

Armstrong Wolfe

The Power of Collective Ambition

The COO

Debating Society

**The Motion: AI presents a greater
opportunity than threat to
Financial Services**



LSEG



ARMSTRONG WOLFE™



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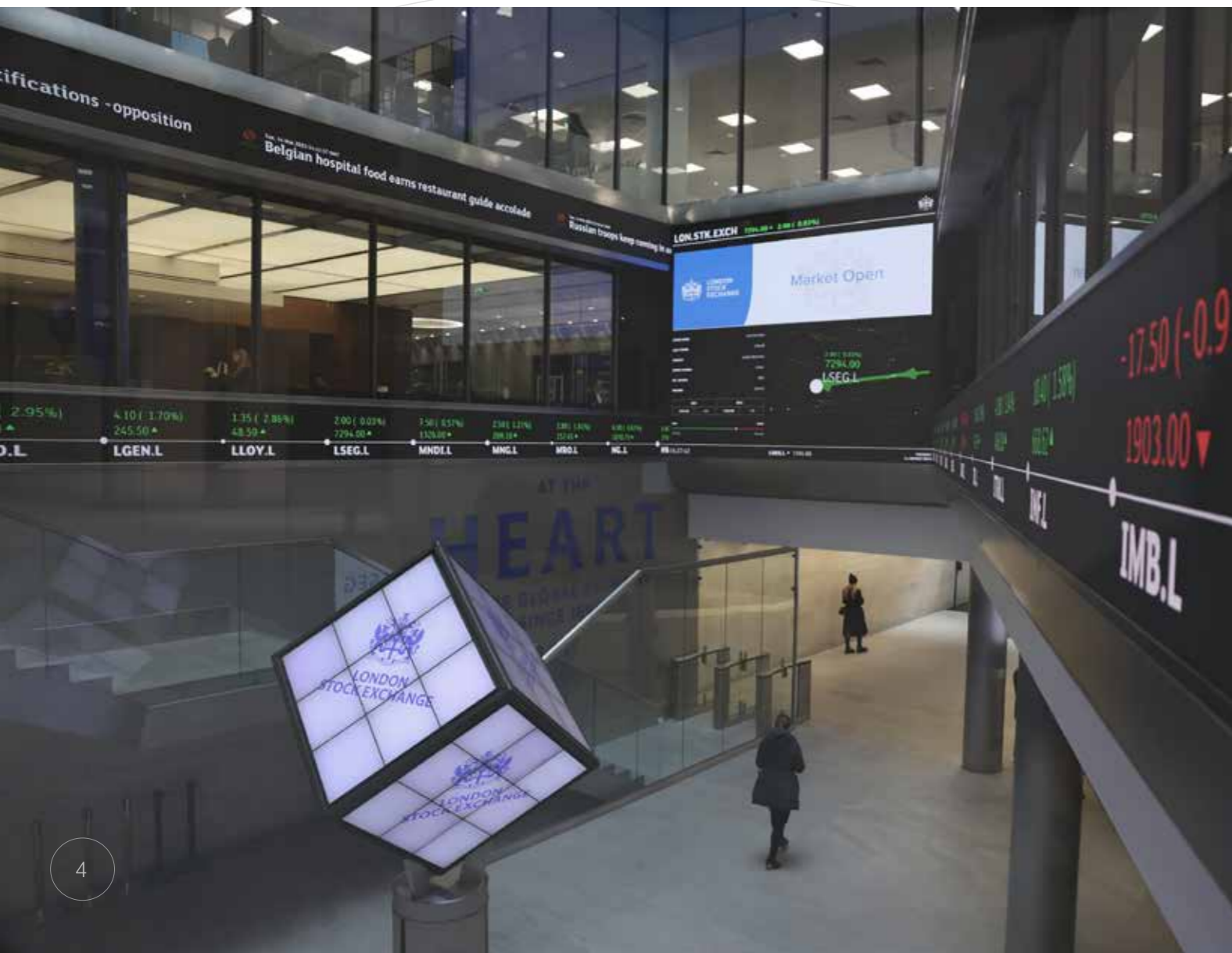
About LSEG

LSEG (**London Stock Exchange Group**) is a leading global financial markets infrastructure and data provider, playing a vital social and economic role in the world's financial system.

