



# Amplifying Purpose & Passion

**Pedro Angulo**

Head of Leadership Development

# Amplifying your Purpose and Passion



Agenda			
5 minutes	Welcome and introductory remarks		
10 minutes	Our purpose journey		
25 minutes	Stream A	Stream B	Stream C
15 minutes	Feedback and presentation of ideas		
5 minutes	Conclusion, takeaways and closing remarks		



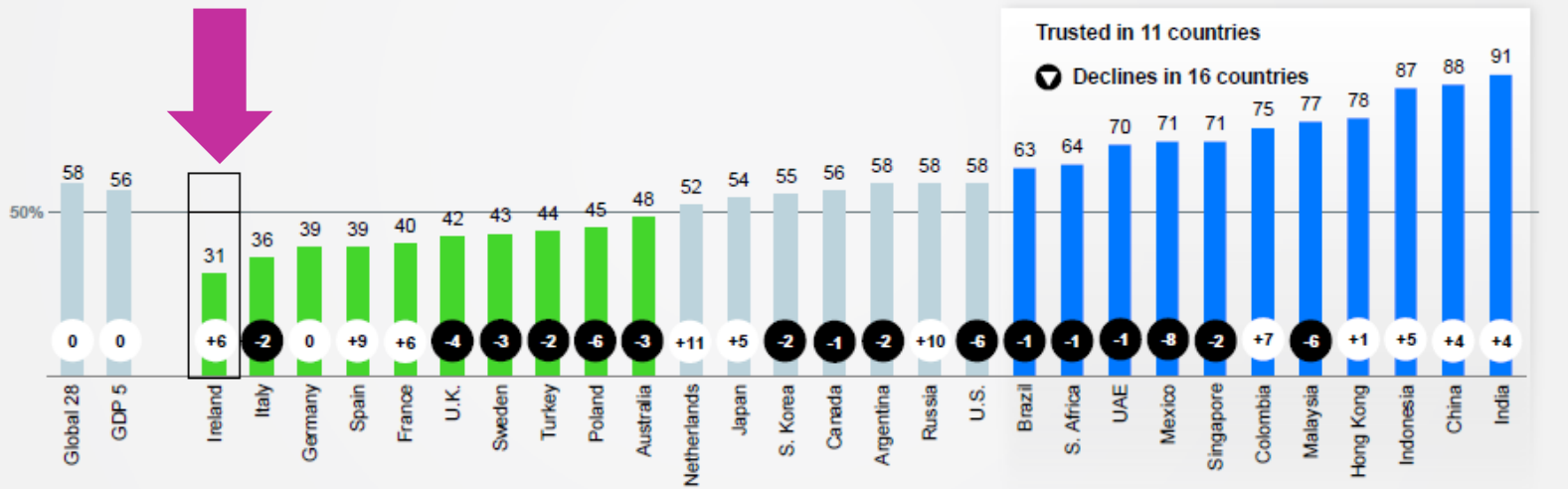
**Why purpose?**

# Trust deficit



## Banking Sees Broad Declines in Trust

Percent trust in the banking sub-sector, 2016 vs. 2017



# A long-term view needed (Sustainability)



‘Companies do not exist in isolation. Successful and sustainable businesses underpin our economy and society by providing employment and creating prosperity. To succeed in the long-term, directors and the companies they lead need to build and maintain successful relationships with a wide range of stakeholders’.



Green Lending - €5 Billion made available by AIB to support climate action



# Purpose is good for business



- Better talent outcomes e.g. People are 3x more likely to stay
- Purpose-led companies outperform the S&P 500 by 10x
- Purposeful brands' outperform the stock market by 120%
- 73% of business leaders say that having a well-integrated purpose helps their company successfully navigate today's disrupted environment



