

A woman with short blonde hair, wearing glasses and a striped shirt, is seen from the back, addressing a group of people in a conference room. The room is filled with people seated at tables, some looking towards the speaker. The background is slightly blurred, emphasizing the speaker and the audience.

2021 AFSA LEADERSHIP DEVELOPMENT PROGRAM

*Invest in the development of
your organization's future leaders*

**University of North Carolina
Chapel Hill, North Carolina
September 18-25, 2021**

JOHN BROTHERS

Faculty Director, AFSA Leadership Development Program



The COVID-19 pandemic caused unprecedented personal and work challenges. In today's increasingly complex and dynamic business world, the importance of a leader who understands the current landscape and can successfully lead through ambiguity and change cannot be underestimated. Consequently, investing in the development of future leaders creates the greatest value for the business.

Each year, the American Financial Services Association (AFSA) Education Foundation in partnership with the University of North Carolina's Kenan-Flagler Business School offers an outstanding leadership development opportunity. We are pleased to announce that this year's program will be September 18-25, 2021.

In recent years, this experience has been completely redesigned. The program has been condensed from two weeks to six intensive days in order to accommodate the busy schedules of today's high potential leaders. In the new format, participants immerse themselves in innovative principles of management and leadership through class discussions, case analyses, and computer simulations. Here are some of the highlights of the program:

- Learning the responsibilities of leadership, how to manage yourself more effectively, and adjust your leadership style to changing situations.
- Exploring diversity of leadership styles and recognizing how to utilize the power of different viewpoints to build trust and enhance team performance.
- Creating a plan for strategic change and receiving immediate feedback on employee buy-in in the context of a challenging computer simulation.
- Understanding sources of implicit bias and developing an ethical "rule of thumb" for making business decisions quickly and effectively.
- Mastering critical negotiation skills and understanding the role of gender in negotiating and collaborations.
- Building confidence in the ability to make dynamic and persuasive presentations.
- Analyzing strategic decision-making and strategy creation in the context of a case in the financial services industry.
- Receiving an update on critical regulatory issues from industry experts.

As a result of these topics, leaders will accumulate applicable tools that will allow them to accelerate change and navigate and thrive in a complex environment in real time. Beyond the classroom, participants have many opportunities to expand their professional networks, benchmark best practices across the industry, and build lasting personal friendships.

The program takes place at the Paul J. Rizzo Conference Center in Chapel Hill, an unparalleled facility for world-class executive development. Set in a 28-acre wooded environment near the University of North Carolina campus, the state of the art complex is a self-contained learning community. Leading-edge instructional technology and expert technical support, and a relaxed retreat setting provide an ideal learning environment for executives. The facility includes a modern residential complex complete with swimming pool, fitness center, and an elegant dining and social center.

We encourage you to invest in the future leadership of your organization and sponsor your best and brightest managers.

Sincerely,

A handwritten signature in black ink, appearing to read 'John Brothers', written over a white background.

John Brothers

Faculty Director, AFSA Leadership Development Program

AFSA LEADERSHIP DEVELOPMENT PROGRAM STEERING COMMITTEE

JEFFREY CASEY

Chair, Leadership Development Program
Steering Committee
Senior Vice President, Learning & Development
Mariner Finance, LLC

RHONDA ASHBURN

Executive Director
AFSA Education Foundation

JOHN BROTHERS

Executive Director, Design & Client Engagement
University of North Carolina Executive Development

SAL CALVIO

Vice President, Talent Management
Security Finance

BILLY FULLER

Chief Operating Officer
Tidewater Finance Company

JOHN A. HEATH

Director of Government and External Affairs - Western US
Quicken Loans

BILL HIMPLER

President & Chief Executive Officer
American Financial Services Association

ROCHELLE McCLANAHAN

CFO/Compliance Officer
Brundage Management

GARY McQUAIN

Chief Operating Officer
1st Franklin Financial Corporation

SHARON MOORE

President
Career Success

JANET SMITH

Executive Vice President & Chief Administrative Officer
Mariner Finance, LLC

DAN WALTERS

Chief Executive Officer
Credit Central, LLC

FREDERICK WARDER

CEO
Wallace Management Co.

