



VII EDYCJA E-LEARNING FUSION  
DIGITAL LEARNING & training market  
CONFERENCE & EXHIBITION 2023

NEW

14-15 Listopada 2023  
**WARSZAWA**

## Zuzanna Zielinska

Learning Capability Lead Digital & IT, Nordea Bank

Zaprezentuję temat:

**Curious innovation in a regulated industry**

Organizator:

Digital  
Learning  
Centre

**Nordea**

# Curious innovation in a regulated industry

**Nordea Bank**

Zuzanna Zielinska, Learning Capability Lead Digital & IT

15.11.2023





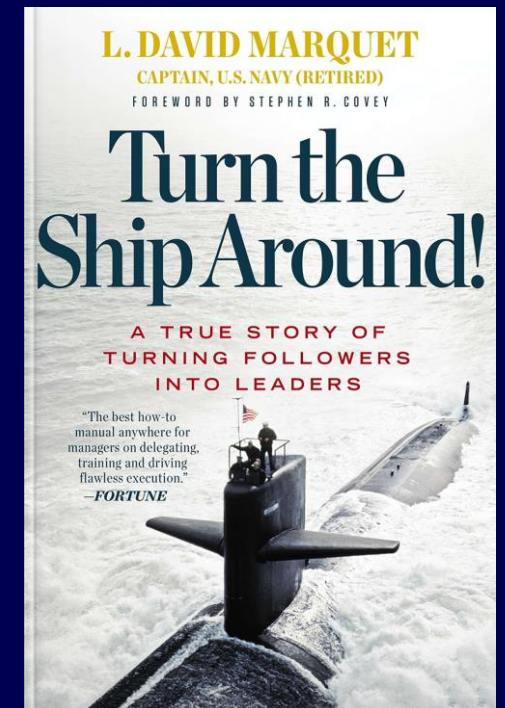


Yankee flag -- \* -- --

International Code of  
Signals


I am dragging my anchor

L. David  
Marquet  
Turn The Ship  
Around!



## Nordea at a glance

- Leading Nordic universal bank with **200 years** of experience
- The **Nordic countries** in which we operate – Denmark, Finland, Norway and Sweden
- One of the **top 10** financial services companies in Europe based on market capitalization



“Enabling dreams and aspirations for a greater good”

Customers

~10,000,000

Employees

~29,000

European digital leader

- Ranked one of six banks being true digital leaders globally (Autonomous, Q2 22’)
- Ranked as ‘Best Digital Performer’ among retail banks in Europe (D-Rating, Q1 23’)
- Highest Nordic App store rating (compared to peers)

**Nordea**

# Our key priorities

## CREATE

the best omnichannel customer experience

## DRIVE

focused and profitable growth

## INCREASE

Operational and capital efficiency



Digital leader



Sustainability at the core

The preferred partner for customers in need of a broad range of financial services

## Learning & Development Mission

**Enabling Nordea to be a preferred employer, led by an inclusive culture where everyone's talent is recognised and developed towards our shared future**

Everyone has  
Talent

Inclusion means  
everyone

Everything  
Learning

**Inclusive Leadership**

# 70-20-10 Learning Framework

-It is formal and informal. It is experiences, interventions and interactions

## LEARNING BY DOING

Learning to apply the new skills and knowledge

70%

Ultimately skills are embedded through application and practice. Trying out the new knowledge is how we internalize it and where we truly learn.



learning habitat



test environments



collaboration with colleagues



rotation programme



stretch assignments



handling difficult situations



working across organization

## LEARNING FROM OTHERS

Deepening our understanding and practice with others

20%

As we start or continue to deepen our understanding of the knowledge and skill, we learn by exchanging experiences with others.



co-creating communities



coaching & feedback culture



mentoring & sponsorship



net working



listening



demo sessions



PLD dialog

## FORMAL LEARNING

Acquiring the knowledge and skills

10%

When new to a field or role, we can learn the base of a concept and knowledge through formal training and learning.



