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Issue 04

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IDEA Ignite Issue 04. Inspiring ideas through the lens of **Hon. Marie-Louise Coleiro Preca, Alfred Grixti, Oliver Scicluna** and **Jorgen Souness.**

As you turn the pages of this issue, you will find ideas that challenge conventional thinking, leadership lessons that resonate with your own professional journey and perspectives that inspire you to pursue excellence within your own organisation and community.



President Emeritus Marie-Louise Coleiro Preca


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Alfred Grixti is the Chief Executive Officer of Malta's Foundation for Social Welfare Services (FSWS). An educator by profession, he studied at the University of Malta and Oxford, earning postgraduate qualifications in social studies and management. Grixti has held senior leadership roles, including Executive Chair of the Employment and Training Corporation and Mayor of Ħaż-Żebbuġ. Since 2014, he has led FSWS through significant expansion, strengthening social services and support for vulnerable individuals, families and communities across Malta and Gozo.

Hon. Marie-Louise Coleiro Preca 09

Marie-Louise Coleiro Preca is a lawyer and former President of Malta, serving from 2014 to 2019. She was the country's ninth President and the second woman to hold the office. After her presidency, she founded the Malta Foundation for the Wellbeing of Society, promoting social inclusion, family wellbeing, children's rights, mental health and stronger communities. She remains active in social initiatives and advocacy, using her experience to support vulnerable people and encourage dialogue, research and positive change in society.

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Oliver Scicluna is a social services leader and disability rights advocate who serves as Chief Executive Officer of Aġenzija Sapport. He has dedicated much of his career to promoting inclusion and the rights of persons with disabilities. He previously chaired the National Commission for Persons with Disability and served as Malta's first Commissioner for the Rights of Persons with Disability. Scicluna also served as a Member of Parliament between 2021 and 2022 and has contributed to numerous national boards and organisations.

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Jorgen Souness is CEO of St Vincent de Paul. He brings extensive experience in healthcare leadership and administration. With a professional background in nursing and quality assurance, he contributes to strengthening elderly care and healthcare services.

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Welcome to the latest edition of IGNITE.

Since its launch, IGNITE Magazine, published by IDEA Group, has been exceptionally well received by our readers across the business, professional, and public sectors. Each edition reinforces our commitment to creating a platform that informs, inspires, and encourages meaningful conversations around leadership, innovation, governance, and professional excellence.

One of the greatest privileges of serving as Editor is the opportunity to engage with individuals whose work has shaped organisations, communities, and national discourse. Every interview is more than a conversation, it is an opportunity to explore the experiences, decisions, values, and leadership philosophies that define remarkable careers. Behind every success story lies a journey marked by resilience, continuous learning, difficult decisions, and an unwavering commitment to making a positive difference.

This edition is particularly distinguished by the calibre of the personalities who have generously shared their experiences and insights.

We are honoured to feature an interview with former President Marie-Louise Coleiro Preca, whose lifelong dedication to public service, social justice, and community empowerment has left a lasting impact both nationally and internationally.

Her reflections remind us that authentic leadership is rooted in empathy, inclusion, and the courage to place people at the centre of every decision.

We also speak with Alfred Grixti, Chief Executive Officer of the Foundation for Social Welfare Services, who offers valuable perspectives on leading one of Malta's most important social institutions. His interview highlights the challenges and responsibilities of managing complex public services while fostering innovation, collaboration, and a culture of continuous improvement in support of vulner able individuals and families.

Furthermore we interviewed Oliver Scicluna, whose distinguished career has been defined by advocacy, inclusion, and transformational leadership.

Editorial



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His insights demonstrate how determination, purpose, and a clear vision can drive meaningful organisational and societal change. His recognition on the European stage serves as an inspiration to current and future leaders alike.

Although each interview reflects a unique professional journey, they all share common themes. They speak about integrity, resilience, lifelong learning, teamwork, accountability, and the importance of leading with authenticity. These conversations remind us that leadership is not simply about holding a position of authority; it is about inspiring confidence, empowering others, embracing change, and creating lasting value for society.

Completing our interviews is Jorgen Souness, the CEO of St Vincent de Paul. Mr. Sounnes reflects on leadership, innovation and the evolving future of elderly care, sharing his vision for St Vincent de Paul and his belief that every decision must ultimately place people, dignity and compassion at the heart of healthcare.

Beyond these exclusive interviews, this edition also features an important review of the Anti-Money Laundering (AML) Roundtable held on 28 February 2025. Bringing together experts and stakeholders from banking, gaming, compliance, education, law enforcement, financial crime prevention, regulatory authorities, and other sectors, the event generated valuable discussions on one of today's most pressing governance challenges.

The article examines the effectiveness of current AML training frameworks, evolving regulatory expectations, communication between stakeholders, industry-wide challenges, and the transformative role of emerging technologies, particularly artificial intelligence. More importantly, it presents practical recommendations aimed at strengthening AML strategies, enhancing competency development, and fostering greater collaboration across sectors. As financial crime continues to evolve in sophistication, the exchange of knowledge and best practices becomes increasingly vital, and we are pleased to provide our readers with a comprehensive overview of these timely discussions.

At IGNITE Magazine, we believe that knowledge grows through dialogue. Whether we are interviewing influential leaders, exploring developments in governance and compliance, or highlighting emerging trends that shape the future of organisations, our objective remains the same: to provide content that is informative, thought-provoking, and immediately relevant to our readers.

The positive response we continue to receive from executives, entrepreneurs, public officials, professionals, academics, and students alike confirms that there is a genuine appetite for insightful, high-quality content that goes beyond headlines.

We are deeply grateful to our contributors, interviewees, partners, and readers whose continued support enables IGNITE Magazine to evolve with every edition.

As you turn the pages of this issue, I hope you will find ideas that challenge conventional thinking, leadership lessons that resonate with your own professional journey, and perspectives that inspire you to pursue excellence within your own organisation and community.

Thank you for being part of the growing IGNITE community. We look forward to continuing this journey together as we celebrate leadership, encourage innovation, and share the stories that inspire progress.


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I am Alfred Grixti
Head of Malta's
Foundation for
Social Welfare
Services

Alfred Grixti

Alfred Grixti

More Than First Impressions: A Conversation with Alfred Grixti

I had known Alfred Grixti, though only from a distance, the kind of acquaintance shaped by the rhythms of public life. Our paths had crossed intermittently over the years, mostly during my time in politics, at formal events where conversation rarely strayed far beyond pleasantries. Those encounters, polite and fleeting as they were, offered only a partial glimpse of the man. Yet even in those brief exchanges, he left an impression: thoughtful, composed, and unmistakably well-read. There was also something else, an intellectual seriousness, perhaps, underpinned by a quiet but unmistakable socialist conviction.