DANA WASSAM

VP/SMD Head of Operations Strategy and Planning
OneMain

MITCH WETTSCHURACK

Director of Operations and Development
Regional Management Corporation

MESSAGE FROM THE LEADERSHIP DEVELOPMENT PROGRAM STEERING COMMITTEE

“Financial services is, at its core, a business by and for people, which values effective leadership above all. Our industry needs leaders who are strategic, ethical and understand that it is those they lead who create the most value for our business and customers. Supported by these leadership pillars, the AFSA Leadership Development Program (LDP) challenges attendees with a curriculum which enhances current leadership skills, driving personal and professional growth through participation in interactive, thought provoking sessions. We believe in results and that is what AFSA LDP is all about! If you are looking to take the next step in your career or develop the skills of your leaders, AFSA LDP is where you need to be.”

CLASS PRESIDENT’S TESTIMONIAL



“While attending the AFSA Leadership Program at the University of North Carolina, the course covers several pertinent areas of development for leaders such as Effective Leadership, How We Communicate as a Leader, Our Style of Leadership, Presenting Skills, Different Ways of Presenting, Ethics, Negotiations, Strategic Thinking, and Strategic Planning. The program does this thru engaging, and relevant material, case studies, knowledgeable professors, business professionals, industry leaders, and successful authors create substantial sources of resources, inspiration, and motivation. If you are a new or tenured leader this program will help you become more self-aware, help better develop your employees, improve your leadership skills, and will enable the most effective and productive use of your time.

Since attending the AFSA Leadership Development Program and for the months that have followed, I have realized that I needed to change and the importance of change. With 23 years in the financial services industry, the AFSA Leadership Development Program made me understand that a big part of being a leader is to be able to walk away from outdated beliefs and practices. Specifically, for myself to encourage and use the strengths of others around me to generate new ideas to plan strategically. The strategic planning class has been extremely beneficial as I realized there were key components of my strategic plans I was missing and the knowledge I received through the class has helped me strengthen my planning and implementation process.

The program creates the opportunity for all participants to create a vast network of contacts of other professionals in the financial industry. For me, it was a journey and an investment in each and everyone one of us that attended and encouraged us to not only accept change but also to pursue it proactively. That growth and development of people is the highest calling of leadership, so we were encouraged to share and implement what we learned. I encourage all AFSA members to send their current and potential leaders to the AFSA Leadership Development Program!”

PAUL HALE

2019 Class President
Senior Vice President
Security Finance

AFSA LEADERSHIP DEVELOPMENT PROGRAM

OUTDOOR TEAM-BUILDING EXERCISE

Every manager recognizes the importance of building cohesive, productive, and resilient teams. Key components of team building include excellent communication among members, high levels of trust, norms of collaboration, and dedication to achieving the team's goals. Through a series of exercises, participants will share their leadership journeys and explore methods to expand their effectiveness through activities and conversations. The leadership skills of vision, understanding, clarity, and agility are reinforced.

MABEL MIGUEL

Professor of Organizational Behavior and Director, Global Business Center, University of North Carolina, Kenan-Flagler Business School

DEVELOPING LEADERSHIP & MANAGEMENT SELF-AWARENESS

Great managers and leaders continuously sharpen the skills needed for both personal and professional growth. Winning in the future requires leaders to be masters of the "human skills" of team dynamics while effectively leveraging the benefits of a dynamic workforce.

To be most effective, managers and leaders must learn first how to manage themselves effectively. Through activities and interactive discussion, participants will explore the difference between management and leadership, when to act as a leader and when to act as a manager. Additionally, great managers and leaders must develop an understanding of personal tendencies when collecting information and making decisions, and how these tendencies evolve as your career develops. Using the I-OPT Advanced Leadership assessment, participants learn their dominant leadership style, natural tendencies to team up with 'like-minded' people, and the benefits and pitfalls of teams with similar strengths. Participants will develop greater self-awareness of their preferences and learn how to utilize the power of different viewpoints to build trust and enhance team performance.

Participants will learn to:

- Understand self-awareness, self-disclosure, and feedback
- Build awareness of personal information processing styles and the role they play
- Reflect on what good leadership and management looks like
- Describe yourself and others in terms of personal style, and selected leadership and management skills
- Articulate how this self- and other-awareness builds inclusion and facilitates effective teamwork and leadership

BILL HIMPLER

President & CEO, American Financial Services Association

INDUSTRY UPDATE

Meet AFSA's leader and get up to date on critical regulatory issues affecting the consumer finance industry. You will have an opportunity to ask questions.