# Provides focus and channels energy



PHATASS



# The AIB purpose journey



# Context: Our journey & our people agenda...



## Stabilisation, 2010-2013

- Cost management
- Headcount reductions
- Simplification & delayering

## Profitability, 2014-2016

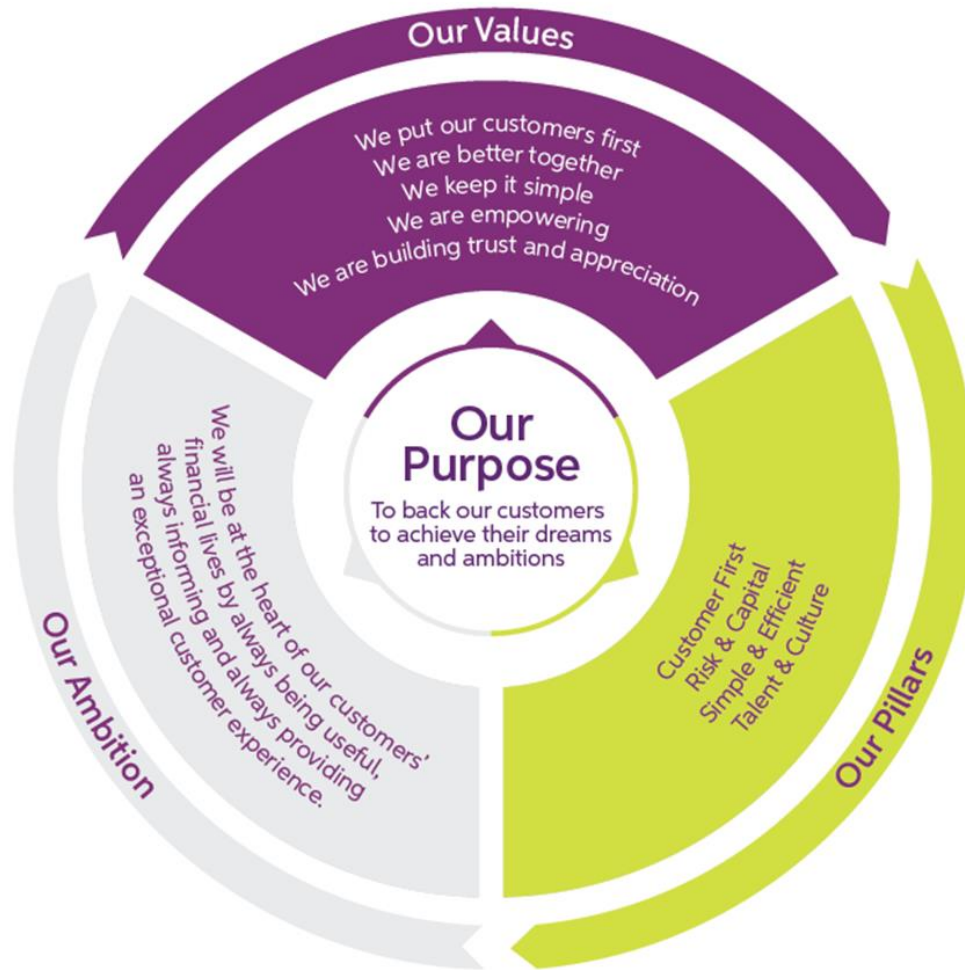
- Investment to upskill people leaders
- Strong focus on articulating strategic direction & employee engagement
- Clarity re AIB Brand Values

## IPO & Growth, 2017+

- Clarifying our purpose & evolving our culture
- Future organisation shape & capability
- Mobility & development of talent
- Ongoing investment in our people leaders

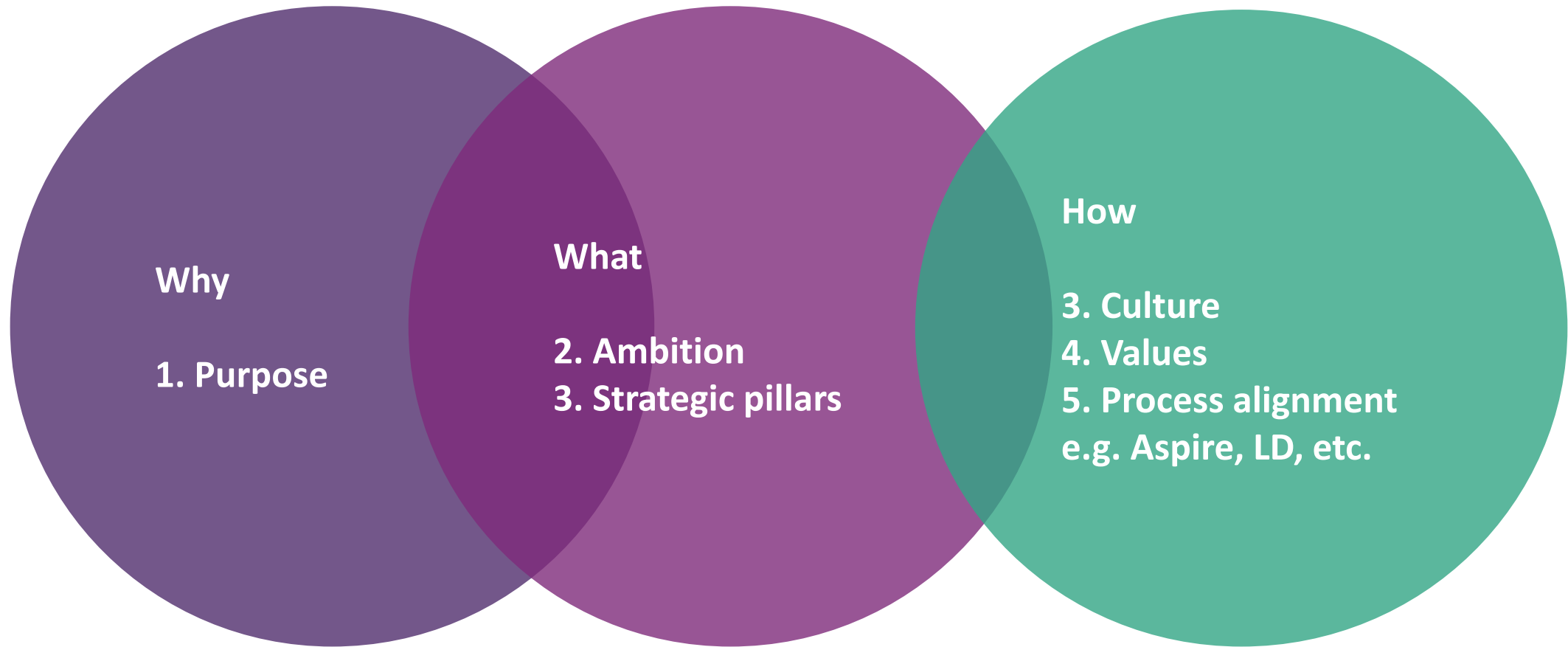
Role of our Leaders in driving the transformation is key

