Fireside Chat Script & Questions

* **Moderator:** **Kiran Pisapati – Head of Finance Transformation CoE**  
  **Leaders:**
* **Ruchan Candar – Head of Finance Transformation**
* **Richard Winnicott – Head of Transformation Treasury & SPST**

# Opening

“Good [morning/afternoon] everyone. It’s a real pleasure to welcome you all to today’s Fireside Chat. We are joined by two of our senior leaders: **Richard Winnicott**, who leads Transformation Treasury and SPST, and **Ruchan Candar**, who heads Finance Transformation.

This session is an opportunity for us to hear directly from them — not just about their professional journeys and leadership experiences, but also about what continues to inspire and guide them. The aim is to keep this conversation informal, engaging, and full of insights that resonate with all of us here in India.”

# Section 1 – Personal & Motivational

**Q1 (to Richard Winnicott)**  
What inspired you to pursue a career in finance, and what continues to motivate you in your leadership role today?

**Q2 (to Ruchan Candar)**  
Over the course of your career, what has kept you motivated and focused as you’ve taken on larger leadership responsibilities?

*Transition:*  
“Thank you both for sharing those reflections — it’s always inspiring to understand what drives great leaders. Let’s now look back at your journeys and the moments that shaped you.”

# Section 2 – Career Journeys & Reflections

**Q3 (to Richard Winnicott)**  
Looking back, what experiences have most shaped your perspective on leading in Transformation Treasury and SPST?

**Q4 (to Ruchan Candar)**  
Which milestones or turning points in your career stand out as the most influential in shaping you as a leader?

*Transition:*  
“Every leadership journey also brings challenges. I’d like to explore how you have faced those moments, and the lessons you’ve carried forward.”

# Section 3 – Challenges & Resilience

**Q5 (to Richard Winnicott)**  
What have been some of the key leadership challenges in your career, and how have they influenced your perspective as a leader?

**Q6 (to Ruchan Candar)**  
Finance Transformation often means steering through change at scale. Could you share one transformation that was particularly demanding, and what lessons it left you with?

*Transition:*  
“Beyond personal journeys, our work is also part of a much larger story. Let’s take a look at how you see the future of Treasury and Finance Transformation, and the role India plays in that journey.”

# Section 4 – Global Outlook & India’s Role

**Q7 (to Richard Winnicott)**  
In your view, how is Treasury and SPST transformation evolving in today’s environment, and what capabilities will future leaders need to build?

**Q8 (to Ruchan Candar)**  
From your perspective, how is Finance Transformation shaping HSBC’s future, and what role do you see India playing in that journey?

*Transition:*  
“As we come to the close of this discussion, it would be wonderful to hear the advice you would share with the next generation of leaders.”

# Section 5 – Advice & Inspiration

**Q9 (to Richard Winnicott)**  
If you could share one piece of advice with your younger self at the start of your career, what would it be and why?

**Q10 (to Ruchan Candar)**  
What advice would you give to colleagues who aspire to grow into senior leadership roles within HSBC?

# Closing

“Thank you, Richard and Ruchan, for such thoughtful and candid reflections. I know the advice and experiences you’ve shared will resonate strongly with our colleagues here.

We’ve heard about what motivates you, the challenges you’ve overcome, how you see the future, and the guidance you’d give to aspiring leaders. That combination of personal and professional insights is what makes sessions like these truly special.

On behalf of everyone here, thank you once again for your time and for connecting with us so openly.”

**Table 1 – Questions for Richard Winnicott (Head of Transformation Treasury & SPST)**

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| --- | --- |
| **Category** | **Question** |
| Personal & Motivational | What inspired you to pursue a career in finance, and what continues to motivate you in your leadership role today? |
| Career Reflections | Looking back, what experiences have most shaped your perspective on leading in Transformation Treasury and SPST? |
| Challenges & Resilience | What have been some of the key leadership challenges in your career, and how have they influenced your perspective as a leader? |
| Global Outlook | In your view, how is Treasury and SPST transformation evolving in today’s environment, and what capabilities will future leaders need to build? |
| Advice & Inspiration | If you could share one piece of advice with your younger self at the start of your career, what would it be and why? |

**Table 2 – Questions for Ruchan Candar (Head of Finance Transformation)**

|  |  |
| --- | --- |
| **Category** | **Question** |
| Personal & Motivational | Over the course of your career, what has kept you motivated and focused as you’ve taken on larger leadership responsibilities? |
| Career Reflections | Which milestones or turning points in your career stand out as the most influential in shaping you as a leader? |
| Challenges & Resilience | Finance Transformation often means steering through change at scale. Could you share one transformation that was particularly demanding, and what lessons it left you with? |
| Global Outlook | From your perspective, how is Finance Transformation shaping HSBC’s future, and what role do you see India playing in that journey? |
| Advice & Inspiration | What advice would you give to colleagues who aspire to grow into senior leadership roles within HSBC? |