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With our open approach, trusted expertise and global scale, we enable the sustainable growth and stability of our customers and their communities. We are dedicated partners with extensive experience, deep knowledge and a worldwide presence in data and analytics; indices; capital formation; and trade execution, clearing and risk management across multiple asset classes.

LSEG is headquartered in the United Kingdom, with significant operations in 70 countries across EMEA, North America, Latin America and Asia Pacific. We employ 23,000 people globally, more than half located in Asia Pacific. LSEG's ticker symbol is LSEG.



What is Armstrong Wolfe?

Armstrong Wolfe is a **global firm** which brings together **the financial services COO community** to address market wide, non-proprietary challenges. We manage this connectivity through the International COO Community (**iCOOC**), our paid corporate membership programme. We invite **Alliance Partners** to participate in our **high-quality and engaging discussions** with the COO community, leveraging their expertise.

An Overview of our Programme

Our round table discussions take place during dinners, breakfasts, or through online forums. The intimate in-person settings offer valuable opportunities for engaging in high-quality conversations with influential decision-makers and thought leaders and their deputies. The round table discussions primarily involve groups of COOs (Chief Operating Officers), groups of Chief Control Officers, and COOs reporting to the Chief Risk Officers.

The topics for discussion are driven by the community and cover a wide array of topics including: Innovation, Transformation, Regulation, Conduct and Culture, DE&I, and Talent development.

We organise additional formats that enable more focused discussions on topics of immediate interest to our COOs and CCOs: small "cluster" calls at the request of member firms or alliance partners on narrowly defined topics, as well as broader debates on topics of industry interest that gather a broader cross-section of the industry.



Armstrong Wolfe is also focused on Talent and DE&I in the COO Community

Ad Centrum unites the COO community's energy, passion, and knowledge within DE&I. It brings this sphere of influence onto a centralised platform with a common purpose, committed to making a sustainable impact on the financial services industry.

WCOOC is led by industry professionals and regional steering groups working together to provide timely and forward-thinking content and thought leadership.

Our Mission is to inspire tomorrow's female leaders in Financial Services to have no limit to their ambitions, to educate our peers on-business management and the COO role as career destinations and to provide a platform for cross-industry debate seeking to address common challenges.

Armstrong Wolfe works with iCOOC membership, alliance partners, industry bodies and the regulators in pursuit to make financial services the career destination of equal opportunity for all.

Chair



Terry Yodaiken
Global Head of Wealth & Asset Management
Armstrong Wolfe

Judges



David Shalders
COO & Head of Integration
LSEG



Rob Knight
Managing Director
RRAK Advisory



Lucia Pino-Garcia
Chief Technology Officer
Ninety One



Tom Winstanley
CTO & Head of New Ventures
NTT DATA UK&I

Debating for the motion



Nabeel Ebrahim
Chief Revenue Officer
Behavox

Nabeel Ebrahim serves as the Chief Revenue Officer, leading a global team across sales, project management, and customer success. Nabeel joined Behavox in 2016 as has been a part of every customer engagement for Behavox, overseeing the most complex engagements and implementations at some of the world's leading banks, private equity firms, and hedge funds.

With a foundation as a trained lawyer and extensive experience in law and financial services, Nabeel combines strategic insight with operational excellence to drive growth and customer engagement.



Martin Goodson
CEO and Chief Scientist
Evolution AI

Martin is a former Oxford University scientific researcher and has led AI research at several organisations. In 2019, he was elected Chair of the Data Science and AI Section of the Royal Statistical Society, the membership group representing professional data scientists in the UK.

Martin is the CEO of the multi-award-winning data extraction firm Evolution AI. He also leads the London Machine Learning Meetup, the largest AI & machine learning community in Europe.



Debating against the motion



Christopher Rigg
Principal
Global Economics Group

Christopher has over 25 years working at the intersection of financial services and technology serving as both a senior technology and operations executive at Bank of America and a consulting partner at EY, IBM, and Accenture.