instructor-led sessions



mobile learning apps



role related certifications



E-Learning & V-classroom



videos



literature, articles, blogs





# The Risk Management Framework

How we manage risks at Nordea



# Formal and informal sources of regulation

## European Central Bank



- ✓ Capital tiers
- ✓ Risk management
- ✓ Governance
- ✓ Supervisory powers

## Nordic FSAs



- ✓ Monitor market trends
- ✓ Assess financial health
- ✓ Examine risk and control systems
- ✓ Issue guidelines
- ✓ Monitor information accessibility

## Nordea CyberSecurity



- ✓ Monitoring systems
- ✓ Security protocols – safeguard sensitive data and operations
- ✓ Incident response to threats and breaches
- ✓ Risk and Compliance assessment

## Reputation



- ✓ Crucial for trust and stability
- ✓ Influences customer loyalty
- ✓ Attract investments & partnerships
- ✓ Emphasis on transparency
- ✓ Ethical business practices



## Ongoing AI Development in Nordea

There is not one path. There is not even the right path. There is only your path

### AI CoE

Owns and governs the domain expertise related to AI, data and usage, cooperates with enterprise architecture. Leads the implementation journey in the Bank.

### Marketing & Communication

Content creation and curation

### Financial Crime Prevention

Real time transaction scoring & fraud detection,

130+ use cases identified

### People

Talent Acquisition, learning creation people processes

### Credit Risk

Predictive analysis, ESG rating, credit assessment, data collection

### Customer engagement

Recommendation engine, customer segmentation, omnichannel integration, insights on content, channel & frequency

# Learning Cohorts by needs

-It is formal and informal. It is experiences, interventions and interactions

## STRATEGISTS

Executive managers, product owners, compliance & risk managers

Set directions and boundaries, define risk appetite and adoption roadmaps



Strategic directions



Competitive landscape



Risk acceptance



Rollback options



Proof of concepts



Safeguard the values



Alternative solutions

## USERS

Back office, marketing, talent

Use AI driven tools based on company-accepted foundational data and agreed algorithms.



Define use cases



Train the tool



Solve problems



Networking



Stay compliant



Choose the tool



Outsource

## ENGINEERS

Enterprise architects, DevOps teams, platform engineers, data specialists

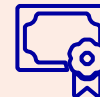
Provide inhouse architecture to use the tools, define the data landscape, identify platform solutions and connectors, train internal models



Stabilize usage



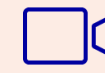
Define architecture



Drive excellence



Outsource



Monitor



Document

# Sources of learning experiences

## Digital Learning Platforms



- ✓ Udemy Business
- ✓ O'Reilly
- ✓ Coursera
- ✓ AWS, ESI, Google edX

## Business environment



- ✓ Internal sharing days
- ✓ Communities of Practice
- ✓ Share IT initiative
- ✓ Market Fairs
- ✓ Conferences

## Hackathons



- ✓ Incubation learning environment
- ✓ Idea exploration
- ✓ Accelerate feedback loop
- ✓ 2023 – 30 teams (approx. 200 people) workin on Cloud, automation & AI

## PoC & pilots



- ✓ Talent acquisition pilot
- ✓ AI in People workstream
- ✓ Customer journey – data collection
- ✓ Credit Management – identify case
- ✓ ESG experiment
- ✓ Dev tools pilot

# Udemy Learning Marketplace

## Technology learning:

- 70,5% of all
- Data science – 2<sup>nd</sup> most popular:
  - 6,5 years !! spent learning Data
  - Trending topics:
    - ✓ Analytics
    - ✓ Machine Learning
    - ✓ Big Data



# O'Reilly

Learning  
Linearity

Describes  
subject  
proficiency

75% more  
engaged  
users

214 working  
days of  
learning  
spent

20% users  
attend Live  
Events

## DATA

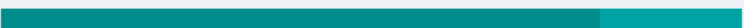
- Top 5 emerging topics
- 56% users adoption
  - Data engineering
  - ML/AI
  - Data Science