Still, it is one thing to observe someone in passing, and quite another to sit across from them with the intention of truly understanding how they think.

Despite having conducted television interviews for many years, the IDEA Ignite conversation marked my first proper, extended engagement with Alfred. It was, in many ways, a revelation. The familiarity of his public presence gave way to something far more nuanced and compelling. He revealed himself not as a distant public figure, but as a man deeply anchored in his beliefs, someone for whom ideas are not merely discussed, but lived.

What struck me most was the depth behind the composure I had long associated with him. There is a certain deliberateness in the way he speaks, as though each thought has been carefully weighed before being offered. It is not hesitation, but intention. And in that intention lies a rare quality: the ability to engage not only with clarity, but with sincerity.

The conversation unfolded less like an interview and more like an intellectual journey. The man I had once encountered in passing emerged in fuller colour: reflective, principled, and quietly passionate about the role of public service in shaping a more just society.

My discussion with Alfred Grixti, as part of Ignite, was initially framed as an exploration of Malta's social welfare landscape, its systems, pressures, and future trajectory. Yet what struck me most was not the structure of the institution he leads, but the clarity and consistency of the values that underpin his leadership. In an era where leadership is often reduced to metrics, strategies, and jargon, Grixti offers something disarmingly simple and, in many ways, far more demanding: a model grounded in listening, moral accountability, and human connection.

From the outset, Grixti resisted easy categorisation. He did not present himself as a technocrat or an administrator, but as an "activist for social justice." It is a phrase that could easily sound rhetorical in other contexts, yet in his case it felt earned, woven through his personal history, his intellectual formation, and his professional choices. What became clear very quickly is that his leadership cannot be separated from his worldview. The two are inseparable.



That authenticity was further shaped during his time at Oxford, where he studied politics and economics. But even here, what stood out was not academic prestige. It was exposure, particularly to disagreement. He spoke at length about engaging with peers who fundamentally challenged his views, especially on complex geopolitical issues. Rather than entrenching his own positions, these encounters appear to have refined his ability to listen, to coexist intellectually with opposing perspectives, and to recognise disagreement as a necessary component of democratic life.

This capacity to engage with difference is, I believe, one of the defining strengths of his leadership style. In a sector as complex as social welfare, where decisions often involve competing needs, limited resources, and deeply personal circumstances, the ability to hold multiple perspectives without losing clarity is invaluable.

As head of Malta's Foundation for Social Welfare Services, Grixti oversees an organisation that deals not in abstractions, but in some of the most difficult realities individuals and families can face: child protection, domestic violence, addiction, and social vulnerability. It is work that demands not only technical expertise, but emotional intelligence and resilience. Yet when I asked him about the "secret" of managing such a large and complex organisation, his answer was striking in its simplicity: keep your feet on the ground, and your eyes and ears open.

It would be easy to dismiss such a statement as understated. But in the context of everything he described, it becomes clear that this is not simplicity born of convenience, it is simplicity born of discipline. Listening, in his framework, is not passive. It is an active, deliberate practice. It requires attention, humility, and a willingness to remain open to what one might hear. This emphasis on listening is, in my view, the cornerstone of his leadership. Throughout our conversation, he returned to it repeatedly, not as a technique, but as a principle.

Whether speaking about engaging with staff, understanding clients, or interpreting broader social trends, listening is the starting point. And more importantly, it is the mechanism through which care begins.

What makes this particularly compelling is how it translates into decision-making. Nowhere was this more evident than in his discussion of child protection. Faced with cases that are often complex and emotionally charged, Grixti described a guiding principle that cuts through ambiguity with remarkable clarity: if it would not be acceptable for my own child, it is not acceptable, full stop.



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This is not policy language. It is moral language.

Alfred Grixti

And in a system that can sometimes become weighed down by procedure, such clarity is both refreshing and necessary. It anchors decisions in a form of personal accountability that resists bureaucratic detachment. As I listened to him explain this, I was struck by how powerful, and how rare, it is to see leadership that does not hide behind systems, but instead humanises them.

Another aspect of Grixti's approach that left a strong impression on me is his understanding of adaptability. His career path, from education to local politics and now national leadership, has exposed him to very different organisational environments.

Yet rather than imposing rigid structures, he emphasises the importance of working with what exists. As he pointed out, unlike in the private sector, leaders in public service often do not have the luxury of building teams from scratch. They must adapt, engage, and find ways to bring out the best in the people already there.



This perspective is particularly relevant in today's leadership discourse, which often overemphasises control and underestimates the value of adaptability.

Grixti's approach recognises a fundamental truth: people are not interchangeable components, and effective leadership is not about reshaping everything to fit a model, but about understanding and working within the realities at hand.

His commitment to continuous learning also stood out. In an organisation of around 900 professionals, he has placed clear emphasis on ongoing training, not just for frontline staff, but for senior management as well. The inclusion of emerging areas such as artificial intelligence is particularly noteworthy. Yet even here, his focus is not on technology for its own sake, but on its practical application: reducing administrative burdens and allowing professionals to spend more time on what matters most, direct human engagement.

This balance between innovation and purpose is something I found particularly compelling. Too often, digital transformation is pursued as an end in itself. Grixti's approach ensures that it remains a means to an end, enhancing, rather than replacing, the human dimension of social care.

Beyond organisational strategy, our conversation also touched on broader societal changes, from migration to shifting attitudes towards substance use. What struck me here was his measured perspective. He avoids alarmism, yet does not shy away from recognising emerging challenges. Instead, he consistently returns to the need for nuanced, evidence-based responses, another reflection of his commitment to listening, not just to individuals, but to data and context.

Perhaps the most profound takeaway for me, however, was his perspective on purpose. Grixti is candid about the demands of working in the social sector, the emotional strain, the complexity, and the often limited financial rewards compared to other industries. Yet he frames this not as a drawback, but as a defining characteristic. This is work that must be chosen intentionally. It is not for everyone, but for those who pursue it, it offers something deeply meaningful: the opportunity to make a tangible difference in people's lives.

In reflecting on our conversation, I find myself returning to a simple but powerful idea: leadership is not defined by authority, but by attention. Grixti's effectiveness does not stem from grand gestures or abstract strategies, but from his ability to remain present, to people, to problems, and to the realities that shape them.

It is this quality that I would most strongly recommend to anyone thinking about leadership, whether in the public sector or beyond. In a world that increasingly rewards speed, visibility, and certainty, there is something profoundly valuable about a leader who prioritises listening, embraces complexity, and remains grounded in fundamental principles.

