



# ASSOCIATION OF FINANCIAL MUTUALS



# DEVELOPMENT PROGRAMMES 2022

Equipping the future of the  
mutual sector

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# INTRODUCTION



Martin Shaw,  
Chief Executive,  
AFM

I'M DELIGHTED TO SHARE WITH YOU INFORMATION  
ABOUT AFM'S DEVELOPMENT PROGRAMMES FOR 2022.

At the end of 2021, we surveyed members to help inform views on the type of development training AFM members are looking for. Around half of organisations indicated they would put forward one or more candidates for 2022 programmes.

As in previous years, we are launching two programmes this year:

- **'Mutual Leadership'** is designed to appeal to busy managers and emerging leaders in AFM member organisations. It is a brand new programme, but builds on a well-tested formula operated across the mutual sector globally, via our international sister, ICMIF. The mix of face-to-face and online experiences, and running sessions alongside the AFM conference, maximise the opportunities to put training into practice.

The best part was meeting the other guys from the other mutual societies, networking and building bonds with people in similar daily situations, realising some of the issues I struggled with they do as well and being able to ask advice and support one another.

*2021 Stepping Up cohort*

I would like for some of my colleagues to attend and benefit from it in the same ways as I have.

*2021 Stepping Up cohort*

- The **'Stepping Up'** programme is back by popular demand, and is targeted at new managers and supervisors, or those facing a big step change in their responsibilities. The six full-day events will move round the country, and help build enduring networks that will offer support for the long term.

In addition, AFM Members are able to enrol for the **Masters' degree in Strategic Leadership**, an award-winning venture between AFM, the Building Societies Association, and the School of Business and Economics at Loughborough University.

Read on for more information and how to get involved.

# MUTUAL LEADERSHIP DEVELOPMENT PROGRAMME

EQUIPPING EMERGING AND NEW LEADERS WITH THE TOOLS AND MINDSETS TO HELP ORGANISATIONS STRATEGICALLY DEVELOP AND ADAPT

## Overview

A series of six development sessions, delivered as a combination of in-person and online meetings, targeted at new and emerging leaders, to enable them to:

- Learn the essential frameworks, mental models & tools for mutual leadership in a complex world.
- Undertake peer to peer personalisation of learning and collaboration that will translate insights into near-term value.
- Be part of a wider network of peers who develop long-term mutual support and collaboration

## Who should attend?

More experienced managers and future leaders of AFM Member organisations who are increasingly leading others (formally or informally) and tackling complex problems.

## Cost per delegate

**£1,200\* + VAT**

\*includes a ticket to the AFM Conference

*A beautiful blend of education and fun. A mind blowing experience*  
General Manager, Financial Mutual, Africa

*Excellent blend of learning, networking discussions and content that really held the attention. Multiple "take-aways" to apply moving forward - many thanks*  
Head of Business Development, Financial Mutual, UK

## Dates 2022

Tues 27 Sept, 09.45 - 16.30 (in-person)  
Mon 3 Oct, 13.00-15.00 (remote)  
Tues 4 Oct, 13.00-15.00 (remote)

Wed 5 Oct, 13.00-15.00 (remote)  
Mon 10 Oct, 09.00-10.45 (AFM Conference)  
Tues 11 Oct, 13.00-15.00 (AFM Conference)