HEIDI SCHULTZ

Professor and Director, Management and Corporate Communication, Ph.D., University of North Carolina, Kenan-Flagler Business School

LANGUAGE OF LEADERSHIP: DEVELOPING AND DELIVERING PROFESSIONAL PRESENTATIONS

Leadership requires mastering the art of effective persuasion. Leaders must be able to communicate both within and outside the organization clearly, concisely, and convincingly. Through lecture, discussion, exercises, and practice, this session will help participants refine their presentation skills by covering the following topics:

- Organizing presentations effectively and efficiently
- Designing and integrating PowerPoint slides, notes, and questions into presentations effectively
- Delivering information with confidence

SREEDHARI DESAI

Associate Professor of Organizational Behavior, University of North Carolina, Kenan-Flagler Business School

BUSINESS ETHICS

Managers are selected for executive development because they have demonstrated a great potential for leadership. As they rise within the organizational ranks, one of the inevitable challenges that they will face is the increasingly complex set of decisions that include a mix of management, finance, accounting, marketing, and other issues. Inevitably included within these decisions will be a huge component of ethical issues that test the fundamental principles of the company and the individuals within the company. Moreover, leaders often have to make decisions on the fly, with little time to reflect on ethical nuances.

To meet this challenge, this session will focus on the following points:

- Addressing when an issue becomes one that requires ethical decision-making skills
- Assessing which ethical theories make the most sense for business decision-makers
- Analyzing how one makes ethical business decisions
- Understanding sources of implicit bias and how to overcome them to create inclusive workplaces

AFSA LEADERSHIP DEVELOPMENT PROGRAM

SREEDHARI DESAI

Associate Professor of
Organizational Behavior,
University of North
Carolina, Kenan-Flagler
Business School

NEGOTIATIONS AND GENDER

Most business executives lack confidence as negotiators. When queried, they often indicate a dislike of negotiating because they dislike conflict, hate confrontation, don't think quickly on their feet, and cave too quickly to the other side's demands. This session will address these fears and misgivings with an explanation of what actually works in negotiation and what rarely works. The primary focus will be on learning the techniques of what is often referred to as "principled negotiation," "interest-based negotiation," or simply "win-win" negotiation. We explore how these techniques are usually superior to more attack-oriented negotiation approaches, but we also learn how to deal with those who approach bargaining with a win-lose attitude. We will also explore whether women negotiate differently than men.

Because negotiation is a skill, rather than simply a body of knowledge, we do a substantial amount of learning by engaging in negotiation exercises and address the following topics:

- Why good negotiators think they are ineffective
- Attributes of good negotiators as shown by studies
- Techniques for principled negotiation, interest-based negotiation, also known as win-win negotiation
- The role of gender in negotiations and collaborations
- Tips and techniques of great negotiators

PAUL FRIGA

Professor of
Organizational Behavior,
Ph.D.,
University of North
Carolina, Kenan-Flagler
Business School

STRATEGIC THINKING

Strategy demands vigilance, an understanding of the environment, and a view to the future. To manage strategy, think about CLASS – Culture, Leadership, Alignment, Structure, and Systems.

Participants will examine two case studies of firms in the financial services industry and consider the strategic decisions made by top executives and the consequences of these decisions for various stakeholders, including customers, stockholders, employees, and regulators.

MATT PEARSALL,

Ph.D., Associate Professor
of Organizational Behavior,
University of North
Carolina, Kenan-Flagler
Business School

LEADING AND MANAGING CHANGE: EXPERIENCE CHANGE SIMULATION

Every executive has been a part of organizational change, both as a leader and as a participant. Yet, many change efforts don't produce the desired effect that those leading the change effort wished for. This common issue has resulted in significant research with practical implications for managers and executives who want to increase the likelihood of the change initiative having lasting results.

This session will draw on both the research and experience of the executives on ineffective and effective strategies for change management and overcoming resistance to change. A key component of this session will be a simulation where participants will work in teams as consultants for a technology company that has declining revenues and profits. Each team's goal is to navigate the change process to enhance the company's chances for improved competitiveness and survival. After the simulation, participants will tie theory to practice, and leave with practical tools and strategies to add to their "management database."