Grixti's model is not easily replicable, precisely because it is not formulaic. It requires self-awareness, discipline, and a willingness to engage deeply with both people and ideas. But it is, I believe, a model worth striving towards.

As our conversation ended, one idea lingered more than any other: listening is not a soft skill. It is not secondary to strategy or execution. It is, in many ways, the foundation upon which everything else rests. To listen is to recognise, to understand, and ultimately, to care.

"And in the field of social welfare, perhaps more than any other, that is where real leadership begins."

Alfred Grixti



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Marie Louise Coleiro Preca

The Malta Trust Foundation

A Life in Service: The Unyielding Compassion of Marie Louise Coleiro Preca

There is something quietly disarming about Marie Louise Coleiro Preca. Despite having held Malta's highest constitutional office, led a major political party as secretary general, and spent decades navigating the complexities of public life, her presence is neither imposing nor distant. Instead, it is grounded, attentive, and deeply human, perhaps a reflection of the values that have defined her long and distinguished career.

I had met her before, during her tenure as President of Malta. Even then, she struck me as someone guided by a strong moral compass and an unwavering commitment to social justice. Meeting her again years later, in a very different setting, what stood out most was not change, but continuity, and, if anything, an intensification of purpose. If her years in public office were marked by advocacy, her post-presidential life appears driven by an even more urgent resolve: to reach those most in need, directly and meaningfully.

We met her at the offices of the Malta Trust Foundation in Floriana, an organisation she founded in 2015 during her presidency. The Foundation has since grown into one of the country's leading institutions supporting vulnerable individuals, particularly children and young people facing adversity. The setting itself tells a story. Situated opposite the Archbishop's Curia and close to the Malta Police Headquarters, the surrounding buildings are grand, austere, and authoritative. The Foundation's offices, by contrast, are modest, functional, and warm. Immaculately kept, yes, but intentionally unpretentious.

That contrast feels symbolic. Power, in this space, is not expressed through architecture or hierarchy, but through service.

Our crew waited briefly before the interview began. Coleiro Preca was finishing a meeting, one that, we were told, concerned an urgent case involving a vulnerable middle-aged woman. It was not a formality or a routine discussion. It was hands-on, immediate, and deeply personal. Observing even from a distance, it became clear that this was not the work of a figurehead. She was fully engaged, giving the woman her undivided attention.

We could afford to wait. The person in need could not.

When it was finally our turn, we were ushered into a small office where she greeted us warmly. The space reflected her philosophy. There was no traditional desk separating her from others, just a large tabletop, cluttered with documents, notes, and the tools of ongoing work. She addressed this almost immediately during our conversation.



"I don't use a desk, because we are a team, and desks are not for teams."

It is a simple statement, but one that encapsulates her leadership style: collaborative, inclusive, and intentionally non-hierarchical.

Behind her hung a portrait from Palestine. When asked about it, she spoke candidly about her support for the Palestinian cause and her ongoing communication with people living in the Occupied Territories. It was a reminder that her social conscience extends well beyond Malta's shores, rooted in a broader concern for human dignity and justice.



We began the interview with a question about her childhood, a topic that, unexpectedly, brought visible emotion. Born in Qormi on 7 December 1958, Coleiro Preca grew up in a family of five children. She was the eldest of four daughters and a son, who has since passed away. Her recollections were filled with warmth, particularly when speaking about her parents.

Her father, she told us, was both "conservative" and "avant-garde", a combination that may seem contradictory, but in his case translated into progressive values within a traditional framework. At a time when Maltese society did not widely encourage girls to pursue higher education, he insisted that all his children, regardless of gender, study hard and strive for excellence.

That insistence proved transformative. Coleiro Preca went on to build an academic and political career that would eventually see her become Malta's second female President, serving from 2014 to 2019. Before that, she had already broken barriers as the first woman to serve as Secretary General of the Labour Party. She was elected to Parliament in 1998 and served continuously until her presidency, also holding ministerial roles, including Minister for the Family and Social Solidarity.

Yet, as she spoke about her upbringing, it was clear that her values were shaped less by titles and more by example.

"My father was a teacher, who had a deep love for children, especially those who needed help."

He would offer free lessons to children from disadvantaged backgrounds and invite them into the family home for meals. It is not difficult to draw a direct line between those experiences and Coleiro Preca's lifelong dedication to vulnerable communities. Compassion, in her case, is not abstract, it is inherited, practiced, and deeply embedded.



Children, particularly those at risk, remained a central theme throughout our conversation. Through the Malta Trust Foundation, she has spearheaded numerous initiatives aimed at supporting young people facing challenges such as poverty, mental health issues, and social exclusion. Programmes like "Tfal Tajjeb" and "3-16" have sought to provide early intervention and long-term support, reflecting her belief that prevention and care must go hand in hand.



Leadership, however, has not come without its challenges.

"Leadership can be a lonely experience, especially when making tough decisions."

She did not elaborate on specific instances, but given her decades in public life, navigating political pressures, social reforms, and institutional responsibilities, it is safe to assume that those moments were many. What stood out was not the difficulty itself, but her acceptance of it as an inherent part of leadership.

And yet, despite the weight of those responsibilities, she remains firmly anchored in empathy.

"Empathy and compassion are the most important values for a leader," she said, adding that strong listening skills and decisiveness are equally essential. These are not just ideals she articulates; they are principles she appears to live by. Observing her interactions, whether with her team, with individuals seeking help, or even during our interview, there is a consistent attentiveness, a willingness to listen without interruption or judgement.

Managing people, she admitted, is not always straightforward.

"I don't have a magic wand," she said with a smile. "Sometimes I manage, at times I don't."

It is a refreshingly honest admission from someone who has led at the highest levels. But she quickly added that understanding people, their strengths, weaknesses, and circumstances, is key. Within the Foundation, she places significant emphasis on the mental well-being of employees.

"Without strong mental well-being, the workplace is a poorer place," she noted.

It is a timely observation. In recent years, mental health has become an increasingly urgent issue, particularly in high-pressure environments. Her approach, prioritising well-being alongside productivity, reflects a broader shift towards more humane models of leadership.

Coleiro Preca's work ethic is, by all accounts, relentless. She is often described as a workaholic, and her social media activity, frequently updated in the early hours of the morning, seems to support that reputation. When asked about it, her response was simple.

"My work is my passion, my hobby. I love what I do."



There was no sense of burden in her words, only genuine enthusiasm. It is perhaps this alignment between personal values and professional work that sustains her energy.

Despite her demanding schedule, she maintains daily rituals that ground her. She and her husband, Edgar, make time for prayer each morning and share dinner in the evening. Their daughter, who lives abroad, remains in close contact, speaking with them daily. When she spoke about her family, there was a softness in her tone, a reminder that, beyond her public roles, she is deeply rooted in personal relationships.



