Treasury Trends

ISSUE 465 — NOVEMBER 2025

www.bancorp.co.nz www.barringtontreasury.com

KEEPING TREASURY ON TRACK

In corporate treasury, there's no bus replacement service — if you want to stay ahead, you have to train!

Key Points

- Turn knowledge into action: elevate your treasury skills
- From learning to doing: practical treasury training
- Hands-on learning for real-world impact
- Consider tailored recaps or workshops
- Free up capacity for training by utilising emerging technologies

The Gap Between Theory and Practice

Many professionals entering corporate treasury are often surprised by how different day-to-day practice is compared to the theory they've learned. While textbooks and courses provide a strong foundation — covering, for example, cash management, risk hedging, and liquidity forecasting — the real-world treasury environment is rarely as tidy or predictable.

One common surprise is the complexity of cashflow management. In theory, forecasts are straightforward: expected inflows minus expected outflows equals net liquidity. In practice, delays, unexpected payments, and rapidly changing market conditions can throw even the most careful models off balance.

Similarly, risk management often looks neat on paper. Courses may teach precise hedging strategies or standard derivatives structures. In practice, treasurers must balance multiple, sometimes conflicting, priorities — regulatory constraints, internal stakeholder expectations, and operational realities — all while making timely decisions under uncertainty.

Another learning is the strategic and cross-functional role treasury often plays. Whereas theory focuses on processes and technical skills, practice requires negotiation, communication, and business insight. Directors and staff alike often realise that technical knowledge alone is insufficient; applied judgement, adaptability, and experience are critical.

Ongoing Practical Training

Ultimately, this gap highlights the importance of practical, hands-on training and coaching. In reality, it is mainly through experiencing real scenarios, making decisions, and reviewing outcomes that treasury professionals are able to bridge the gap between theory and effective practice.

Against this backdrop, ongoing coaching and training for treasury directors and staff have become not just beneficial but essential.

While managing liquidity, funding/investments and risk exposures remain core responsibilities, the modern treasury now acts in many cases as a strategic advisor to business. Treasurers are increasingly called upon to provide insights that inform capital allocation, risk strategy, and long-term financial sustainability. This evolution demands more than technical competence; it requires critical thinking, cross-functional collaboration, and an understanding of broader business strategy.

Static learning is not enough. Without practical reinforcement, theoretical knowledge can remain abstract, limiting its usefulness in real-world scenarios. Ongoing training ensures treasury teams remain current with market developments, and new regulatory frameworks, while adapting emerging technologies can provide the neccessary capacity to free up time and resources.

Building Team Confidence and Capability

A well-designed training approach creates a culture of continuous improvement — at every level. For junior staff, practical training builds technical competence and confidence. By working through real examples — from daily liquidity management to interpreting financial instruments — they develop not only skill but judgement.

For more senior team members and directors, tailored recaps or workshops can provide a forum for reflection, challenge, and strategic alignment. Directors can refine their leadership style, learn to communicate complex treasury concepts to non-financial stakeholders, and strengthen decision-making through peer discussion.

Knowing the questions to ask, and when, is key.

Asking the right questions helps uncover hidden risks, clarify assumptions, and ensure decisions are based on complete information. For example:

- *What assumptions underpin this cashflow forecast?*
- *How would market volatility affect our hedging strategy?*
- *Are there regulatory or operational constraints we haven't considered?*

For directors and staff alike, cultivating a questioning mindset strengthens strategic thinking, improves communication across functions, and prevents decisions based on habit, incomplete data or outdated practices.

Ultimately, a treasury team that asks the right questions operates with insight and confidence, turning complexity into actionable intelligence.

In changing financial environments, the best decisions often come not from knowing everything, but from knowing what to ask.

Strategic Value Through Practical Learning

Treasury is most effective when it integrates tightly with the broader business. Practical training supports this integration by encouraging participants to apply learning directly to live challenges. For example, when exploring working capital management, a treasury team might collaborate with procurement and operations to identify inefficiencies and test new approaches.

This cross-functional engagement enhances the strategic value of treasury, positioning it not merely as a back-office function but as a driver of enterprise value.

Senior management and directors who champion applied learning reinforce the message that treasury insights are relevant to decision-making across an organisation.

Adapting to Technological Change to Free Up Capacity for Training

As automation, data analytics, and AI reshape daily operations, those in treasury must not only understand new tools but also adapt their ways of working to fully leverage them.