Key concepts include:

- Developing a structured approach to diagnosing, planning, and implementing organizational change
- Analyzing and discussing practical tools to help executives lead change
- Test thinking on managing change, using a change management simulation
- Applying lessons on managing and leading change that apply to each executive's area of responsibility
- Discussing strategies for leading change that draw from both research and experience
- Creating effective strategies to manage resistance to change

AFSA C-SUITE LEADERS SHARE THEIR PERSPECTIVE

Hear first-hand from industry leaders regarding their professional experiences and challenges they have faced as a result of the pandemic.

AFSA LEADERSHIP DEVELOPMENT SCHEDULE

Saturday Sept 18	Sunday Sept 19	Monday Sept 20	Tuesday Sept 21	Wednesday Sept 22	Thursday Sept 23	Friday Sept 24	Saturday Sept 25
Participant Arrivals	Outdoor Teambuilding Event at Triangle Training Center	Developing Leadership & Management Self-Awareness 8:00 – 11:45 Mabel Miguel	Strategic Thinking 8:00 – 11:45 Paul Friga	Business Ethics 8:00 – 11:45 Sreedhari Desai	Language of Leadership 8:00 – 11:45 Heidi Schultz	Leading and Managing Change 8:00 – 11:45 Matt Pearsall	Participant Departures
	Lunch	Lunch & Industry Update 11:45 – 1:00	Lunch 11:45 – 12:30	Lunch 11:45 – 12:30	Lunch 11:45 – 12:30	Lunch 11:45 – 12:30	
	Check in after 3:00	Outdoor Teambuilding Event at Triangle Training Center	Developing Leadership & Management Self-Awareness 1:00 – 5:00 Mabel Miguel	Strategic Thinking 12:30 – 5:00 Paul Friga	Negotiations & Gender 12:30 – 4:30 Sreedhari Desai	Language of Leadership 1:00 – 5:00 Heidi Schultz	
Opening Reception 6:30 – 7:30	Dinner Free Evening	Dinner DuBose Guest Speaker	Dinner DuBose	Dinner DuBose	Dinner Free Evening	Graduation Reception & Dinner 6:30 – 8:30	

Excerpts from a Student's Letter to his Company Leadership



I hope this communication finds you all well. I want to take a few minutes and let you know how appreciative I am for the opportunity to represent Credit Central at the AFSA Leadership Development Program held at the University of North Carolina. To say it was an amazing experience for me is an understatement. Based on the experience in the classroom, the future in finance is bright!

The class pushes you out of your comfort zone FAST! Kind of like our industry if we think about it. Something can be okay today, and tomorrow you're putting out fires that you didn't anticipate.

As far as the classroom takeaways, I literally have 75% of a legal pad consumed with notes. I took away something from each day from the teambuilding exercise at the beginning of the week which led to relationships blossoming and friendships forming to the last day which was incredible. It was about change from a leader's role. We got to simulate this in a group setting and tried to save a company from bankruptcy. I am happy to report, my group saved the company! We were given access to the simulation for 90 days. So I plan to utilize that with my team.

In closing, on the c-suite panel, they suggested to volunteer for committees, pilot programs, and always try to be involved. I would love to help improve Credit Central in any way I can if called upon. Thank you again. It was an amazing experience and I'm very appreciative to all of you.

JONATHON BAKER
Eastern TN Supervisor
Credit Central, LLC

GENERAL INFORMATION AND REGISTRATION

ENROLLMENT

Open to individuals associated with financial services, including diversified financial institutions, consumer and sales finance companies, credit card companies, retail companies, auto finance companies, and independently owned and operated finance companies. An orientation webinar will be held in August for those who have enrolled.

CERTIFICATE

Participants who successfully complete the requirements of the program will be awarded a certificate of completion and Continuing Education Units (CEUs). Attendance at graduation on Friday night, September 24 is a requirement to complete the program.

ARRIVAL/DEPARTURE

Participants should plan to arrive on Saturday, September 18. A reception is planned for Saturday evening. If you will be late due to travel challenges please notify program staff. An outdoor team building event is held on Sunday morning. Classes run Monday through Friday. Departure can be scheduled for Saturday morning, September 25.

DRESS/CLIMATE

Business-casual attire such as sports shirts and long pants is appropriate for class sessions. Business attire is appropriate for the final banquet and graduation ceremony on Friday evening. Athletic wear is necessary for the outdoor team building exercises. Daytime temperatures can range from the low 80s to high 70s. Evening temperature is in the mid-40s to 50s.

