

John McFarlane was appointed as the new CEO of ANZ in 1997; and working with his Executive Team, addressed the legacy of poor financial performance which plagued many Australian banks in the 1990's. By 2000, ANZ had record profits. "However, after years of restructuring and down-sizing the internal culture had become political and bureaucratic. Bank closures, increased product complexity and fees and charges had also created an environment where the banking industry had lost the trust of key stakeholders including their customers and the communities in which they operated." Page 2 www.anz.com.au/australia/support/library/mr/breakoutstory020207

For the complete ANZ Culture Change and Transformation story and the fruits of their labour, including becoming Employer of Choice and receiving the highest Employee Engagement score (Hewitt, 2006) google the **ANZ Breakout Story** which describes the many ANZ's change team initiatives, workshops, tools and approach to Vision, Values and Cultural Transformation 'from the inside out'. It highlights the ANZ Change and Capability Building workshops – identifying the strong focus on emotional intelligence, trust and communication for managers and leaders, values based decision making and other programs including Leader As Coach.

"... If we really wanted to have:

- superior performance
- value for shareholders and,
- maintain service for customers ... then we needed to

engage the hearts and minds of the people inside the organisation. If people are happy and productive, then those things will happen eventually. John McFarlane, ANZ CEO - Sponsor of the Breakout Program

ANZ partnered with McKinsey and Company throughout their Breakout Journey – calling upon McKinsey's vast consulting expertise, suite of culture measure tools and the Barrett Values Assessment Survey. McKinsey knew it was critical to provide leadership and employee workshops that moved beyond IQ as they knew they could only create cultural transformation through engaging people using both a 'logic/fact-based' **and** 'feeling level' approach. Thus there was an imperative to use a cadre of facilitators who could capture and engage their audiences in a heartfelt and transformational manner – not a skill *all* facilitators nor trainers have. The McKinsey team of Transformational Facilitators - selected for their capability to deliver high EQ/IQ material - designed The Breakout Workshops weaving in a strong EQ (Emotional Intelligence) Experiential Focus – and then led the 3 day residential workshops in Phase 1. Internal ANZ facilitators were then upskilled to co-lead with McKinsey facilitators and ultimately over 6000 ANZ employees participated in The Breakout Journey workshops.

Susan Kroening's involvement in the ANZ Journey

McKinsey, hearing of the transformational youth leadership programs Susan Kroening was running independently, invited Susan to join the McKinsey team of Global Transformational Facilitators.

Susan's contribution included:

- supporting with ANZ workshop design and delivery
- facilitating ANZ Breakout workshops– 2001 - 2006
- mentoring internal ANZ change champions in their coaching, facilitation & change agent roles
- input into regular reviews of change initiatives

In addition to the ANZ Breakout Program –Susan affiliation with *the Institute of Executive Coaching and Leadership*, resulted in her also facilitating:

- Leader as Coach workshops for ANZ

Testimonial for Susan Kroening from Karen Muller, who was formerly with McKinsey and Company (1983-2012)

in the roles of: Organisational Practice Expert; Director of Research and Information; *and* Director of Recruitment.

"Working with McKinsey & Company for over 11 years, Susan has worked as a transformational design and facilitation expert, contributing to a range of Culture Change and Organisational Culture Transformation Projects, locally and internationally. I had the pleasure of working with Susan and can attest she is a masterful workshop designer, coach and high impact trainer and facilitator. She has a particular skill in developing change agents, culture champions, internal trainers and facilitators and supported Woodside Oil, ANZ and Anglo Gold in developing internal capability during their Change and Transformation Programs. Susan has an engaging style, connects deeply with people and has the flexibility to work with people all through the spectrum – frontline, middle management and senior executives. I wholeheartedly recommend Susan Kroening's services."

Karen Muller, Principal Karen Muller & Associates