



AFB Masterclass

What Happens to Teams and Leadership When AI Becomes Part of Everyday Work?

12 November 2026

Course overview

AI is changing more than processes; it is changing how people think, learn, relate to one another and understand their own value. This interactive masterclass, in partnership with Willow Ethos, is designed to help participants understand those human effects and build the leadership, culture and working practices needed for people to use AI well with a particular focus on agentic AI development.

Drawing on Willow Ethos' work in psychological safety, speak-up culture, accountability and future skills, the masterclass offers AFB members a human-centered perspective, distinct from, and complementary to any governance-focused course.

The masterclass is particularly relevant for firms operating in the UK, where leaders are trying to navigate two things at once: manage the risk AI introduces and stay competitive by understanding its potential. This tension creates ethical dilemmas such as:

- Where to draw the line between assistance and over-reliance
- How much to disclose about AI use
- When efficiency starts to erode judgement and accountability

12 November 2026

Venue: Central London

Interactive classroom learning

Session limited to 25 participants

£410 + VAT

This masterclass has been designed to provoke discussion and provide a perspective built on pan-industry experience that shows where financial services sit in the context of AI adoption. By using case studies and real examples, participants will have a safe space to test how they would handle the same dilemmas their peers are facing and hear how AFB member banks draw their own lines.

Learning outcomes

By the end of this masterclass, participants will be able to:

- Identify where AI strengthens or weakens human judgement and recognise signs of unhealthy reliance
- Assess the effect of automation on learning, expertise and succession planning
- Establish clear team norms for disclosure, ownership and verification of AI-assisted work
- Maintain ownership, responsibility and challenge in AI-supported decisions
- Lead teams whose work, development and evaluation are increasingly AI-mediated

Who should attend?

This masterclass is designed for senior leaders and heads of department with responsibility for culture, conduct, governance, or people outcomes, including:

- Senior Managers and Directors
- Non-Executive Directors (INEDs) and Board members
- HR and People leaders
- Compliance, Risk, and Audit professionals
- Culture, Conduct & Governance leads including those accountable for shaping, assessing, or influencing the organisational culture within UK-regulated entities

Logistics & booking information

Venue: In-person at a central London venue

Date: Thursday 12 November 2026

Time: 09:00 – 12:00 (Registration & light breakfast from 08:30)

Fee: £410 + VAT

[BOOK YOUR PLACE HERE](#)

For further information please contact secretariat@foreignbanks.org.uk

Course instructors

Paul Bennett - Founding Partner, Willow Ethos

Paul is a Founding Partner of Willow Ethos, a consultancy specialising in organisational culture, leadership, and behavioural change. With over 20 years' experience across financial services and large corporates, Paul has led senior teams and worked closely with executive and board-level stakeholders to deliver sustainable cultural and performance change. His background in HR and people leadership, combined with his work in behavioural science and organisational psychology, enables him to support organisations in translating cultural intent into day-to-day behaviours. Paul is a qualified executive coach, accredited by the Association for Coaching, and a regular contributor to contemporary thinking on business culture.

Matthew Bennett - Founding Partner, Willow Ethos

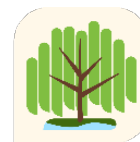
Matthew is a Founding Partner of Willow Ethos, a consultancy specialising in organisational culture, leadership, and behavioural change. With more than 20 years' experience in learning, development and leadership, including 11 years in senior leadership roles, Matthew has worked with executive and senior teams to support meaningful and sustainable organisational change. His background in learning and leadership development, combined with his understanding of how people grow, adapt and change their thinking, enables him to help organisations turn cultural ambition into practical action. Matthew holds an MSc in Learning and Teaching from the University of Oxford and an MBA, and is a qualified executive coach accredited by the Association for Coaching.

About Willow Ethos

[Willow Ethos](#) is a specialist consultancy focused on organisational culture, leadership, and behavioural change in complex and regulated environments. We work with financial services firms to help leaders understand how culture is experienced in practice - not just how it is described - and to design interventions that drive sustainable behavioural change.

Our work combines behavioural science, organisational psychology, and real-world practitioner experience, enabling clients to move beyond policy-led approaches and address the deeper drivers of decision-making, conduct, and performance.

Willow Ethos has particular experience supporting organisations operating across jurisdictions, helping them navigate the challenges of translating global intent into effective local practice within the UK regulatory landscape.



Willow Ethos
Understanding People