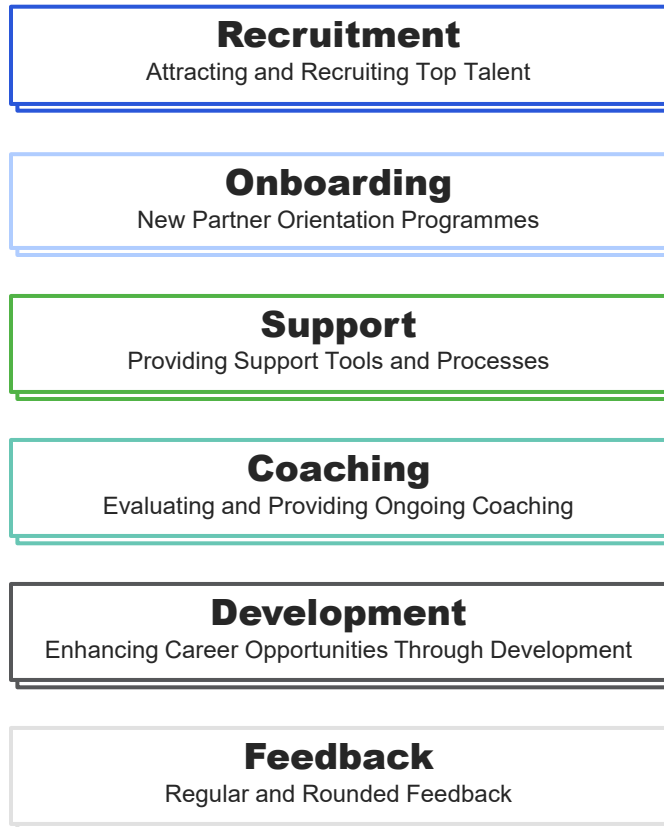
Laura Linehan, Manager

Rhona McKeigue, Technical Coordinator

Vivienne O'Neill, Technical Coordinator

James Costello, Senior Analyst

INVESTOR SERVICES AT NORTHERN TRUST



Ireland
Campus, Early
Careers &
Experienced
Recruitment Strategy

Owen McSweeney
Talent Acquisition Lead



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CERTIFICATE



EMEA TALENT ACQUISITION – DIVERSE HIRING STRATEGY



IN-HOUSE

Targets (e.g. diverse slates)
Policies (e.g. diverse panels)
Manager Training / Recruiter Training
De-biasing hiring process



DIVERSITY PARTNERSHIPS

Not for profit alliances
Industry forums
Steering groups
Events/BRC collaboration
CSR alignment



CAMPUS

School leaver programs
Internships
Campus events
Student affinity groups/BRC conduit





We believe you're made for greater.

Ireland - Campus & Early Career Programs

- **Limerick Internships** – 6 - 8 months in duration. Campus partners - University of Limerick (UL) and Technological University of the Shannon, Midlands Midwest (TUS). This year, we have employed 51 intern students across 11 different business units in LMK. Internships are managed directly by the placement officers on Campus with Talent Acquisition.
- **Rotational Development Program (RDP)** – 18 months Global Fund Services rotation within Fund Accounting, Custody & Transfer Agency. This program is advertised on our external job boards and internally for partners with up to 3 years work experience at Non - Officer level.
- **Irish Fund Services (IFS) Apprentice Program** – In collaboration with The National College of Ireland - Level 6 Certificate in Financial services. This program is advertised on both the Open Doors Initiative & Engage in Education websites.
- **UL Cyber Apprenticeship Programme** – In collaboration with The University of Limerick – Level 8 Degree in Cyber Security. This program is advertised on Grad Ireland, Irish Jobs and our NT careers website.

Ireland - DE&I Campus Activity

Campus Student Societies & Partnership Agencies

- Open Doors Initiative (include refugees, asylum seekers and migrants, people with disabilities and disadvantaged youth, those from a Traveller background, LGBTIQ+, people with a criminal past, and any intersectionality between the groups.) Engage in Education (DEIS schools in LMK), Employability (candidates with a disclosed disability) and Specialisterne (candidates with a disclosed disability).
- UL - LGBTQ+ student society, NT is the Corporate sponsor for academic year 22/23. We are currently working to sign the same Corporate sponsorship with TUS but this is yet to be confirmed.
- UL & TUS Disability & BAME student societies. Ongoing collaboration with UL Disability office – NT was the Co-Founder of The Mid West Disability forum.

