"Making Change Work, When Everything is Changing!"

Presented By:
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Mark Hordes works with companies to create high performance organizations and to successfully drive transformational change.

Mark Hordes is a *"Specialist in the Human Side of Organization Transformations."* Mark has successfully led large scale organizational engagements for clients such as Motiva, Entergy, Intel, Bentley Systems , SADARA, GE, KBR, Chevron, Hoechst Celanese, Shell Oil, American Bureau of Shipping, KBR, Dresser-Rand, Baker Hughes, Blue Star/China, BP, Bell Canada, Douglas Aircraft, ConocoPhillips, Schlumberger, Dow, Sea Land, American Express, FASA Renault, Volkswagen, Department of Health and Human Services, Holiday Inns World-Wide, SABIC, Genting Highlands Resort, as well as clients in Europe, Middle East, Mexico, Asia-Pacific, China, Scandinavia, Czech Republic, Australia, Austria, South Africa, and Canada

Mark is a Leadership and Organizational Transformation "Thought Leader" and sought after "key note" motivational speaker, management consultant, and co-author of the best-selling business book: *"S-Business: Reinventing the the Services Organization"* published by Select Books, New York, New York.

Mark has been profiled in the media and press, *"The Houston Business Journal: "Face to Face with Mark Hordes" Houston Chronicle "His Job is to Help Companies Ease the Pain of Change"* and is frequently interviewed on radio and television.

A graduate of the University of Houston with a BS, he holds an MBA and MS in Human Behavior and The American Graduate School of International Management, "Thunderbird" where his focus was on "Cross-Cultural Management"

Mark was also a Honoree "Who's Who in Energy" from the Houston Business Journal.
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Mark Hordes Consulting at a Glance

A Culture & Change Consultant since 2008 with over 100 projects implemented around the world

==*MY CONSULTING SERVICES INCLUDE:*==

✓ **Change Management Transformation Planning and Implementation. "Helping Companies Perform While They Operate"**

✓ **Project and Team Alignment, Implementation, Organizational Design and Development and Leadership Development.**

✓ **Employee Organizational Health Surveys and Customer Assessments.**

✓ **Conference Speaking and Association presentations.**

✓ **Training and Development on over 40 topics.**

The Industries I Serve as Connectors in the Global Marketplace

Today's Targets

- Share Mark Hordes Background & Experience
- A Journey Into the "Psychology of Your Mind"
- What's Changing in Your World?
- Journey Management Defined
- Cultural Shifts
- 4 Business Strategies: Today and in the Future
- Many Changes, Prioritizations - Risks and Manageability
- Are you Asking These Questions?
- The Concept of Frame Shifting
- A Journey Management Implementation Process - Example
- Measurement & Tracking
- Actions that Support the Journey
- Can You Hit all "10 Targets of Success"
- Characteristics: "Ideal Change Leader"
- Mark Hordes Consulting at a Glance
- Q&A

Where to Begin?
"Setting the Table"
Change is Great You Go First!

A journey into the "*Psychology of your Mind,"* which image and statement <u>MOST</u> represents what you do when you are confronted with multiple company changes?

Act like a Conductor and Leader

Fall back on thinking like a Strategist

Utilize skills as a Technologist

Rely upon my abilities and skills as a Facilitator and Coach

When your company is bombarded with multiple changes, it's *important that you get engaged in these four roles:*

Conductor/Leader

- Support the view that change is the new normal
- Facilitate collaboration, flexibility and creativity as part of the company DNA/Culture
- Drive relationships to ensure seamless experiences across multiple channels of engagement

Strategist

- Create a strategic blueprint for change that permeates every aspects of the business
- Understand that the C-Suite sets the strategy, but *middle management* must enable and facilitate actions to drive change successfully

Technologist

- Enable digital, advanced analytics, cloud, data management/cyber security Robotics, AI, IoT, blockchain and cognitive computing
- Supports the interface between digital front office with HR, Marketing, Finance, IT, and all operations

Facilitator/Coach

- Change Management skills becomes a part of every employees personal goals and development plans
- Fosters multi-level feedback channels using collaboration and social media tools
- Help employees lead change, bottoms up, top-down and sideways

The "As Is and "To Be" Reality

What **specific changes** are you seeing, expecting or experiencing in your organization, jobs, regulations or technology today, or planned for in the future?
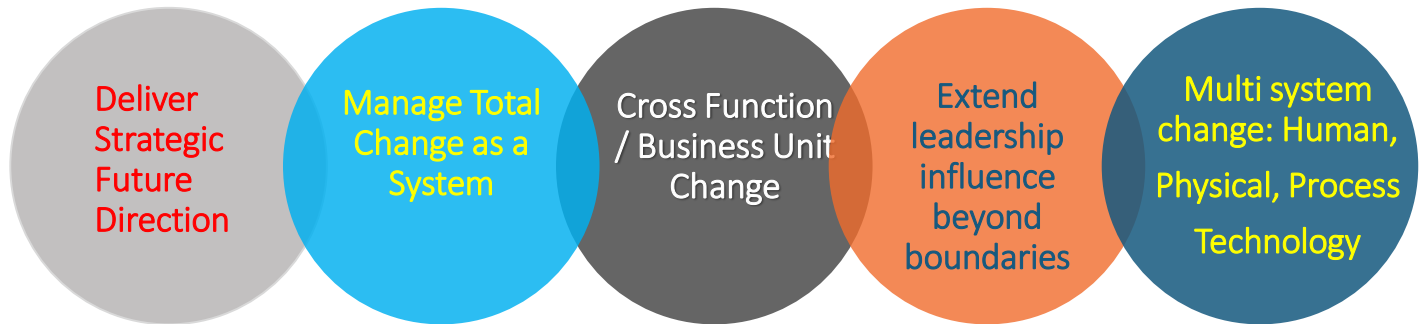
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What is Journey Management?