As the interview drew to a close, we asked her for advice to young people embarking on new ventures, whether in business or the voluntary sector. Her response was immediate and unequivocal.

"Believe in what you are doing and be genuine and honest in all that you do."

She emphasised the importance of respecting differing views and fostering dialogue, something she believes is increasingly lacking in modern society.

"The lack of dialogue is the cause of society's ills, conflicts, and wars," she said. It is a powerful statement, particularly in a world marked by polarisation and division. For Coleiro Preca, dialogue is not merely a communication tool; it is a pathway to understanding and, ultimately, to peace.

Her assistant gently reminded her that another meeting was about to begin. Time, as always, was limited. But before we left, we asked for her final thoughts on leadership.

"Being a leader means being humble, a good listener, with strong ethical values, a team player, and decisive."

It was a succinct summary of a philosophy she has spent a lifetime embodying.

Walking out of the Foundation's offices, one thing was clear: if anything has changed since her presidency, it is the scale and immediacy of her engagement. Freed from the formal constraints of constitutional office, she appears more directly connected to the people she serves. The resolve I had observed years ago has not diminished, it has deepened.

In many ways, Marie Louise Coleiro Preca's journey reflects a broader narrative about leadership itself. It is not defined by titles or positions, but by purpose, consistency, and the ability to remain grounded in values, even as circumstances evolve.

Her career, from party official to parliamentarian, minister, President, and now head of a major philanthropic foundation, is undeniably illustrious. But what truly distinguishes her is not the trajectory of her rise, but the constancy of her focus: the most vulnerable, the unheard, and the overlooked.

In an era where leadership is often equated with visibility and authority, Coleiro Preca offers a different model, one rooted in empathy, service, and quiet determination. And perhaps that is why, despite the grandeur often associated with her past roles, it is in that modest office in Floriana, without a desk, surrounded by a team, that her leadership feels most complete.



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Oliver Scicluna

Chief Executive Officer

Aġenzija Sapport

AĠENZIJA SAPPORT

SMALL WINS, LASTING LEGACIES

By the time I finally found the right building, I was already 30 minutes late.

I had gone to the wrong location, convinced I knew where the interview was taking place. The clock on my phone was becoming increasingly accusatory as I hurried through the last stretch. When I walked in, slightly flustered and more than a little embarrassed, Oliver Scicluna was waiting.

Not irritated. Not glancing repeatedly at his watch. Not asking where I had been.

Just waiting.

He smiled, shook my hand, and immediately put me at ease.

It was a small moment, almost insignificant. Yet as our conversation unfolded over the next hour, it became increasingly clear that it also said something fundamental about the man who has just been recognised as Europe's leading social services leader.

Patience, after all, is not merely a virtue in Oliver Scicluna's world. It is a necessity. Working in disability services teaches you that progress is rarely measured in dramatic leaps. It is measured in conversations repeated dozens of times, in systems painstakingly improved, in trust slowly earned, and in victories so small that many people would never notice them. Leadership in such a world demands resilience rather than spectacle.

Only months earlier, the Chief Executive Officer of Aġenzija Sapport had been in Madrid collecting the Leadership in Social Services Award from the European Social Network, recognition of years spent reshaping disability services in Malta. It is the sort of accolade many executives would place at the centre of the conversation.

Scicluna barely mentions it. Instead, he talks about the people around him. "This award," he says quietly, "belongs to my colleagues." It is not rehearsed modesty. Throughout our conversation, there is an almost stubborn reluctance to place himself at the centre of the story. Again, discussion drifts away from his own achievements towards the hundreds of employees he leads, the families who depend on disability services and, above all, the people whose lives those services are meant to improve.

It would be easy to dismiss this as humility. It is more accurately a philosophy. "Leadership isn't about titles or positions," he tells me. "It's about taking responsibility." Responsibility is a word that recurs throughout our discussion. So does accountability.

If a member of his team succeeds, he believes they should receive the credit. If something goes wrong, the responsibility rests with him. There is no hint of corporate jargon in the way he describes leadership. Nor does he subscribe to the old-fashioned idea that effective leaders must appear infallible or distant.

"I think today's leader has to understand the people he is leading," he says. "If you don't understand them, they'll simply leave." It sounds deceptively simple. Yet it reflects how profoundly the workplace has changed. The command-and-control leadership style that dominated organisations for generations is giving way to something more nuanced. Employees increasingly expect empathy, communication, and purpose alongside competence.

Scicluna seems acutely aware of this shift. Leading an organisation employing more than 700 people, he says, means communication cannot stop with emails or official memos. "You can send as many communications as you like," he says, smiling. "Sometimes they just create more questions."

Instead, he insists on explaining where the organisation is heading, repeating the message in meetings, conversations and informal encounters until everyone understands not just what is changing but why. It sounds less like management and more like teaching. Education, after all, has become another recurring theme in his career.

OPPORTUNITY

Oliver prefers talking about equity rather than equality. The distinction matters. "If I need a lift to get to the first floor," he explains, "I should have a lift. If someone else requires a different support to reach the same destination, then that support should be available too."

The objective is not that everyone receives the same thing. It is that everyone reaches the same opportunity. The simplicity of the example masks a deeper point. Disability policy, at its best, is rarely about disability. It is about removing unnecessary barriers.

Scicluna returns repeatedly to this idea. Rights matter enormously, but rights exist alongside responsibilities. He speaks not as a detached policymaker, but as someone who himself lives with disability.

"I have my rights," he says. "But I also have my duties." It is an observation that reflects the balance he seeks throughout the sector, one that rejects both paternalism and tokenism. There is another misconception he is equally keen to challenge. People often assume leadership is about making big decisions.

He disagrees. "I believe in small wins." The phrase stays with me. In politics, business, and even journalism, success is often measured through headlines, announcements, and sweeping reforms. Disability services operate on a different scale. Sometimes success means someone taking public transport independently for the first time.



Sometimes success means securing employment. Sometimes it means moving from institutional care into the community. For many people, these are ordinary milestones. For someone who has spent years fighting invisible barriers, they are transformative. "Those small wins," Scicluna says, "become a legacy."

The word "legacy" is one Scicluna uses carefully. Not because he is uncomfortable with the idea, but because he refuses to see it as something attached to a single individual. Ask him what he hopes people will remember about his time leading Aġenzija Sapport and he immediately shifts the focus away from himself.

"It's not about the current leader," he says. "It's about the leadership of the organisation." It is an interesting distinction. Leadership, in his view, should outlive leaders. An organisation should not change its values every time someone new occupies the corner office. Faces may change, priorities may evolve, but the culture, the way decisions are made, the respect shown to employees and service users and the commitment to inclusion should endure.