Bursary & Scholarships

- NT provide annual sponsorship awards for best academic QCA results (UL) and bursary scholarships (TUS).

Advertising Grad Roles

- Grad Ireland new partnership, Careers connect - internal Campus Job Boards and rehire of past intern students.

Career Development & Mentoring

Patty Hill
Professional Development Program
Manager



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Career Development Philosophy

is a process where partners, with the support of Northern Trust and their managers, pursue opportunities to grow their skills, knowledge, and careers. At its best, it is a **collaborative and cooperative** effort between partners and their managers or mentors.



Ownership

It's up to individual partners to own their development, where they want their career to go, and to make use of the people and resources available.

Managers

Managers / Mentors play a key role in career development conversations by encouraging, guiding, advising and sharing feedback with partners, and connecting them to relevant development opportunities like networking, cross functional projects or stretch assignments for example.

Organisation

Northern Trust creates opportunities and provides the tools, assessments, resources and training to help partners and managers define and build their development paths and have development conversations.

Continuous

Career Development plans should be part of the partner's goals created at the start of the year and focused on the individual's ambitions for today and tomorrow. The plans, goals, objectives, and feedback are continuously reviewed, updated and reflected on throughout the year in 1:1s.

Development Path

Career Development can take many forms; from in-place enrichment and exploration, social growth, or role growth that could be lateral, vertical, realignment or relocation. Development plans should incorporate 70% experience opportunities, 20% relationship building, and 10% educational learning. This blended approach will accelerate your development exponentially.

Career Development Paths



Lateral



Enrichment



Vertical



Exploration



Relocation



Realignment



NTU Career Development Center



The image shows a landing page for the Northern Trust Career Development Center. At the top left is the Northern Trust logo. The main header is 'Career Development' with the sub-header 'HR | Learning & Development'. A background image shows a man and a woman in business attire talking. Below the header, there are two columns: 'Develop Yourself' and 'Develop Others'. The 'Develop Yourself' column includes text about career direction and a link to a 'career development plan'. The 'Develop Others' column includes text about being a career coach and a link to a 'career development plan'. Below these columns is a blue bar with the text 'The Career Development Process comprises three steps:'. Underneath are three columns: 'Prepare' (with a document icon), 'Discuss & Plan' (with a speech bubble icon), and 'Take Action' (with a puzzle piece icon). Each column lists specific steps. At the bottom right is a 'Get Started' button. On the left side of the page, there are several call-to-action buttons: 'Develop MY Career', 'Guide OTHERS' Career Development', 'Click the button below to create your Career Development Plan' (with a 'CDP Tool' button), and 'Click the button below to create your Senior Leader Career Plan' (with a 'Senior Leader Career Plan' button). There is also a small image of a woman working on a laptop.

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Career Development

HR | Learning & Development

Career Development Center

Register below to attend a Career Development virtual classroom training session.

[Develop MY Career](#)

[Guide OTHERS' Career Development](#)

[Click the button below to create your Career Development Plan](#)

[CDP Tool](#)

[Click the button below to create your Senior Leader Career Plan](#)

[Senior Leader Career Plan](#)

Develop Yourself

The direction of your career is in your hands. Get to know yourself and what you want to achieve before engaging others in career discussions.

As you create a [career development plan](#), include a variety of growth experiences to help you reach your long-term career goals. Then, take action to reach those goals.

Develop Others

Anyone can be a career coach – a manager, mentor or peer. While being personally satisfying, developing others also has a positive impact on partners' intent to stay with Northern Trust and increases their career satisfaction.

Unlike "in the moment" coaching conversations, advising on a [career development plan](#) requires preparation and the ability to support the plan's execution.

This site contains resources to help you develop your career or coach and work with others to develop theirs.