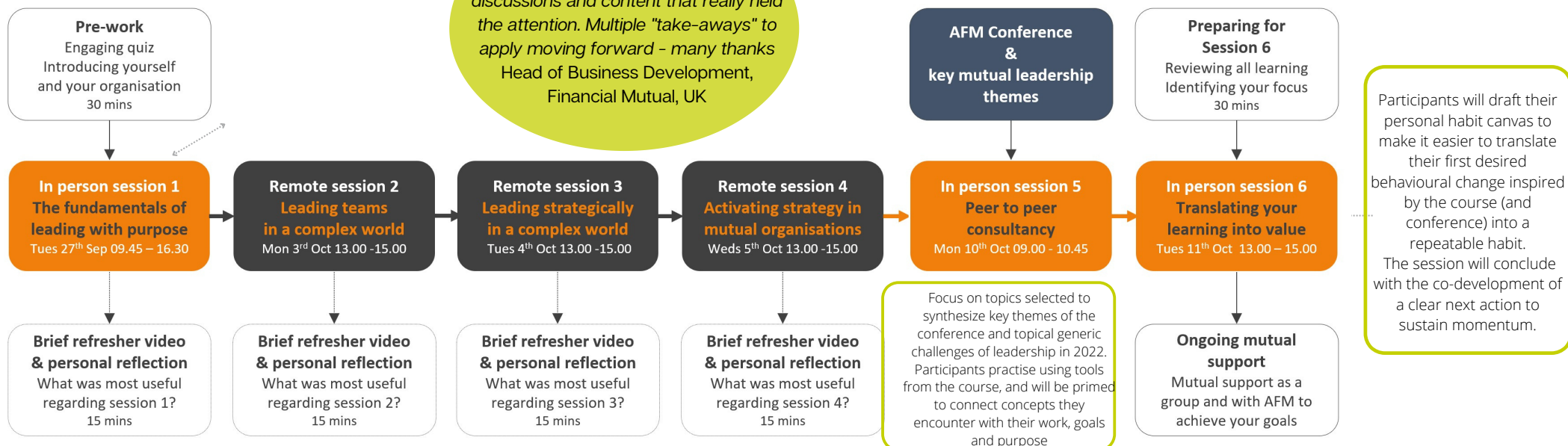
## Meet the trainer



### Dave Crowther

Dave has equipped executives from financial mutuals in over 80 countries with practical thinking tools for leading in complex situations. He acquired an understanding of strategy and behaviour while managing a European investment fund and 'accidentally' co-founding a software company ultimately acquired by IBM.

Dave refined the tools while designing a global cultural change initiative for a company within the Berkshire Hathaway family. He learned to be humble in the face of complexity when working on NHS strategic behavioural change interventions. Demonstrating that people are not rational, he enjoys cycling up hills.





# STEPPING UP DEVELOPMENT PROGRAMME

SPECIFICALLY DESIGNED FOR NEWLY APPOINTED MANAGERS, OR THOSE ABOUT TO MOVE INTO A ROLE THAT REQUIRES A STEP CHANGE OF RESPONSIBILITY AND SUPPORT

## Overview

A series of six, one day workshops (delivered, in-person, over a 6 month period) that target all the essential elements needed by managers today.

Each event will be delivered in a practical way with 'application at work' at the forefront. Delegates will be able to build their skills and confidence in a way that will enable better learning retention as well improved impact in the workplace.

In addition to being equipped with the 'tools for the job', the Stepping Up programme enables the creation of enduring professional networks that are so vital in our industry today.

## Who should attend?

New managers and supervisors within AFM Member organisations, or those facing a step change in their responsibilities.

## Cost per delegate

**£2,200\* + VAT**

\*includes a ticket to the AFM Conference (An optional CMI qualification is also available at an additional £500/person)

## Dates 2022

Wed 29 June	Wed 12 Oct
Tues 26 July	Thurs 10 Nov
Thurs 8 Sept	Wed 7 Dec

Approximate timing: 9.30am - 4.30pm

## Meet the trainer

### Les Wix

Les has over 25 years experience in Learning & Development.. Specialising in Leadership and Management, Les has worked across many sectors in different parts of the world.

His commercial background ensures there's always an eye on the bottom line as well as a return on investment. He has always had an interest in the design as well as the delivery of training interventions, hence his appreciation of clarity of objectives and a focus on outcomes.

