



Michael A O'Connor

Michael announced his intention to resign as the first chair of FPL's Global Steering Committee in June of this year. He had been chairperson for just under two years. During this time and under his leadership, FPL has made unparalleled advances as an organization. Like much of FPL's early history, the meeting at which Michael was elected was informal as the Global Steering Committee identified the need for a leader, his name was proposed and seconded, there was no opposition and Michael became the chair.

Michael contributed much to the orderly running of the Global Steering Committee. He would always keenly review the agenda and carefully approve the minutes. Above all, Michael was a strong voice for consensus and a powerful leader of our organization. He was a source of guidance and counsel to many committee chairs and his capacity to describe the 'bigger picture' in convincing and trenchant tones has ensured that FIX has steered an independent course through the shoals of global standards, certification and the membership expansion exercise.

As chair, Michael was a true internationalist visiting each world region on a regular basis. When his duties at Merrill Lynch permitted he would always take his private time to meet with committee members, engaging them with his enthusiasm, vision and drive. As a business manager Michael understood the benefits and the burdens of the organizational structure and worked with patience, kindness

and wisdom with our suppliers and professional advisors. Michael did not look for praise or recognition, just the satisfaction of the public service to which he dedicated himself and his unerring commitment to bolstering the work of the protocol.

On his resignation, Michael leaves a stronger, more resilient group of dedicated people than when his chairmanship commenced. He showed the way to engage, to achieve and to be gracious in all things. His vision of FPL operating as a grown up organization with a mature structure and a defined vision is closer to being achieved today as the result of his stewardship and counsel.

We wish him well in his new role at Merrill Lynch and trust that he will continue to be engaged with all of us in as many ways as possible. **FIX**