The Career Development Process comprises three steps:

- Prepare**
 - Assess Your Current Reality
 - Draft a Development Plan
 - Prepare & Practice
 - Schedule a Conversation
- Discuss & Plan**
 - Review GAPS Grid
 - Share Career Development Plan
- Take Action**
 - Meet Commitments
 - Regularly Track Progress & Update the Plan

[Get Started](#)

Gaps Grid

	Where I Am Now	Where I Want To Go
My View	<p>Abilities</p> <p>What are you good at? What are your specialist areas? What tasks do people ask you to help with?</p>	<p>Goals and Values</p> <p>What type of work do you want to pursue? Where would you like to be in 2 years? What is important to you?</p>
Other's Views	<p>Perceptions</p> <p>How do other people perceive you? How could you get the views of other people? Who could you ask?</p>	<p>Success Factors</p> <p>What will make you successful? How will you know when you have reached your goal?</p>


Career Development Plan Tool

Career Development
Develop Yourself - Career Development Plan

Please open this tool in the Edge/Chrome browsers.

The Career Development Process comprises three steps. This Career Development Planning tool will help you prepare your own unique Career Development Plan (CDP).


Click on each of the steps to take you to that section of the Career Development Center for more information.



Prepare


Assess Your Current Reality
Draft a Development Plan
Prepare & Practice
Schedule a Conversation

[+ CREATE NEW FORM](#)



Discuss & Plan

Review GAPS Grid
Share Career Development Plan



Take Action

Meet Commitments
Regularly Track Progress &
Update the Plan

Click on the CREATE NEW FORM button above to prepare a CDP for yourself or for your direct report. Your existing CDP (if created earlier) will be visible on the right of this screen under Existing CDP.

To learn more about developing your career at Northern Trust, visit our [Career Development Center](#).

Note: If you choose to create a CDP for your direct report, it will be visible only to them after you click submit.

Existing CDP



Development
Career Development Plan

[Home](#) [Submit](#)

* CDP for:

* Enter Email ID:

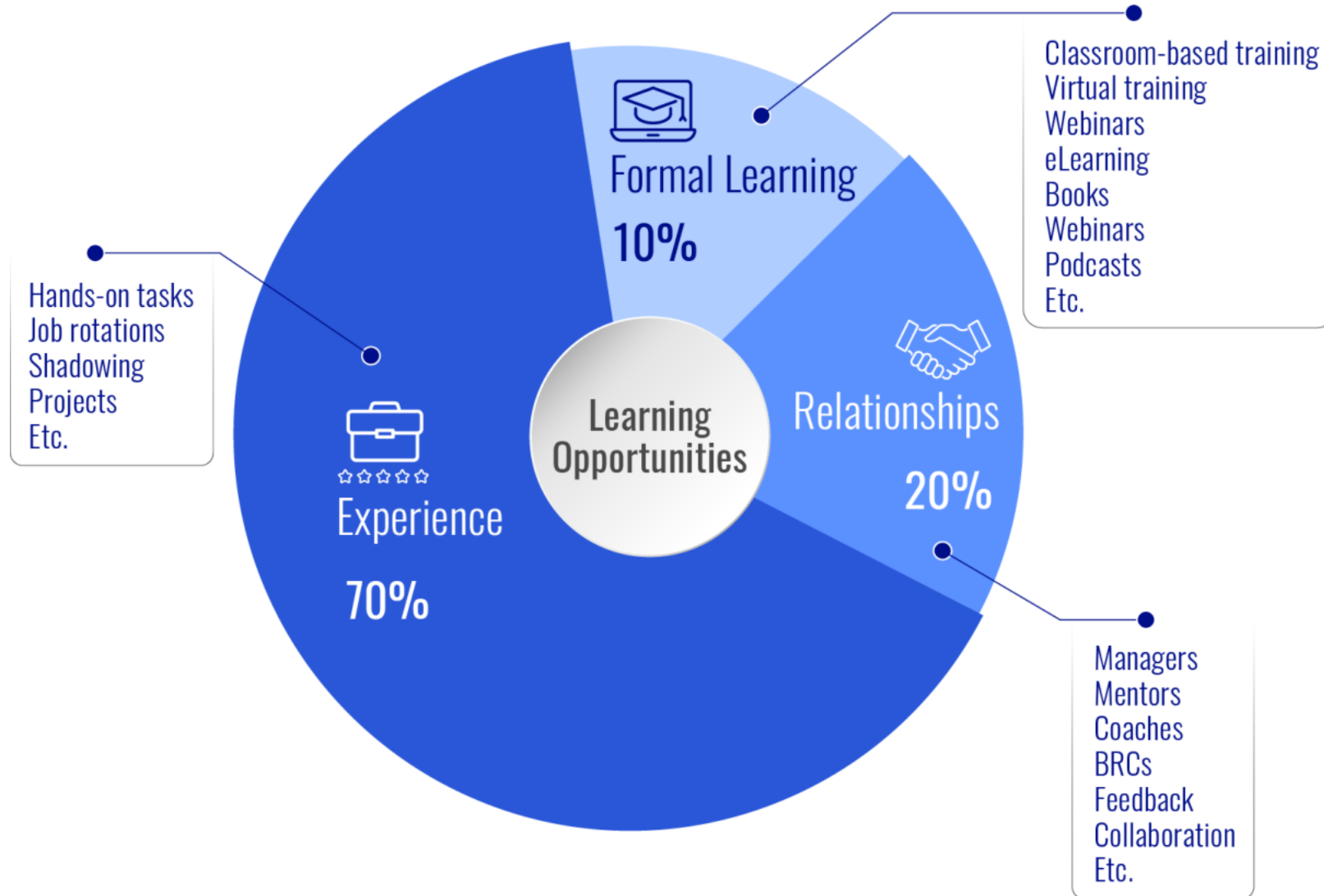
Aspirations:

Where do I want to be in life in the next 2 years?

What type of work do I want to be doing in the next 2 years?

Professional Development	Future-Focused	Functional	
Development Goal (PD)	Action Steps (PD)	Success Measures (PD)	Target Date (PD)
<input type="text" value="Develop project management skills"/>	<input type="text" value="Complete courses and be on data analytics project group."/>	<input type="text" value="Complete relevant NTU courses; Contribute to analytics project."/>	<input type="text" value="12/31/2022"/>
Skill (PD1)	Desired Activity (PD1)	Detailed Actions (PD1)	
<input type="text" value="Project Management"/>	<input type="text" value="Training"/>	<input type="text" value="Complete courses under NTU Project Mngmt Learning Center"/>	
Skill (PD2)	Desired Activity (PD2)	Detailed Actions (PD2)	
<input type="text" value="Project Management"/>	<input type="text" value="Stretch Project"/>	<input type="text" value="Contribute to the XXX analytics project"/>	
Skill (PD3)	Desired Activity (PD3)	Detailed Actions (PD3)	
<input type="text" value="Feedback"/>	<input type="text" value="Networking"/>	<input type="text" value="Meet w/ successful project managers to get feedback on skills"/>	

70-20-10 Development Model



Networking

Networking is the process of interacting with others to exchange information and develop professional or social contacts. It is about relationships, connections, sharing ideas and expertise rather than about building your skill-set.

BRCs

Yammer / MS Teams

Coffee Chats

Corporate Biography

Social Media
Connections

Benefits of Networking



Exchange ideas and extra sources of information



Makes you more noticeable



Opens the door for new opportunities



Support from peers and leaders



Increase self-confidence



Develop long lasting relationship

Mentoring

Mentoring is a mutual relationship built on trust and respect, designed to develop skills, share knowledge and experiences, and advance both mentors and mentees along their professional path.

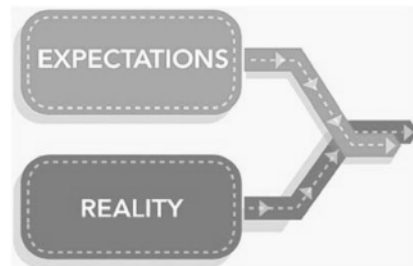
- Understand issues, alternatives, & make decisions



- Impartial opinions



- Manage expectations



- See the bigger picture

- Evaluate career path



- Broaden network

- Creates more inclusive, equitable & culturally competent workplace.



NTU Elevation Mentoring Center



Elevation Mentoring at Northern Trust encourages knowledge sharing, awareness of career development options, and partners' engagement with the Northern Trust culture.

This self-service portal contains training, guides and resources to create and maintain a successful mentoring relationship.

The Elevation Mentoring process comprises of the following stages:

Click on each of the stages below to get started.



