



# **ASSOCIATION OF FINANCIAL MUTUALS**

*Equipping the future of the  
mutual sector*

# **DEVELOPMENT PROGRAMMES**

# **2023**

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2022 Mutual Leadership cohort,  
at the AFM Annual Conference

# INTRODUCTION



Martin Shaw  
Chief Executive, AFM

Following the resounding success of our 2022 Development Programmes, I'm delighted to share with you details of our offering for 2023:

- **'Mutual Leadership'** is designed to appeal to busy managers and emerging leaders in AFM member organisations; it is delivered through a mix of online and face-to-face sessions.
- **'Stepping Up'** 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, we hope to offer again 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. More details to follow.

Alongside our regular practitioner-lead roundtables, we also want to test interest in a new Mentoring Scheme, to enhance opportunities for learning and networking across our membership. This will be relatively informal, to fit the needs of participants.

For further information on any of these programmes, or if you have additional suggestions for how AFM can support leadership development in the sector, contact [tamasin@financialmutuals.org](mailto:tamasin@financialmutuals.org).



*It's been very reassuring to find that other delegates have similar problems and issues to mine at work. It's been useful to share experiences. I found the sessions very practical and the learning easy to apply in work.*

Stepping Up 2022

*The course content was amazing and David Crowther was outstanding in his delivery*  
Mutual Leadership 2022

*I've found the course very helpful... From going into it being a bit cynical and with the question "does it work?", something I said openly in our initial session, I can answer my own question now. Yes it does work and it surprised me how quickly these things work too. I've been able to identify the position I'm in and how I have been going about things. I've taken key points away which I feel are relevant to my situation, apply them at work and it's given me the confidence to do so*

Stepping Up 2022

*Not only have I found the sessions interesting and insightful, but I have taken valuable lessons, activities and action points back to the office to help my team and myself. As a result, I feel a more equipped and confident manager, and I can see the effects that has on my team.*

Stepping Up 2022

# MUTUAL LEADERSHIP

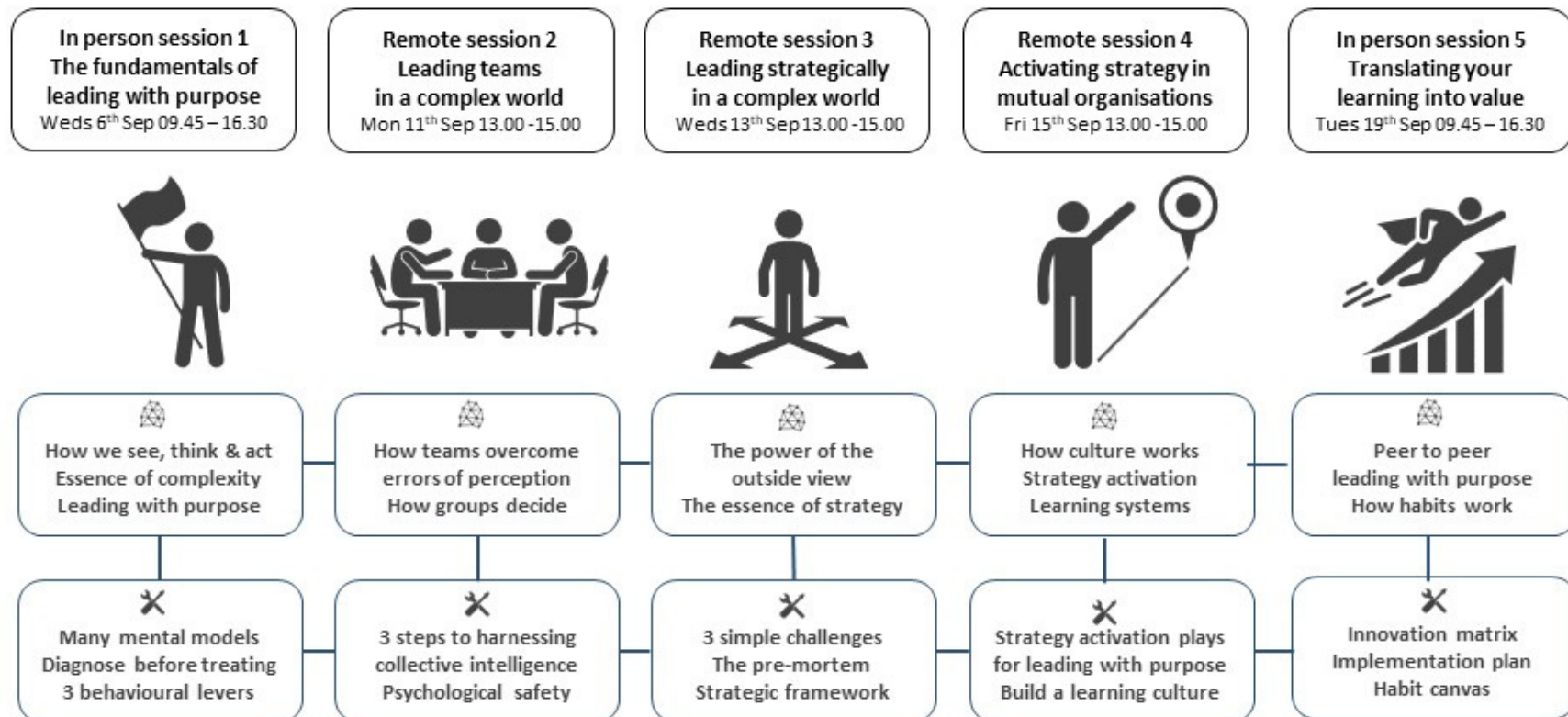
A series of five development sessions, delivered as a combination of in-person and online meetings, targeted at new and emerging leaders, to enable them to:

- Learn the essential frameworks, mental models and 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

## Cost per delegate: £1,200\* + VAT

\*includes a ticket to the 2-day AFM Annual Conference and 1-night accommodation at the Conference venue

## Course content & dates



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

## Programme 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.

Please note: in-person session venues will be determined once all applications have been received



# STEPPING UP

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.

## Cost per delegate: £2,200\* + VAT

\*includes a ticket to the 2-day AFM Annual Conference and 1-night accommodation at the Conference venue

## Course content & dates

All About You	Managing Your Resources	Essential Management Tools	Delivering Performance Improvements	The Broader Management Agenda	Managing Your Personal Brand/ Enabling Career Growth
Weds 19 April, 9.30am - 4.30pm	Weds 17 May, 9.30am - 4.30pm	Weds 14 June, 9.30am - 4.30pm	Weds 12 July, 9.30am - 4.30pm	Weds 23 Aug, 9.30am - 4.30pm	Weds 20 Sept, 9.30am - 4.30pm
<ul style="list-style-type: none"> <li>Your work behavioural style</li> <li>Identifying blind spots</li> <li>Applying your strengths at work</li> <li>Drivers of effectiveness</li> <li>Impact on those around you</li> <li>Assess your leadership style</li> </ul>	<ul style="list-style-type: none"> <li>Setting direction &amp; clarity of expectation</li> <li>Planning &amp; self organisation</li> <li>Effective Influencing</li> <li>Coaching &amp; mentoring</li> </ul>	<ul style="list-style-type: none"> <li>Performance Management</li> <li>Teams &amp; teamwork</li> <li>Effective communication</li> <li>Difficult conversations</li> </ul>	<ul style="list-style-type: none"> <li>The need for change</li> <li>Considerations for change</li> <li>Managing personal change</li> <li>Implementing change to your team</li> </ul>	<ul style="list-style-type: none"> <li>Operational v Strategic</li> <li>Strategic thinking</li> <li>The setting of the right objectives</li> <li>Managing conflict</li> </ul>	<ul style="list-style-type: none"> <li>Building a professional reputation</li> <li>Understanding how others perceive you</li> <li>Positive &amp; negative impact</li> <li>On-going development</li> </ul>
1	2	3	4	5	6

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

## Programme 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. 2023 sees the 6th year of his involvement with AFM on the Stepping Up programme.

# NEXT STEPS



## For content queries:

- Mutual Leadership - Dave Crowther on [crowther.david@gmail.com](mailto:crowther.david@gmail.com)
- Stepping Up - Les Wix on 07872 166474 [leswix@btinternet.com](mailto:leswix@btinternet.com)



## To apply:

- Mutual Leadership or Stepping Up - contact Tamasin Larocque-Fathers on [tamasin@financialmutuals.org](mailto:tamasin@financialmutuals.org) / 07741 656605



## Application deadline:

- Stepping Up - 20 March 2023
- Mutual Leadership - 31 July 2023



***Putting members first***



2022 Stepping Up cohort