Adopting emerging technologies - such as fully digitalised and integrated Treasury Management Systems (TMS) - can help free up the time and capacity needed for upskilling.

By automating routine proccesses like reporting and by streamlining end-to-end workflows, less time is spent on manual input and recurring tasks. This creates space for more meaningful learning, allowing teams to focus on integrating data, engaging with strategic topics, and deepening their understanding of system capabilities.

In short, by embracing technological change, treasury teams unlock the capacity to invest in the very training that enables them to thrive in a fast-evolving environment.

In that context, practical training will produce more meaningful outcomes. For example, workshops on TMS should not only explain functionality but guide participants in customising workflows, interpreting data outputs, and aligning system use with strategic objectives.

Similarly, sessions on regulation are most effective when they include real examples of compliance challenges and solutions tailored to an organisation's context.

Creating a Coaching Culture

Embedding an upskilling culture within treasury delivers lasting benefits beyond any single training session. Rather than treating training as a one-off event, regular updates transform it into a process — one where knowledge is refined through practice, mistakes are reframed as learning opportunities, and improvement becomes a shared goal.

Advisors can guide those less experienced in the detail of treasury, passing on insights gained from practical experience. This not only accelerates learning but strengthens cohesion within any team, helping to ensure knowledge is retained and institutional memory is preserved.

Measuring Impact Ensuring Relevance

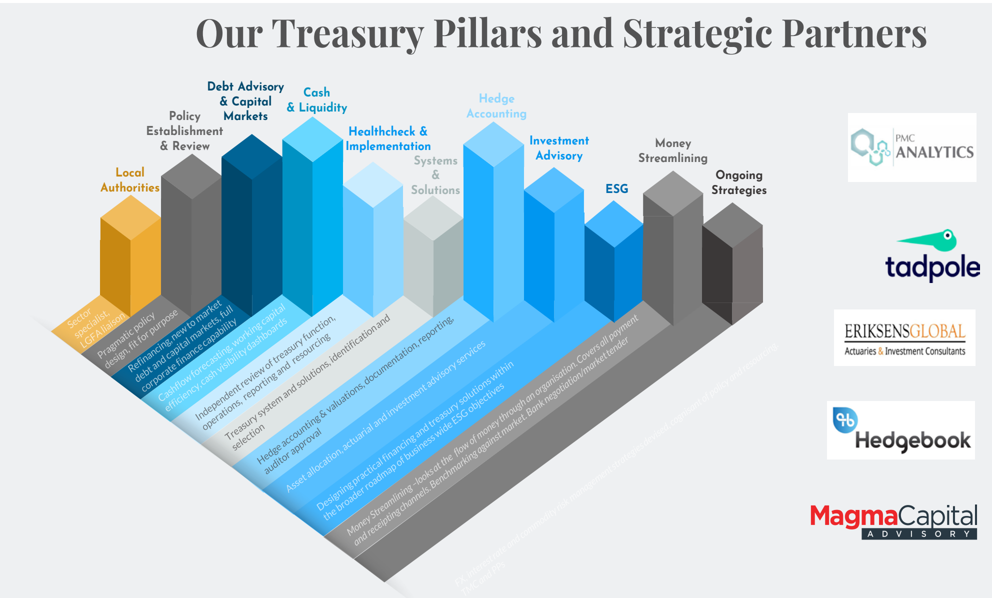
To ensure training delivers tangible value, treasuries should measure its impact. This may include assessing improvements in forecasting accuracy, risk management outcomes, or stakeholder engagement. Feedback loops are crucial.

For maximum effectiveness, it is important to tailor training to your organisation's unique context. Generic programmes may fail to resonate if they do not reflect the specific challenges or systems in use.

Tailored training?

If you would like to discuss how a (or series of) workshop(s) can support your own training or upskilling objectives, at management or Board level, or how adapting technological change can free up the neccessary capacity, please call or email us.

WHAT WE DO



CONTACT US

BANCORP TREASURY & BARRINGTON TREASURY NZ
Phone: 09 912 7600
Email: admin@bancorptreasury.com

BARRINGTON TREASURY
Phone: 1800 425 079
Email: admin@barringtontreasury.com

BARRINGTON ASSET CONSULTING
Phone: 1800 425 079
Email: admin@barringtontreasury.com