Groups / Circles

- Asset Servicing Mentoring Circles
- Ireland WIL Lean In Circles – Females
- EMEA WIT Mentoring Circles

1:1 Mentoring

- Ireland Empower Mentoring
- NA APCR Professional Partnerships Program
- GFS Mentoring Program
- EMEA Risk & Compliance Mentoring

Other

- RDP Mentoring
- ETLP Mentoring
- BRC Mentoring

Tap into

L&D

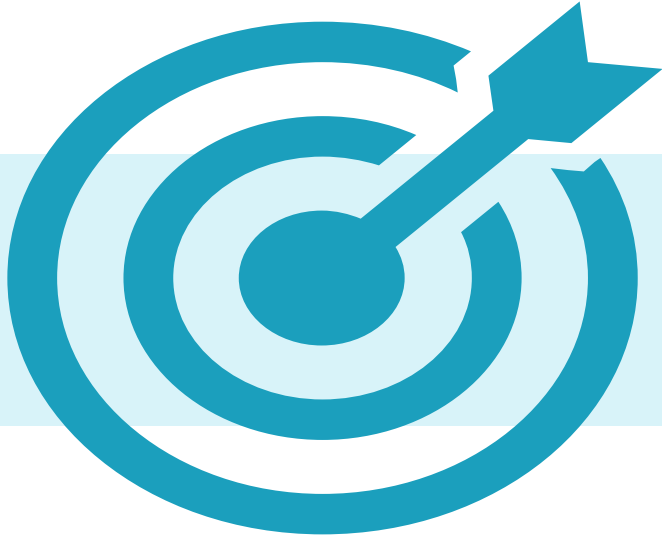
Declan O'Dwyer

Global L&D Operations Lead



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OBJECTIVES



Northern Trust
University (NTU)
Introduction



NTU Skills Mapper
and Learning
Centers



Tap into
Instructor Led
Training and
Educational
Assistance



2023 Future
Plans

Tap into L&D – Northern Trust University

The screenshot shows the Northern Trust University Learning and Development portal. At the top left is the Northern Trust University logo. A search bar at the top right contains the text "Find learning resources by keyword using the Search field above". The main heading reads "A world of learning starts here." Below this are three primary navigation cards: "Recommended learning resources sorted by skill/role" with a "Learning Centers" button, "Recommended learning resources sorted by job level" with a "My Skills Mapper" button, and "Browse learning resources sorted by topic" with a "Categories" button. At the bottom are three additional buttons: "Career Development", "Manager Dashboard", and "Mentoring". A footer at the very bottom contains the "NTU Help Center" link. The "Learning Centers" and "My Skills Mapper" buttons are highlighted with red boxes.

NORTHERN TRUST
University

Find learning resources by keyword using the [Search](#) field above

A world of learning starts here.

Recommended learning resources sorted by skill/role
[Learning Centers](#)

Recommended learning resources sorted by job level
[My Skills Mapper](#)

Browse learning resources sorted by topic
[Categories](#)

[Career Development](#) [Manager Dashboard](#) [Mentoring](#)

[NTU Help Center](#)

Tap into L&D: NT Skills Mapper

NORTHERN TRUST University

HR | Learning & Development

MY SKILLS MAPPER

Professional Development Aligned to Job Levels

My Skills can help you identify skills and learning relevant to your job level as defined by the [Global Job Framework](#).
Select your Job Level to continue.

Business and Operational Services

Professional

Management

Training for DE&I, Future-Focused Skills and O365 are relevant to all job levels.
Click the topic title to access learning options.

Microsoft Office

Future-Focused Skills

Diversity, Equity & Inclusion

FAQs

Home

MY SKILLS MAPPER

Professional Development Aligned to Job Levels

Select your Job Level to view relevant skills.

Business and Operational Services

B1	Skills have been mapped to job levels. Select a skill you want to improve.	<input type="checkbox"/>	Self-Paced
B2	Communication	<input checked="" type="checkbox"/>	<ul style="list-style-type: none">Writing Basics eLearning Series (26 Mins)Writing Clearly eLearning Series (19 Mins)Communicating Technical Information
B3	Client Service	<input type="checkbox"/>	Instructor-Led
B4	Personal Effectiveness	<input type="checkbox"/>	
B5	Productivity	<input type="checkbox"/>	<ul style="list-style-type: none">Better Business WritingEmail ExcellenceEffective Communication Techniques

Tap into L&D – Professional Development Learning Center



Welcome to the Professional Development Learning Center

The **learning centers** below include recommended resources to develop a number of critical skills. Each learning center contains both short micromodules to introduce you to a topic along with longer, more in-depth options for partners who want to learn more. You can access these learning centers by clicking on the tiles below.