It is perhaps why he appears remarkably uninterested in personal acclaim, even after receiving one of Europe's most prestigious recognitions in social services. The European award acknowledges his leadership. Scicluna insists it acknowledges everyone else's. His first instinct after collecting the trophy in Madrid was not to celebrate himself, but to dedicate it to his colleagues.

For anyone who has spent time around the disability sector, the gesture makes sense. Few achievements are individual. Every policy depends on teams. Every breakthrough depends on professionals whose names never make headlines. Social work has never been a profession driven by celebrity. Scicluna knows that better than most.

Aġenzija Sapport employs more than 700 people across a vast range of services, from residential homes and community programmes to personal assistance schemes. Managing such a workforce requires a balancing act between strategy and humanity. Budgets matter, but so does morale. Systems matter, but so do relationships. "The people you lead need to understand where you're heading," he tells me. "Otherwise, they cannot be part of the journey."

He describes regular meetings, internal communication platforms, and constant dialogue. Not because communication is fashionable management jargon, but because uncertainty breeds anxiety. The larger an organisation becomes, the easier it is for people to feel disconnected from its purpose. Listening, he suggests, is every bit as important as speaking.

That philosophy extends beyond his employees. One of the more striking moments in our conversation comes when he discusses criticism. There is no defensiveness in his voice. "No organisation is perfect," he says matter-of-factly.

Instead of resisting criticism, he believes organisations providing social services should actively seek it. Families, persons with disabilities, and frontline professionals often identify problems long before management does. Ignoring those voices, he suggests, is not merely poor leadership, it is a failure of responsibility.

It is an unusually candid admission from someone leading one of Malta's largest public agencies.

Too often, public institutions present themselves as complete, polished, and beyond reproach. Scicluna seems more comfortable admitting that improvement is continuous. That outlook perhaps explains why his ambitions remain firmly fixed on the future rather than the past.

The conversation inevitably turns to deinstitutionalisation, one of the most significant shifts taking place in disability policy across Europe. For decades, many persons with disabilities lived in large institutions, separated from their communities. Increasingly, countries are moving towards models centred on independent living, personalised support, and community participation.

Scicluna is convinced Malta has made important progress but equally convinced that the journey is far from complete. He speaks enthusiastically about expanding personal assistance schemes and personal budgets, mechanisms designed to give individuals greater control over their own lives instead of fitting into rigid service structures. The distinction is profound.

Rather than asking people to adapt to services, services should adapt to people. He repeats another phrase several times throughout our discussion: "living by choice." Choice, he argues, is the true measure of inclusion. Where you live. Who do you live with. How you spend your day. The support you receive.

These are decisions many people make without a second thought. For some persons with disabilities, however, they remain aspirations rather than realities. His ambition is to change that. If there is one subject that seems to animate him even more than disability policy, however, it is education.

"Education without inclusion isn't education," he says. The sentence lands with the simplicity of something obvious, yet it challenges decades of assumptions. He is not referring only to classrooms accommodating children with disabilities. He is talking about an education system that genuinely expects every learner to succeed, while recognising that success may require different forms of support. Again, the emphasis returns to equity rather than equality.

Children should not all receive identical teaching if their needs differ. Adults should not receive identical workplace training if technology is transforming the way organisations operate. Scicluna smiles as he recalls arriving at Aġenzija Sapport in 2022, just as artificial intelligence was beginning to enter mainstream conversation.



Within a remarkably short period, the Agency began exploring how AI could support employees, improve efficiency and modernise training.

For someone whose first career was in software programming, the technological curiosity has never disappeared. It is easy to forget that beneath the social reformer lies a confessed technology enthusiast. His journey from programming to banking, community work, disability advocacy, and executive leadership appears, on paper, almost improbable. Yet there is a connecting thread running through every stage. Problem-solving.

Whether writing software, reforming legislation or redesigning disability services, he seems instinctively drawn towards systems that can function better than they currently do. That analytical instinct is tempered by something else: empathy. It is a word often overused in leadership seminars, but with Scicluna it feels earned rather than performed.

Perhaps because he speaks not only as a chief executive but as a person with disability himself. Experience has given him authority that no textbook could provide.

Yet he rarely invokes his own story to strengthen an argument. Instead, he returns, almost obsessively, to the people around him. "I don't think about succeeding more myself," he says. "My focus is making sure other people succeed."

He pauses before adding what may be the clearest insight into how he defines leadership. "If the people I'm responsible for fail, then I fail." It is difficult to imagine a more complete rejection of the cult of the heroic leader. Success, in his world, is collective.

Recognition is shared. Responsibility, however, remains personal. Leadership, he tells me later, can also be lonely.
That, he admits, was one of the hardest lessons he has learned. There are moments when difficult decisions rest on one person's shoulders.

They may affect employees. They may upset families. They may attract criticism from outside the organisation. Consultation is essential, but eventually someone has to decide.

"And that's my responsibility," he says simply. Not everyone would volunteer for that burden. Scicluna seems to accept it as part of the job, even if it means, as he puts it, "leading in solitude." It is perhaps the least glamorous aspect of leadership, and, listening to him, the one he considers most important. Away from work, Scicluna is disarmingly ordinary. He is the father of two boys. He follows Manchester United with the enduring optimism that only football supporters seem capable of sustaining.

Formula One provides another escape, while books on psychology and leadership occupy much of his spare time. The shelves, one suspects, reveal as much about him as his CV.

LEADERSHIP IS NOT A DESTINATION. IT IS A DISCIPLINE

He reads because he believes leaders should continue learning. He speaks about psychology because organisations are, ultimately, collections of people rather than structures or strategy documents. It becomes increasingly obvious that this constant curiosity has shaped his career as much as any formal qualification.

His academic journey itself reflects that appetite for reinvention. A degree in software programming was followed by studies in Youth and Community Studies and later an MBA. Along the way came voluntary work with migrants, young people, and inmates, leadership of NGOs such as Hip Hop Malta and Breaking Limits; years advocating for disability rights; public office; and now executive leadership.

Looked at chronologically, it is an impressive career. Looked at through his own eyes, it appears to be something rather different, a continuation of the same mission. "I've learned lessons every day," he says. He doesn't point to promotions or awards as defining moments. Instead, he reflects on the quieter lessons that leadership has imposed upon him.

Perhaps the hardest was accepting that leaders sometimes stand alone. "It can be lonely." There is no self-pity in the admission. It is simply reality. Every organisation reaches moments when difficult decisions cannot be delegated. Popularity becomes secondary to responsibility.