AIRPORT

Raleigh-Durham International Airport (RDU) is the nearest airport to Chapel Hill. Transportation to the Rizzo Center is available by various services at the airport and reservations are encouraged. Taxi rates from the airport to Chapel Hill are approximately \$40 (one-way). Rental car companies are located at the airport as well. The airport is 25-35 minutes from the Rizzo Conference Center depending on traffic. However, please allow up to one-hour travel time. Personal transportation available via brown limo zone outside bag claim in each terminal.

ACCOMMODATIONS

Participants will be staying at the Paul J. Rizzo Conference Center at Meadowmont located at 150 Dubose Home Ln, Chapel Hill, NC 27517. The center, set in a 28-acre wooded environment, provides an ideal setting for learning. The state-of-the-art facility is comprised of three separate buildings—Loudermilk Hall contains the classrooms; McLean Hall offers 120 guest rooms, pantries with complimentary beverages and snacks, three seminar rooms, study rooms with telecommunications ports, business center, Schaffer Kenan Lounge with daily food service, a full health club, and swimming pool; and DuBose House, a Georgian Revival house, serves as a social center.

KENAN-FLAGLER BUSINESS SCHOOL

In August, UNC Executive Education will email you a password and the link to access course reading materials and logistics. It is highly recommended to read the pre-reading materials before classes begin. Additionally, we recommend that participants be prepared to leave their other work at home so that they can get the most from this leadership development experience. Supervisors of participants are encouraged to help in this arena thereby providing a high return on investment from the company's perspective. In addition to orientation sessions, supervisors should also plan to meet after the event and discuss ways of benefiting from the program. Previous participants can be excellent group leaders and mentors for returning company attendees.

CANCELLATION POLICY

Because participants will be required to read articles, books, and case studies in advance, cancellations must be submitted in writing and are subject to the following policy:

- Cancellation of enrollment or substitutions will be accepted on or before August 11, 2021; a full refund will be issued.
- No refunds will be made after August 11, 2021; substitutions will be accepted.

PROGRAM FEE: \$7,800 (FEE MUST BE PAID IN FULL PRIOR TO BEGINNING OF PROGRAM)

The fee includes all instructional materials, classroom facilities, housing for seven nights, transportation to program activities, reception on Saturday with light hors d'oeuvres, evening dinners on Monday, Tuesday, Wednesday, and Friday banquet and breakfast, lunch, and continuous break service each day.

REGISTRATION

ONLINE REGISTRATION:

<https://afsaef.org/Management-Development-Programs/Leadership-Development>

REGISTRATION DEADLINE: AUGUST 11, 2021

REGISTRANT INFORMATION

(Please print or type)

Name _____
First Last Badge Nickname

Position/Title _____ Company Name _____

Business Address _____ City/State _____ Zip _____

Cell Phone _____ E-mail _____

Plases indicate if you plan to drive or fly. (Check one)

BUSINESS EXPERIENCE

List your experience in the financial field (list most recent position first) and briefly outline your specific job responsibilities.

COMPANY INFORMATION

Length of time in current position _____ Length of time with company _____ No. of personnel in company _____
Number of your direct reports _____ Number of your total reports _____

Registration and attendance at, or participation in, AFSA meetings constitutes an agreement by the registrant to the use and distribution (both now and in the future) of the attendee's image or voice in photographs, videotapes, electronic reproductions, and audiotapes of such events and activities by AFSA and the AFSA Education Foundation.

If you require special assistance or have specific dietary needs please provide details.

APPLICATION MUST BE SIGNED BY YOUR SUPERVISOR OR A DESIGNATED COMPANY OFFICIAL

Name _____ Title _____ Company _____

Address _____ City/State _____ Zip _____ E-mail _____

Signature of Supervisor/Company Official _____ Date _____ Signature of Applicant _____ Date _____

PROGRAM FEE: \$7,800 Enclosed Please invoice Received by AFSA Education

SEND COMPLETED APPLICATION AND PAYMENT TO:

Rhonda Ashburn
AFSA Education Foundation
919 Eighteenth Street, NW, Suite 300
Washington, DC 20006-5531

Phone: 202-466-8611 (office)
703-901-9459 (mobile)
Email: mdp@afsamail.org
Website: www.afsaef.org



**AFSA EDUCATION
FOUNDATION**

Brightening Your Financial Horizon

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