If you are interested in a topic that is not listed, we recommend you use the **Browse** feature where you can access **40+ categories of professional development content**.

You can also perform a **keyword search** of our learning catalogue using the search bar at the top of this screen.

Finally, watch for regular emails from TMLearning@ntrs.com where we advertise a variety of instructor-led and self-paced classes.



Growth Mindset - Personal Brand - Networking - Accountability - Emotional Intelligence

Growth Mindset

Explore

Growth Mindset: Practical Tips (7 mins, self-paced)

Raising Resiliency: Get Out of Your Comfort Zone (5 mins, self-paced)

Core

The Growth Mindset: 01. The Growth Mindset - Embracing Yet (6 mins, self-paced)

The Growth Mindset: 02. Developing Growth Mindset (5 mins, self-paced)

The Growth Mindset: 03. Limitations of a Fixed Mindset (6 mins, self-paced)

Fostering a Culture of Risk Taking (14 mins, self-paced)

Failure: 01. Accepting Failure (6 mins, self-paced)

More

Grit: The power of passion and perseverance | Angela Lee Duckworth (7 mins, self-paced)

Create a Growth Board for Vetting Ideas | Beth Comstock (3 mins, self-paced)

Create: Breakthrough Innovation and Organic Growth | Jeff DeGraff (9 mins, self-paced)

Attack Every Challenge | Shane Battier (6 mins, self-paced)

Shift Your Mindset to "Win-Win" | Kevin Zollman (5 mins, self-paced)

Personal Brand

Explore

Develop Your Personal Brand (25 mins, self-paced)

Like it or Not - You have a Brand (2 mins, self-paced)

Professional Partners (360 mins, virtual-classroom)

Core

Developing Brand You (50 mins, self-paced)

Your Personal Brand Is Connected to Your Employer's Brand (10 mins, self-paced)

What You See Is What You Get – Using Self-Awareness for Your Brand (5 mins, self-paced)

Career Brand: Networking (8 mins, self-paced)

Focus On The Brand Called You (180 mins, virtual-classroom)

More

LinkedIn: Create an Effective Profile (10 mins, self-paced)

Career and Life Evolution | Russell Ameraseker (60 mins, self-paced)

Improving Your Resiliency (120 mins, instructor-led)

Tap into Industry Knowledge: Search “Intuition Catalogue”

Intuition have everything you want to know but were unsure who to ask about Financial Services!

On Northern Trust University (NTU) you have access to:

- content used by 90% of the world's financial institutions from entry level to executive.
- 900+ best-in-class self-paced courses that are short, topic specific with up-to-date insights!
- copy the course name from the Catalogue and enter it into the search box to locate on NTU.
- courses are eligible for CPE hours on CFA; ACCA; ICA; CISI; and others. See course homepage.



[Intuition Catalog](#)

Hot Topics >

TOPIC 1:
ESG OVERVIEW

TOPIC 1:
SUSTAINABLE
FINANCE OVERVIEW

Introductions >

TOPIC 1:
FINANCIAL MARKETS

TOPIC 1:
FinTech OVERVIEW

Specialisation >

TOPIC 2:
OVERVIEW OF FX
MARKET

TOPIC 1:
WHAT ARE MONEY
MARKETS?

Tap into Power Guides: Jhana by Franklin Covey



Managing Your Team

Managing Yourself

Working With Others

Communicating

1-on-1s Accountability Assessing Your Team Coaching Delegating Developing Your Team Difficult Conversations First 90 Days as a Manager
Giving Feedback Hiring Innovation & Creativity Managing Challenging Employees Managing Remote & Hybrid Workers Motivating Your Team
New Employees Retaining Your Team Team Culture Team Goals

📖 Learn the Essentials

[Key lessons](#)

[17 ways to persuade](#)

[How to prepare to persuade](#)

🔧 Solve Common Problems

[Direct report doesn't want to do a critical task](#)

[Colleague outside my team won't help](#)

[My manager doesn't support my great idea](#)