A proven leader who has managed large transformation programs and large global teams, including pioneering engagements in the electronic trading, advanced analytics, and artificial intelligence space.

He has a strong record of change delivery in capital markets, wealth management, corporate/investment banking, and payments. Drives organizational success by leveraging technology to improve their client's experience, increase revenue, and improve operational efficiency.



Paul Mullins
Managing Director, Global Strategic Initiatives
formerly **HSBC**

Paul is a Financial Services Industry leader in Customer centric product and proposition development. He has worked across the globe transforming businesses through the deployment of sustainable customer centric value based business models and now supports other businesses to do likewise.

Paul is an accredited Fintech Practitioner and keynote speaker on customer centricity and AI and what this holds for the Financial Services Industry.



The COO Debating Society

Since 2015 Armstrong Wolfe has been running round table debates **supporting the Chief Operating Officers of Markets, Banking and Asset Management.**

Armstrong Wolfe established the Women in the COO Community (**WCOOC**) in 2016, and in 2020 the International COO Community (**iCOOC**). In 2023 we repositioned WCOOC to play an ongoing and important role as part of **Ad Centrum**, the COO Centre for **DE&I** debate, imagining a world where everyone belongs.

Introduced at Armstrong Wolfe's inaugural COO Summit in February 2023, the COO Debating Society held its first debate, Purpose versus Controls as the chosen means to manage conduct.

Through debate the society seeks to draw attention to subjects at the heart of the COO's mandate. The judges and audience are briefed that they can vote based on only the strength of the argument presented, not any predetermined views on the subject. The debates will often place aspects which are complementary against each other, where both are clearly needed for success, but one can vote for only one.

The debate is used to break down and present the strengths of each in its own right, and prompt thought on important aspects of the COO's day-to-day activities. It affords each team the opportunity to take the audience on a nonlinear journey to a result that is not predetermined, as both aspects are often needed but the strength of the argument defines the result.

The COO Debating Society is open to the directorate of corporate members of iCOOC and Ad Centrum, the Society's alumni (previous judges, debaters, hosts), and invited guests.



Rules of Debate

- » There are 4 judges and a Chair.
- » There are 2 teams, each consisting of two debaters, a primary and a secondary.
- » Each debater will have 5 minutes to speak. The primary debater for the motion gives the first speech, with the primary against the motion responding, followed by the second for and second against the motion
- » The team for the motion has the right to make any reasonable definition of each of the terms of the proposition. If the team against challenges the reasonableness of a definition by the other team, the judge must accept the definition of the team that shows better grounds for its interpretation of the term.
- » The team for the motion must advocate everything required by the topic itself. No revision of position of a team is permitted during the debate.
- » Whosoever asserts must prove. To establish an assertion, the team must support it with enough evidence and logic to convince an intelligent but previously uninformed person that it is more reasonable to believe the assertion than to disbelieve it. Facts must be accurate. Visual materials are permissible, and once introduced, they become available for the opponents' use if desired.

- » There are 3 questioning periods: Judges, audience, and team to team.
- » The questioner may ask any fair, clear question that has a direct bearing on the debate.
- » The questioner may use the opportunity to reaffirm a case, to tear down a part of a case, or to ascertain facts, such as a team's position on a certain issue.
- » The questioner must confine themselves to questions and not make statements, comments, or ask rhetorical questions.
- » The judges and the audience must base their decisions entirely on the material and argument presented, without regard for other material which they may happen to possess or opinions they may have pre-debate.

Etiquette

What not to do whilst debating:

- » Falsifying, making up or altering evidence.
- » Publicly disagreeing with the judges' decision.
- » Interrupting other debaters as this can suggest that your argument isn't very strong.
- » Disagreeing with facts or obvious truths.
- » Acting aggressively or offensively towards debaters, judges, audience etc.

Debate structure

Introductions By The Chair

15 Minutes

- » The Chairperson will introduce the debate and the judges before introducing the debate teams (debaters will be asked to provide a 30 second biography of their career).