"You can't point fingers," he says. If something goes wrong, he believes the responsibility lies with the leader, not with those carrying out instructions. It is an increasingly unfashionable view in an era where accountability often seems to dissolve into committees and carefully worded statements. For Scicluna, accountability remains personal.

The conversation drifts naturally back to disability rights. Despite decades of progress, he believes one challenge remains stubbornly unresolved.

REPRESENTATION

"I want to see more leaders with disabilities," he says. Not simply more employees. Not simply more participation. More leaders.

He talks about boardrooms, advisory councils, and executive teams where persons with disabilities remain conspicuous by their absence. For someone who has spent years breaking barriers himself, the ambition is unsurprising. Real inclusion, he argues, is not complete until persons with disabilities are present wherever decisions are made. The aspiration is quietly radical.

It moves the conversation beyond accessibility ramps, parking bays and legal compliance towards something more fundamental: influence.

Who shapes policy? Who sits around decision-making tables? Whose lived experience informs strategy? These are questions that extend far beyond the disability sector. As our conversation unfolds, it becomes increasingly clear that Scicluna's ideas about leadership could apply as easily to a multinational company as to a public agency.

Empathy
Communication
Responsibility
Trust

Small, consistent improvements. They are hardly revolutionary concepts. The challenge, as always, lies in practising them every day. That, perhaps, explains why he repeatedly returns to what he calls "small wins". In a world obsessed with transformational announcements and headline-grabbing reforms, Scicluna measures success differently.

He recalls seemingly modest achievements that would pass unnoticed by most people: someone travelling independently for the first time; another moving into supported independent living; a person with disability finding employment or becoming more visible within the community.

LEADERSHIP IS TEMPORARY

"To others they may seem small," he says. "To that individual, they're huge." The comment lingers long after he has finished speaking. Modern society has become remarkably skilled at celebrating exceptional achievement while overlooking quiet progress.

Yet disability services are built almost entirely upon quiet progress. A conversation... A new skill... An accessible workplace... A supportive employer... or a family finally receiving the help it needs. One life improved. Then another. Then another. It is painstaking work. It rarely makes headlines.

As we begin wrapping up the interview, I ask what he ultimately hopes his legacy will be. Again, he avoids talking about himself.



He hopes the reforms continue. He hopes community services become stronger. He hopes personal assistance and independent living continue expanding long after he is no longer leading the Agency. The message is remarkably consistent with everything he has said over the previous hour.

Leadership is temporary
Institutions endure
People matter

Outside, the day has slipped by almost unnoticed. As I gather my notebook, I find myself thinking back to the awkward beginning of our meeting. Most interviews begin with prepared questions. This one began with an apology. Arriving half an hour late after confidently making my way to entirely the wrong location could easily have set an uncomfortable tone. Instead, Oliver Scicluna had simply waited patiently. Looking back, that first impression turns out to have been the most accurate. Patience is woven through everything he does. It is there in his belief that meaningful change happens incrementally rather than overnight. It is there in his conviction that leadership requires listening before speaking. It is there in his refusal to chase personal glory at the expense of collective achievement.

There is, of course, an irony in receiving Europe's highest recognition for leadership while insisting the story is not about the leader. Yet perhaps that is precisely why Oliver Scicluna received it.Spend enough time with him, and the award itself begins to feel almost incidental. The real story is not a trophy collected in Madrid or another line added to an already distinguished curriculum vitae. It is about a man who walked away from a comfortable career in technology and banking because he believed his abilities could serve a greater purpose. It is about years spent challenging assumptions around disability, pushing institutions to improve, embracing criticism rather than resisting it, and encouraging others to lead rather than following him.

Most of all, it is about understanding that leadership is measured not by the number of people who know your name, but by the number of lives made better because you quietly did your job well.

In an age that often mistakes visibility for value, Oliver Scicluna offers a different model. Less noise.

More substance
Less ego
More responsibility

And perhaps that is why, when Europe went looking for a leader in social services, it found one waiting patiently in Malta.



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Jorgen Souness

Chief Executive Officer

St Vincent De Paul Hospital



Leading with Purpose: Inside the Vision of St Vincent de Paul's CEO

There is something striking about sitting in the office of the CEO of St Vincent de Paul Long-Term Care Facility. Outside, the scale of the institution is immediately apparent. This is not simply a care home. It is a vast healthcare community, home to well over 1,100 elderly and vulnerable residents and supported by a multidisciplinary team dedicated to geriatric care.

And then there is the building itself.

The historic Victorian complex dates to the 1880s, with its foundation stone laid in June 1886. Designed under the supervision of prominent Maltese architect Emanuele Luigi Galizia, its imposing structure was traditionally divided into separate wings for male and female patients. More than a century later, the institution continues to evolve, but the fundamental purpose remains the same: caring for people. It is in this setting that the CEO, Jorgen Souness, discusses leadership, healthcare, and the future of ageing in Malta. What quickly becomes apparent is that, for him, leadership is not about occupying the top office. It is about being close enough to the organisation to understand what is happening within it.

His leadership journey began in nursing, before moving through quality assurance and healthcare management and eventually into senior leadership. That progression has given him an unusual perspective: he understands healthcare both from the frontline and from the executive level.

"Leadership," he suggests, is about being visible, collaborative and accountable.

That philosophy comes through repeatedly during our conversation.

For an organisation of SVP's size and complexity, leadership cannot be exercised from behind a desk. It requires listening to staff, understanding the realities of the workplace and, when necessary, having the courage to make difficult decisions. His approach is distinctly hands-on. He believes leaders must know what is happening on the ground, not simply what reports and statistics tell them. At the same time, he is clear that visibility does not mean acting alone. Quite the opposite.

Teamwork is central to his philosophy

He speaks about the importance of surrounding yourself with capable people, listening to different perspectives and empowering teams. In a healthcare environment, where nurses, doctors, carers, therapists, administrators and numerous other professionals all contribute to a resident's wellbeing, no single person can deliver quality care in isolation.

That belief also shapes how he approaches staff engagement. At SVP, the workforce is large and diverse, but the principle is simple: people need to know that what they do matters. Communication, recognition, professional development and creating an environment where employees feel listened to and valued are, in his view, essential to retaining good people. This is particularly important at a time when healthcare systems worldwide are struggling to recruit and retain professionals. For him, retention begins long before an employee considers leaving. It begins by creating a workplace where people feel respected and supported, where there are opportunities to learn and progress, and where leadership is strong. It also means recognising the diversity of the workforce and ensuring that people from different nationalities and backgrounds feel that they belong.