📌 Quick Tips

[When giving updates, focus on impact rather than tasks completed](#)

[Strategically draw your boss's attention to your top performers' growth and achievements](#)

🛠️ Tools

[6 strategies of the silver-tongued](#)

📄 PDF

[Negotiation preparation worksheet](#)

📄 PDF

Persist, Don't Give Up



← [Change: How to Turn Uncertainty into Opportunity](#)

- **10-minute action:** [Identify an obstacle to a change that's holding you back — and the first step to overcome it](#)
- **Article:** [6 common friction points of change and how to work through them](#)
- **Article:** [There's too much change at once](#)
- **Video:** [4 tips for approaching your manager when you encounter obstacles with a change](#)

Identify an obstacle to a change that's holding you back — and the first step to overcome it

Why do it?

Your first thought might be *This isn't going to work!* when you hit a snag with a change, especially a change that you're skeptical of or that pushes you out of your comfort zone. Obstacles are common — and almost always surmountable if you take a moment to analyze what's holding you back and then figure out a productive way forward.



Jhana by Franklin Covey

Tap into Micro-Learning - Blink, Big Think and TED too

- **Specially curated** resources
- Short **micromodules** *plus* longer **in-depth** content
- Searchable on **Northern Trust University**
- Keyword for Search: **Blink, Bigthink, TED, MindTools**



**Nonfiction.
Podcasts.
Key ideas.
15 min.**



INFLUENCE

Course (1 class) 00h 15m

Influence: The Psychology of Persuasion | Robert B. Cialdini

Not Registered

This book summary of Influence explains in detail the fundamental pri...

☆☆☆☆☆

MINDSET

Course (1 class) 00h 15m

Mindset: The New Psychology of Success | Carol Dweck

Not Registered

This book summary of Mindset discusses the differences between p...

☆☆☆☆☆



edge1

Course (1 class) 00h 05m

Persuading Others: Negotiation Techniques | Robert Cialdini

Not Registered

The art of negotiation can take years to master, and because of the person...

☆☆☆☆☆

edge1

Course (1 class) 00h 05m

Make Deals Like an FBI Negotiator: Get Your Counterp...

Not Registered

Successful negotiation isn't about "getting to yes". It's about working to...

☆☆☆☆☆

edge1

Course (1 class) 00h 03m

Embody Executive Presence: Getting Feedback | Sylvia Ann ...

Not Registered

It's incredibly valuable to get feedback on how you present yourself. Unfortu...

☆☆☆☆☆

TED

Course (1 class) 00h 19m

The puzzle of motivation | Dan Pink | TED Talk

Not Registered

Career analyst Dan Pink examines the puzzle of motivation, starting with a f...

☆☆☆☆☆

TED

Course (1 class) 00h 11m

The power of believing that you can improve | Carol Dweck | TE...

Not Registered

Carol Dweck is the leading expert on "growth mindset" — the idea that we ...

☆☆☆☆☆

TED

Course (1 class) 00h 07m

Grit: The power of passion and perseverance | Angela Lee Duc...

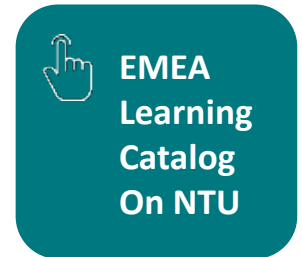
Not Registered

Leaving a high-flying job in consulting, Angela Lee Duckworth took a job tea...