Data ▾ 62%  38%

Top 4 of 4 subtopics

Data Engineering > 51%  49%

ML & AI ▾ 80%  20%

Machine Learning 81%  19%

Artificial Intelligence 75%  25%

Data Science > 70%  30%

Other Data Topics > 17%  83%

# Coursera

## Account profile

- Total time spent – 7,5 months
- Completed courses – 100
- Feedback – 4,8 NPS
- Skill distribution:
  - Business – 35,73 %
  - Computer Science – 29,71%
  - Data science – 34,56%

## Data science learning

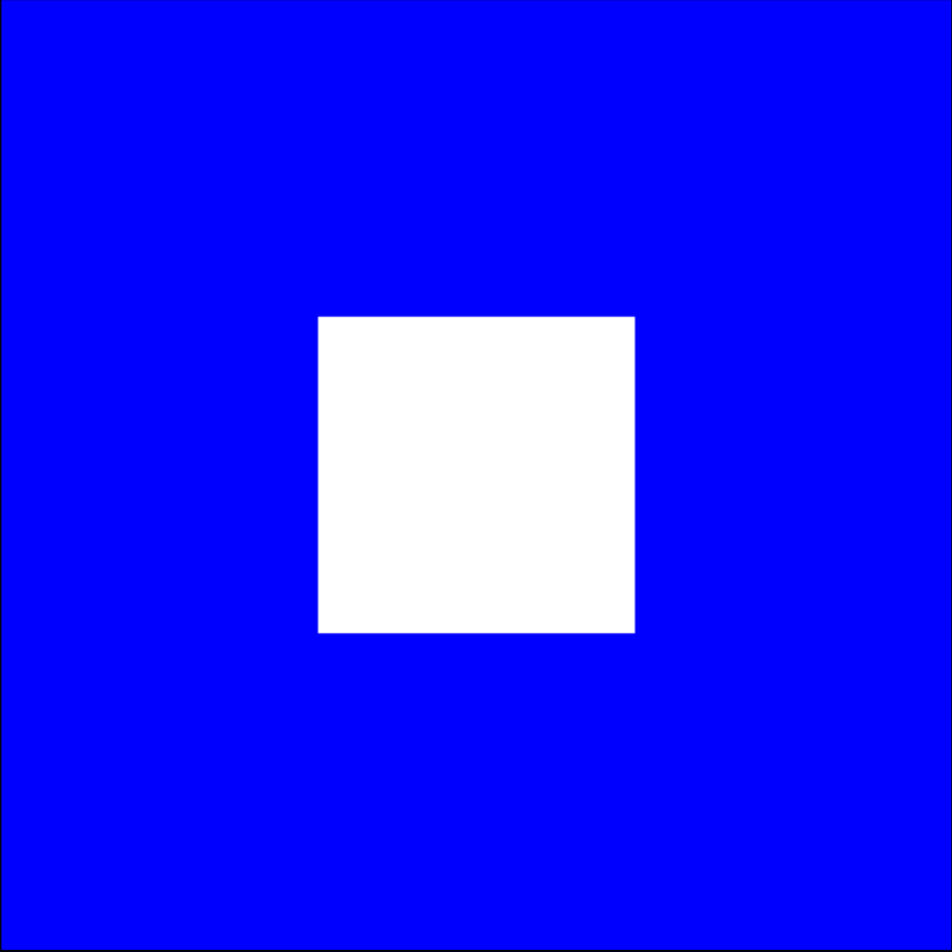
Time spent learning a skill, per user:

- Machine Learning – 140h
- Mathematics – 80h
- Probability & Statistics – 18,4h
- Statistical programming – 16,3h
- Data visualization – 12h
- Data science – 9h



**What does this flag**

**mean?**





**Papa flag \* -- -- \***

***The Blue Peter***

**Get on board, the ship is  
heading to the sea!**



# E-LEARNING FUSION 2023

Organizator:

Digital Learning Centre



Let's Fintech