Les has an engaging style and is comfortable with delegates at all levels; in turn he makes those he works with also feel comfortable, ensuring participation and involvement throughout the programmes he delivers. 2022 sees the fifth year of his involvement with AFM on the Stepping Up programme.



*Many of the group have gone on to gain promotions, we are all still in touch and would all go back on the course again in a heartbeat.*

*Not only did I learn how to delegate, how to manage difficult conversations and how to better manage my day, I also learned a lot about myself and how sometimes my confidence can be improved. I have been working on this since.*

### 1. All About You

- Your work behavioural style
- Identifying your blind spots
- Applying your strengths at work
- Drivers of effectiveness
- Impact on those around you
- Assess your leadership style

### 2. Managing Your Resources

- Setting direction & clarity of expectation
- Planning & self organisation
- Effective Influencing
- Coaching & mentoring

### 3. Essential Management Tools

- Performance Management
- Teams & teamwork
- Effective communication
- Difficult conversations

### 4. Delivering Performance Improvements

- The need for change
- Considerations for change
- Managing personal change
- Implementing change to your team

### 5. The Broader Management Agenda

- Operational v Strategic
- Strategic thinking
- The setting of the right objectives
- Managing conflict

### 6. Managing Your Personal Brand/ Enabling Career Growth

- Building a professional reputation
- Understanding how others perceive you
- Positive & negative impact
- On-going development

# MASTERS PROGRAMME IN STRATEGIC LEADERSHIP

## Programme overview

Launched in 2015, the 3-year part-time Masters programme is content rich with key elements geared for those who work in a customer-owned/mutual financial services firm.

The programme starts in October 2022, with the deadline for applications of 31 July.

Since it first started in 2015, this programme has successfully helped to build leadership capability in our sector - to the advantage of individual students and their organisation.

To date, 105 students from members of the Building Societies Association (BSA) have undertaken challenging but rewarding study on this three-year part-time programme. In 2021 BSA members were joined for the first time by three students from AFM members.

The programme teaches critical management and leadership skills, and gives awareness and knowledge of the key issues and challenges that exist, including:

- Personal values and effectiveness
- Managing organisational resources
- Information management
- Leading and influencing change
- Strategy governance and risk
- Strategic marketing
- Strategic operations management
- Value focused decision making
- Business improvement through innovation
- Plus a Masters business project

AN AWARD-WINNING VENTURE BETWEEN THE BSA AND THE SCHOOL OF BUSINESS AND ECONOMICS AT LOUGHBOROUGH UNIVERSITY

## Entry requirements

A minimum of three years' management/professional experience and ideally an undergraduate degree or relevant professional qualification. This programme is also open to candidates who do not have a degree but have been identified by their employer as meeting the necessary requirements to successfully complete the programme

## Programme routes

	Senior Leader Apprenticeship Route	Standard Route
Fees (for 3 yrs)	£19,000 (no VAT) fees for the first two years are covered via the Levy programme, as well as a proportion of the third (see Guide, below, for more)	£15,000 (no VAT)
Additional costs	Each module will normally require a residential stay at Loughborough University.  The on-campus hotel accommodation at Burleigh Court is currently £106.00 per night for bed and breakfast. Other on campus accommodation options are available.	
For full programme details and information on how to enrol see the <a href="#">Employers Guide 2022-25</a>		

## NEXT STEPS

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### Stepping Up

For programme specific queries,  
please contact Les Wix on  
07872 166474  
leswix@btinternet.com

To book onto the programme, contact  
Tamasin Larocque-Fathers, AFM  
tamasin@financialmutuals.org  
07741 656605

### Mutual Leadership

For programme specific queries,  
please contact Dave Crowther on  
crowther.david@gmail.com

To book onto the programme, contact  
Tamasin Larocque-Fathers, AFM  
tamasin@financialmutuals.org  
07741 656605

### Masters in Strategic Leadership

For all programme enquiries, contact  
Vicki Unwin, Loughborough School of  
Business & Economics  
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*Putting members first*