Opening Presentations

20 minutes

- » The teams will draw lots to set the order of debate.
- » Primary debaters will have 5 minutes to present their thoughts.
- » Secondary debaters will have 4 minutes to present supporting thoughts.

On-line the audience will be asked to judge the opening commentary:

On a scale of 1 to 10, 1 being **Go Home** to 10 being **Nailed It**, rate the performance

Judges Questions

20 minutes

- » The Chairperson will ask each judge to pose a question to each team,
- » Each team will be asked to respond to the judges' questions in a 10-minute segment.
- » The purpose of the judges' questions is to push debaters to go deeper in their arguments, to substantiate their statements and to demonstrate a more complex and sophisticated grasp of the debate and the key issues at stake.

On-line the audience will be asked to assess the handling of their questions.

On a scale of 1 to 10, 1 being **Completely Sunk** to 10 being **With Aplomb**, rate the performance

Be respectful with the other team

Principles

Whosoever asserts must prove

Rules of engagement.

Debate structure

Audience Questions & Team Exchanges

20 minutes

- » The Chairperson invites questions from the audience.
- » Participants from the floor will be asked to give their name, employer, and present position.
- » Each team will respond to the questions; debaters cannot abstain from answering any question.
- » During this period, teams will be allowed under the Chairperson's management to directly challenge each other and pose questions to their opponents.

On-line the audience will be asked to assess the handling of the audience's questions

On a scale of 1 to 10, 1 being **No Impact** to 10 being **Highly Compelling**, rate the performance

Team to Team

5 minutes

- » The secondary speakers will ask the opposing secondary speaker one question. The speaker for the motion will ask first.

Team Closing Remarks

10 minutes

- » The primary debater for each team is then allowed up to 3 minutes to sum up their argument and/or make a brief closing address.

Feedback And Comments From The Judges

10 minutes

- » The judges will offer constructive feedback to each team, commenting on the strengths and weaknesses of their arguments.

Audience Slido Vote

Based upon the strength of the debate presented, which wins your vote?

5 minutes

Results & Award

Principles and tips of Debate

Principles

- » Focus on going after your opponent's case, not your actual opponent.
- » Have fun and take advantage of having an audience.
- » Make (appropriate) jokes, be fun to watch, use effective body language.
- » Try to win them (and the judges) over through both argumentative and non-argumentative means.

Golden Rules

- » Speak up. Don't read out your palm cards.
- » Listen well to what the other speakers say.
- » Improve your performance and never give up.
- » Keep to the rules of debating. If you violate the rules of debating, you'll lose.
- » Keep it simple. Don't use far-fetched examples or complicated words.
- » Whatever you say - keep the audience in mind.
- » Show confidence - you're on the right side of the Debate.
- » Take notes while the other side are speaking.
- » Do what you're supposed to do - fulfil your role (for the motion: build up a proper case and defend it; against the motion: attack the other team and prove them wrong).

- » Do what you're supposed to do - fulfil your role! (proposing team: build up a proper case and defend it; opposing team: attack the other team and prove them wrong)
- » Be prepared: Try anticipating what the other team will say. As a third speaker, don't use new arguments! A reply to speech does not contain any rebuttal.
- » In all stages of your preparations and during the debate: work together as a team.
- » Never underestimate the opposing team or an opponent.
- » As the team for the motion side: Get the definition right - make it debatable. Keep to the definition. If opposing accept the definition if it's not completely insane! If you disagree with the definition, everybody on your team must challenge the definition,
- » Do research - get the facts right.
- » Give evidence for what you say. Personal examples are not enough.
- » Rank your arguments according to their importance, beginning with the most important point.
- » Focus on the actual topic. If the other side wanders off the topic, bring them back to what it's actually about.
- » Rehearse your speech to adjust your time management.
- » Structure your speech - do signposting. Say, what you want to say, then say it, repeat what you've just said.
- » Be respectful towards the other team.

Never underestimate the opposing team

Principles

Listen well to what the other speakers say

Principles

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**Have fun and take advantage
of having an audience**

Principles



ARMSTRONG WOLFE™