But beneath the discussion about staffing, technology and organisational development lies a much more fundamental idea: the patient, or, at SVP, the resident must remain at the centre.

the resident must remain at the centre

Person-centred care is not simply a healthcare phrase for him. It means seeing the resident as an individual rather than a diagnosis, a room number or a list of care requirements. It means understanding their history, preferences, dignity and choices.

Increasingly, he says, the question should not only be, "What care does this person need?" but also, "What matters most to them?"

That distinction is important, particularly in elderly care, where quality of life and dignity are inseparable from clinical care. It also explains his approach to technology and innovation. He is enthusiastic about the possibilities offered by digital solutions, but not technology for technology's sake.

Technology should enhance care, improve safety, support decision-making and make services more efficient. It should never replace the human relationship.

For all the talk of digital transformation, the essentials remain remarkably traditional: compassion, communication, listening and human connection.

Looking ahead, he sees Malta facing a significant challenge. The population is ageing, demand for services is increasing, and healthcare and long-term care will need to adapt accordingly. The answer, he believes, is not simply to build more capacity. Malta needs more integrated models of care, greater investment in rehabilitation and prevention, workforce development, innovation and services designed around individual needs.

His ambition for St Vincent de Paul reflects that broader vision.

He sees SVP developing beyond the traditional concept of long-term residential care and becoming a centre of excellence for integrated geriatric healthcare, rehabilitation, intermediate care, innovation and specialised services.

In that future, SVP could play a role far beyond its own walls, developing new models of care and sharing expertise across Malta's wider healthcare system.

Interestingly, his own academic journey is moving in a parallel direction. He is currently reading for a Doctorate in Business Administration with IDEA College, combining his practical experience in healthcare leadership with structured academic research.

For him, however, education is not about adding another qualification to a CV. It is about asking better questions, challenging established thinking and translating research into improvements that can be felt in the real world.

That practical focus perhaps best captures his leadership style.

He is not naïve about the challenges. Difficult decisions are part of leadership, he acknowledges, and avoiding them rarely makes problems disappear. Leadership requires courage, accountability and fairness. But it also requires humility, the recognition that the strongest decisions often emerge when people listen, collaborate and draw on the expertise around them.

As our conversation draws to a close, his message to healthcare professionals and future leaders is clear.

Healthcare leadership is ultimately about people

It requires courage to make decisions, adaptability to embrace change and vision to prepare for the future. But none of these qualities matter if compassion is lost along the way.

Standing within a Victorian institution that has cared for generations of people, that message feels particularly appropriate.

The buildings may date back to the 1880s. Healthcare may be entering an era of unprecedented technological change. Malta's ageing population will demand new ideas and new models of care.

But at the heart of it all, the principle remains timeless: behind every patient is a person.

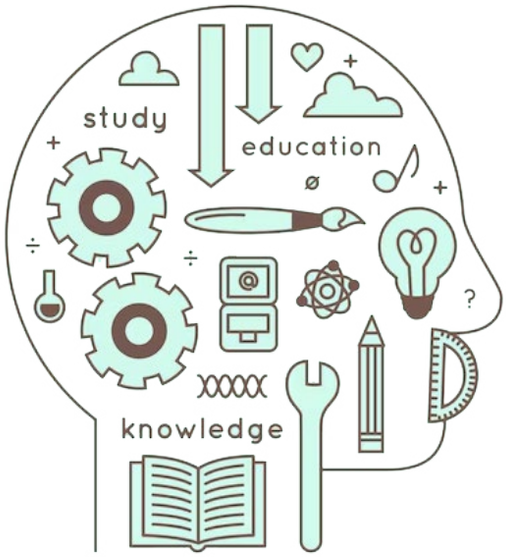
And, for the CEO of St Vincent de Paul, that is where leadership begins.





Lifelong Learning

Round Table Event 2026



Bridging the Participation Gap and Forging National Alignment for a Rapidly Evolving Workforce

This roundtable formed part of an ongoing series organised by IDEA College to bring together stakeholders across education, industry, and policy in Malta. The session focused on lifelong learning, a theme that had emerged prominently from previous roundtables, and examined how Malta can better equip its workforce, including its growing Third-Country National (TCN) population, with the skills and pathways required for a rapidly evolving economy.

The overarching aim was to take stock of the current reality, identify key barriers, and explore actionable pathways forward, fostering the formalised collaboration that participants agreed is urgently needed.

Future-Proofing the Maltese Economy: The Critical Imperative for Lifelong Learning

In a global economy defined by rapid technological shifts and changing labour dynamics, the ability of a nation to continuously upskill its workforce is no longer a peripheral concern; it is a central pillar of economic survival. On March 13, 2026, IDEA College hosted a high-level roundtable to confront this reality, bringing together diverse stakeholders from education, industry, and government.

The goal was to dissect the barriers currently stalling Malta's lifelong learning ecosystem and to forge a strategic pathway forward that ensures the workforce is not just reactive, but ready for the challenges of tomorrow.

The Participation Gap: A Sobering Statistical Reality

The roundtable opened with a data-driven overview of Malta's current standing, revealing a significant gap between national performance and international benchmarks. Currently, only 46.8% of the adult population in Malta (ages 18–69) participates in adult education.

While this figure represents nearly half the population, it remains well below the European Union's target of 60% annual participation by 2030.

Adding nuance to these numbers is a demographic disparity in who is actually engaging with these opportunities. In a sample of participants in free courses, only 48% were Maltese nationals, meaning more than half the participants were foreign.

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This raises a critical question for policy makers: Why is the local workforce lagging behind their international peers in seeking out new skills? The roundtable identified several deep-seated barriers, ranging from heavy workloads and time constraints to a lack of confidence stemming from negative experiences during compulsory schooling.

Many adults also perceive the economic return on further education as unclear, leading to a culture of hesitation rather than investment.

The "Exponential Gap": When Industry Outpaces Education

One of the most pressing themes discussed was the widening "exponential gap" between the pace of industrial change and the responsiveness of administrative and educational bureaucracies.

Modern industry evolves at a speed that traditional policy-making often fails to match.

The roundtable participants engaged in a philosophical yet practical debate over the purpose of education. There was broad agreement that education should not function as a simple conveyor belt for industry-ready labourers.

Instead, its primary role is to develop well-rounded individuals capable of critical thinking and navigating life holistically.

However, participants emphasized that specific technical training must be a shared responsibility between educational institutions and the industry sectors themselves. Compounding this issue is a widespread "short-term solutions" mindset within many companies. Some industry players remain reluctant to invest in long-term workforce development, preferring immediate, temporary fixes over sustainable upskilling.



The warning from the roundtable was clear: if the current system is struggling to meet the needs of today, it is fundamentally unprepared for the more complex demands of tomorrow.