☆☆☆☆☆

Tap into Instructor Led Learning



Professional Development				Leadership			
New to Work / Early Career		Mid Career		New/Early People Mgmt.		Experienced Leadership	
The Bigger Picture – Know Northern Trust		Create Engagement in Virtual Presentation		Greater Expectations (GE) New to People Mgmt. Curriculum*		Managing within the Law UK / Ireland *	
Career Development – Develop My Career				Guide OTHERS' Career Development			
Email Excellence	Assertiveness	Better Business Writing	Project Management Essentials	Create a Culture of Feedback		Inspire a Culture of Trust (FC)	
Effective Business Writing		Communication Agility		Hold Regular 1-on-1s		Create a Shared Vision and Strategy (FC)	
Effective Communication Techniques		Focus on a Brand Called You		Set Up Your Team to Get Results		Execute your Teams Strategy and Goals (FC)	
Drive Exceptional Client Service	Effective Service Teams	Strengthen Client Relationships		Manage Your Time & Energy		Unleash your Teams Potential through Coaching (FC)	
Professional Partners		Conflict & Challenging Conversations <i>NEW</i>		Personal Brand & Impact		Multipliers (FC – Franklin Covey)	
Emotional Intelligence – Self		Influencing & Negotiation <i>NEW</i>		Lead Your Team Through Change			
Emotional Intelligence – Relationships		Enhancing Client Presentations		Critical Thinking and Tactical Decision-Making		EI For Exceptional Leadership	
Time Management		Building Business Acumen					
Future Focused Skills							
Power Bi Level 1 - 3		Critical Thinking	Everyday Problem Solving	Introduction to Process Mapping		Conducting Root Cause Analysis	
Visibility within Hybrid Teams		Manage Hybrid Meetings		Maximising Productivity in Hybrid Teams		A3 Problem Solving	
Agile							
Agile Overview	Agile Level 2 – Scrum Essentials	Agile: Kanban Essentials	Agile Practitioner Essentials (Business Analyst)	Agile: Estimation and Metrics	Agile: User Story Writing Workshop	SAFe Agile Certification Preparation	
Microsoft 365							
Microsoft Teams Learning Series		Microsoft 365: Mobile	Working Smarter with Outlook 365	Creating Effective Presentations with PowerPoint 365			
Excel: Dashboards and Data Visualisation		Excel 365 : Series of topic based classes		Microsoft 365 Collaboration – Self Paced Resources			
My Skills Mapper <i>Recommends courses by Job Level</i>		Career Development	Mentoring	Wellbeing	Industry Knowledge <i>Intuition Catalogue</i>	Educational Assistance	



Tap into Certification – Educational Assistance

Open to all Permanent NT Partners who are with NT at least 6 months and key criteria is that course is relevant to current or future role in NT

Educational Assistance covers tuition, books, required fees, and examinations up to an annual limit of 9,000 for:

- Academic degrees and diplomas (e.g UL Diploma in Management)
- Specific financial-industry credentic  
- Select Institute of Banking certificate and diploma programs



Popular with our partners: Level 7 Certifications

- Professional Certificate in [International Investment Fund Services](#) (Accredited Funds Professional designation)
- Professional Certificate in [Consumer Protection Risk, Culture and Ethical Behaviour in Financial Services](#)
- Professional Certificate in [Complex Financial Instruments in International Financial Services](#)
- Professional Certificate in [Responsible and Sustainable Finance](#)
- Professional Certificate in [Digital Risk, AML and Financial Crime Prevention](#)
- Professional Certificate in [Digital Financial Services and Data Analysis](#)

Recommended Level 9 Certifications

- Professional Diploma in [Digital Transformation in Financial Services](#)
- Professional Diploma in [Applied Alternative Investments](#) *



Tap into L&D – What next in 2023?

Access 5,000+ courses, 100+ SkillSets, and 1,900+ Guided Projects from top universities and companies

Skills-first Learning

Develop critical skills for critical roles



DATA & ANALYTICS ACADEMY

Enable everyone to be data-driven and AI-aware



TECH ACADEMY

Drive your technology transformation



LEADERSHIP ACADEMY

Empower your teams to lead without limits



MARKETING ACADEMY

Supercharge growth and customer acquisition



FINANCE ACADEMY

BETA

Streamline company operations and sustain growth

Pilot Focus

Popular courses from B2B learners in 2021



AI for Everyone



Neural Networks & Deep Learning



Becoming a Principled and Persuasive Negotiator



High Performance Collaboration



Design Thinking for Innovation

My Career Journey



NORTHERN
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MAIREAD DILLON
Transfer Agency Manager



RHONA MCKEIGUE
Technical Co-ordinator



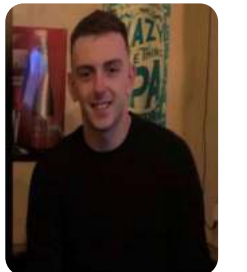
VIVIENNE O'NEILL
Technical Co-ordinator



LAURA LINEHAN
IR and Quality Manager



JAMES COSTELLO
Senior Analyst







Thank You

