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Banking on team ethics : a team climate perspective on root causes of misconduct in financial services

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Citation

Scholten, W. W. (2018, March 29). *Banking on team ethics : a team climate perspective on root causes of misconduct in financial services*. *Dissertatiereeks, Kurt Lewin Institute*. Retrieved from <https://hdl.handle.net/1887/61392>

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Date: 2018-03-29

Curriculum vitae

Wieke Scholten (1979) studied Organizational and Social Psychology at Leiden University after graduating in 1998 from the Alexander Hegius Lyceum, Deventer.

As Head of Audit for Behavioural Risk at RBS (London, UK) she is leading a team within Group Internal Audit that aims to identify behavioural risk within the Bank. Auditing behavioural risk is a new field within the internal audit context. The deep dive methodology is based on social and organizational psychology. The objective of the audit reviews is to reveal insight to senior management on team climates, behaviours and mindsets that drive risk within the Bank, enabling them to mitigate this behavioural risk.

Before joining RBS in 2016, Wieke worked as a senior supervisory officer in behaviour & culture supervision at De Nederlandsche Bank, as part of an expertise team that executes supervision of behaviour and culture in the Dutch financial services industry. She is co-author of the book "Supervision of Behaviour and Culture: Foundations, Practice & Future Developments" (Mireia Raaijmakers, ed, DNB, 2015). During her time at DNB, more than 60 financial firms (including about 25 Dutch and European banks) had been assessed. She was hired in 2011 by DNB to develop the method for supervising behaviour and culture with her colleagues, and has specialized in banking culture ever since.

Wieke has worked on this research project since 2012, using data that she gathered in the banking industry in her supervisory role at DNB. The paper she wrote with Naomi Ellemers titled "Bad apples or corrupting barrels: preventing traders' misconduct", appeared in the Journal of Financial Regulation and Compliance in November 2016 and has been awarded as Outstanding Paper of that year.



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