The Cultural Hurdle: From "Counting Down" to Continuous Growth

For any structural reform to take root, Malta must first address a deeply ingrained culture of disengagement. Participants noted a pervasive attitude among students of "counting down" the days until the end of compulsory education, a mindset that is often reflected in low national book-reading rates. This reluctance to learn often carries over into adulthood and the workplace.

Many workplaces, driven by short-term financial goals, do not provide the flexibility or encouragement necessary for employees to pursue further studies. To counter this, the roundtable called for a radical cultural shift that embeds lifelong learning into the "social fibre" of the country.

Education must be seen as the business of everyone, integrated into national strategies beyond just the education ministry. A holistic plan starting from compulsory years is essential to ensure that learning is viewed as a lifelong journey rather than a finite stage of youth.

Strategic Migration: Turning Challenges into Engines of Growth

A major focus of the discussion was the role of Third-Country Nationals (TCNs) in Malta's economy. TCNs are no longer a peripheral workforce; they are a substantial and growing segment of the labour market. Interestingly, data show that TCNs engage with adult education at higher rates than Maltese nationals, often arriving with high-levels of resilience and adaptability. However, the current system often fails to utilize this talent.

Many TCNs find their qualifications go unrecognised, and their skills are underutilised due to lagging migration policies. To solve this, the roundtable proposed a "controlled migration" model. Under this framework, industry would define the specific skill profiles needed, educational institutions would select suitable candidates, and targeted training would be provided immediately upon arrival.

This "formula for success" has already been proven in sectors such as nursing and could be scaled across the economy.

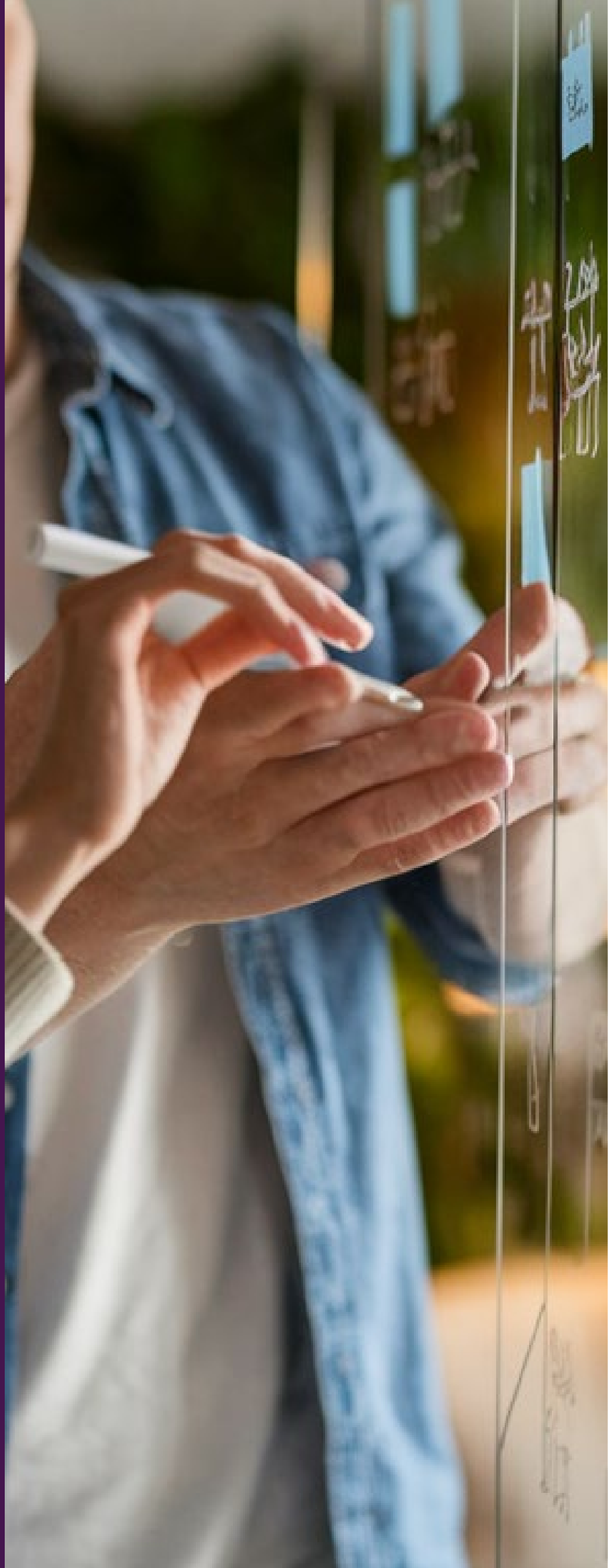
Breaking the "Industrial Revolution" Classroom Model

The roundtable did not shy away from criticising the education system's own structural rigidities. It was pointed out that the traditional "classroom model" has remained largely unchanged since the Industrial Revolution. This stagnation is particularly ironic in a post-pandemic world transformed by AI and digital technology. This outdated approach undermines Malta's competitive edge and makes education less accessible for working adults who need flexible, modern options.

To fix this, several structural reforms were proposed:

Self-Accreditation: Moving towards a system where institutions are self-accredited, with the MFHEA overseeing quality assurance, to allow for faster, more responsive course development. Recognizing Informal Learning: Formally valuing competencies and skills acquired outside the traditional classroom to create more diverse pathways for talent.

Mandatory Teacher CPD: Ensuring that educators, who shape the mindsets of future workers, undergo mandatory Continuing Professional Development (CPD) to stay current with modern pedagogical needs.



A Call for National Alignment

The most critical failure identified by the roundtable was the absence of strategic alignment at the national level. Currently, political, institutional, and regulatory actors often work in silos, pulling the system in different directions. This fragmentation creates “mixed messages” and accountability gaps that undermine the learner’s experience.

The path forward requires a formal national alignment mechanism, a shared strategic framework that brings together various ministries, JobsPlus, Identità, and business chambers. This is not about imposing uniformity but about ensuring all parts of the system are speaking the same language and working towards common goals.

Conclusions: A Call for Political Will

The expertise and motivation to reform Malta’s lifelong learning landscape are present, but meaningful impact requires political will The current fragmentation, where institutions pull in different directions without a shared vision, is actively undermining the workforce.

For Malta to thrive, lifelong learning must be embedded into the “social fibre” of the country, ensuring that adult education is relevant, accessible, and aligned with the demands of a modern economy. A Call for National Alignment. The most critical failure identified by the roundtable was the absence of strategic alignment at the national level.

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The path forward requires a formal national alignment mechanism—a shared strategic framework that brings together various ministries, JobsPlus, Identità, and business chambers. This is not about imposing uniformity but about ensuring all parts of the system are speaking the same language and working toward common goals.

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