

Michael's Story

MICHAEL O'LOUGHLIN IS THE DIRECTOR OF OPERATIONS. ABN AMRO, FINANCE BUSINESS GROWTH ACROSS EUROPE & UK.

B&F: Michael O'Loughlin is the Director of Operations. ABN AMRO, finance business growth across Europe & UK.

Michael: I was heading up a newly formed Operations function, bringing people from several different areas of the business under one banner for the first time. *I was challenged with engaging, inspiring and motivating this new team in the face of significant change and upheaval.* I connected with B&F to create a Team Development Day that would do just that.

The biggest challenge I faced was to help the team see the value they added to the business, *not just as a 'back-office' function*, but as the only function that touched the customer every day. I decided to partner with B&F because their model aligned with my approach – using a *positive mindset and a focus on strengths* to empower people around what they can do and how they make a difference.

B&F: How did the Team Development Day fit into the wider business context?

Michael: The Team Development Day was an opportunity to build on our vision and purpose, *empowering the team to take accountability and ownership.* Using strengths identification and mapping to understand how each person adds value and contributes to our business. Each manager then extended this to their teams, *turning the company plan into a team plan and individual goals.*



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B&F:

What results/impact did you see from the Team Development Day?

Michael:

We have achieved some incredible results:

- *Our engagement scores have increased by over 50%.* The increase in my new teams' engagement scores were the highest and moved Operations from one of the lowest scoring teams to one of the highest.
- If you walked up to any person and asked them about their goals, they had a *clear one-sentence outcome*, which *aligned to our vision* – this was 100% successful in reach.
- We had *excellent feedback* – every person rated the impact of the day *8/10 or 9/10*.

B&F:

Can you share examples of what you or other individuals have done differently since

Michael:

The Team Development Day acted as a *catalyst for further changes* in how we communicated and shared ideas. The *energy and positivity of the team has completely changed*, and the people who visit us comment on the difference they see. People are collaborating where they previously would have sat silently at their desks, and we have built enough trust that we now discuss performance in an open forum each month to cross-train.

This whole process led to us being able to have *open and honest conversations* about whether people really want to be part of the team – conversations that brought our turnover to a good place.

B&F:

Would you recommend this programme to others? Why?

Michael:

I am very happy about the work we have done and the impact we have seen. I expect to see these trends continue and performance to further increase as we move forward. *I would highly recommend Bailey & French* as partners for any initiatives around cultural change, performance management and wellbeing.