Over the past number of years we have been driving ...



**Leadership Development & Capability Building**

# How it all aligns



**Measurement**

# Our long term plan



**Purpose**

Drives

**Culture &  
Behaviors**

Delivering

**Sustainable  
outcomes for  
customers,  
communities,  
stakeholders &  
shareholders**

Enhancing

**Trust &  
Reputation**

# Approach

## A phased approach over a number of years



### Phase 1 (2018)

#### Awareness Building and Connecting with Purpose

- Senior sponsorship, CEO led
- LT roadshows
- Build awareness, visually in our offices
- SMT workshops (Awareness / Capability)
- Employee to participate in purpose workshops
- Check that we're making a difference, LT out and about
- Teams post stories online on how they are living the purpose
- Created and populated Purpose & Values site on the intranet
- LLP and ELP programmes

**Outcomes:** Awareness and excitement

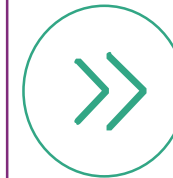


### Phase 2 (2019)

#### Embedding and Prove by Doing

- Purpose day
- Link to Aspire and Appreciate
- LT visits to continue
- Sharing commitments events
- Curious about customers Initiative
- Purpose TEDxAIB
- Purpose in a box
- Customer Christmas Market
- Capturing / sharing customer stories
- Trading Places
- CX Comet Course
- Purpose digital screens / media (#livingourpurpose) and screen saver

**Outcomes:** Visible behavioral changes. Purpose influencing decision making and improving reputation



### Phase 3 2020 and beyond

#### Part of our DNA

*Planning underway*

#### **Outcomes to be::**

- A purpose led culture that is accountable, collaborative and trusted
- Tangible evidence of AIB being a purpose led organisation in everything we do
- Helping people connect personal and corporate purpose. Individual purpose impact plans (Optional)

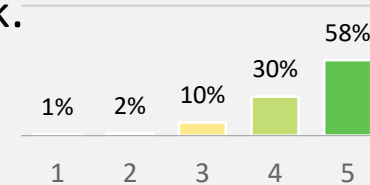


# Purpose has been well received and understood,

The purpose of AIB is clearly communicated throughout the bank.

4.42

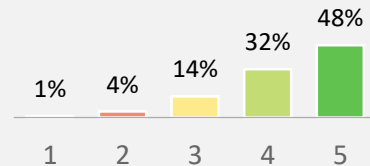
CURRENT MEAN



The purpose of AIB is easy to understand and meaningful to me.

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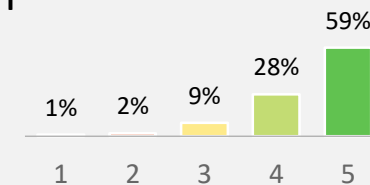
CURRENT MEAN



My people leader makes decisions in a way that is consistent with backing our customers to achieve their dreams and ambitions.

4.42

CURRENT MEAN





# Team activity

# Team Activity (25 minutes)



## **Stream 1: Sustaining momentum**

- What is next to sustain momentum and properly embed purpose?

## **Stream 2: HR becoming a purpose role model**

- How to align the HR function's people, processes, operating model, capabilities, etc. to become a more purpose led function?

## **Stream 3: The role of personal purpose**

- Connecting personal and corporate purpose



# Team presentations / discussion (15 minutes)



## **Stream 1: Sustaining momentum (5')**

- What is next to sustain momentum and properly embed purpose?

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## **Stream 3: The role of personal purpose (5')**

- Connecting personal and corporate purpose



# Takeaways & Closing

Thank you