"Creating a State of Continuous Transformation,
that is focused on systems thinking, enterprises as living organisms, agility,
cross functional boundary engagement expansions and tangible outcomes"

Deliver Strategic Future Direction

Manage Total Change as a System

Cross Function / Business Unit Change

Extend leadership influence beyond boundaries

Multi system change: Human, Physical, Process Technology

(Source Neudesic 2017)

Why Journey Management Is Important

Develops Capacity For Total Journey/Organizational Transformation

Decreases Duplicative Efforts

Create Culture Of CONTINUOUS Change
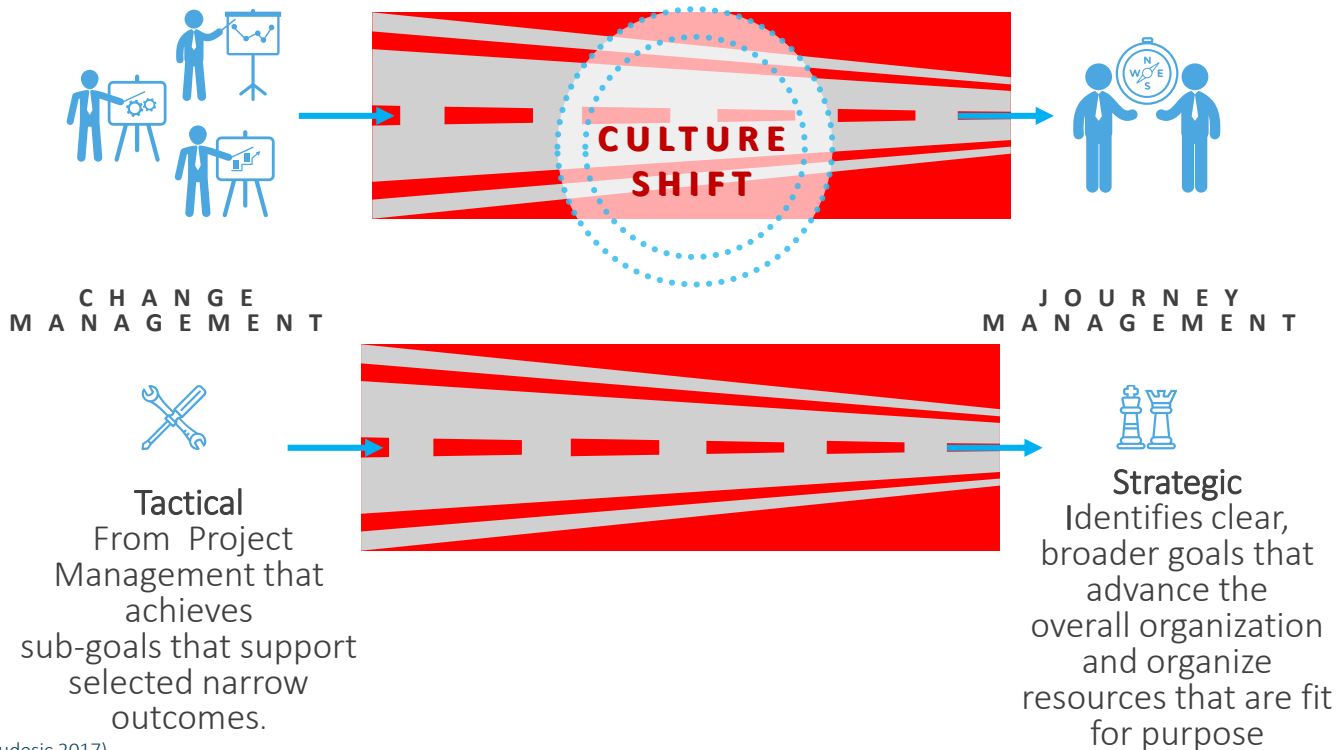
Focus Outcomes On True Business Objectives

Mitigates Change Fatigue

SHIFTS Measures Of Success From Just Project Task Completion To Organizational Results

(Source Neudesic 2017)

Journey Management Culture Shift

CULTURE SHIFT

C H A N G E M A N A G E M E N T

J O U R N E Y M A N A G E M E N T

Tactical
From Project Management that achieves
sub-goals that support selected narrow outcomes.

Strategic
Identifies clear, broader goals that advance the overall organization and organize resources that are fit for purpose

(Source Neudesic 2017)

"Rapid New Business Developments, Creating Total Customer Experiences, Advances in Employee Communications, and Technology Breakthroughs: (AI, Agile, Digital Platforms, Predictive Analytics, etc.,) are Requiring Every Company to Respond Beyond the Boundaries of their Current Strategic Experience."

4 Views of Organizations

HIGH

Importance to the Customer

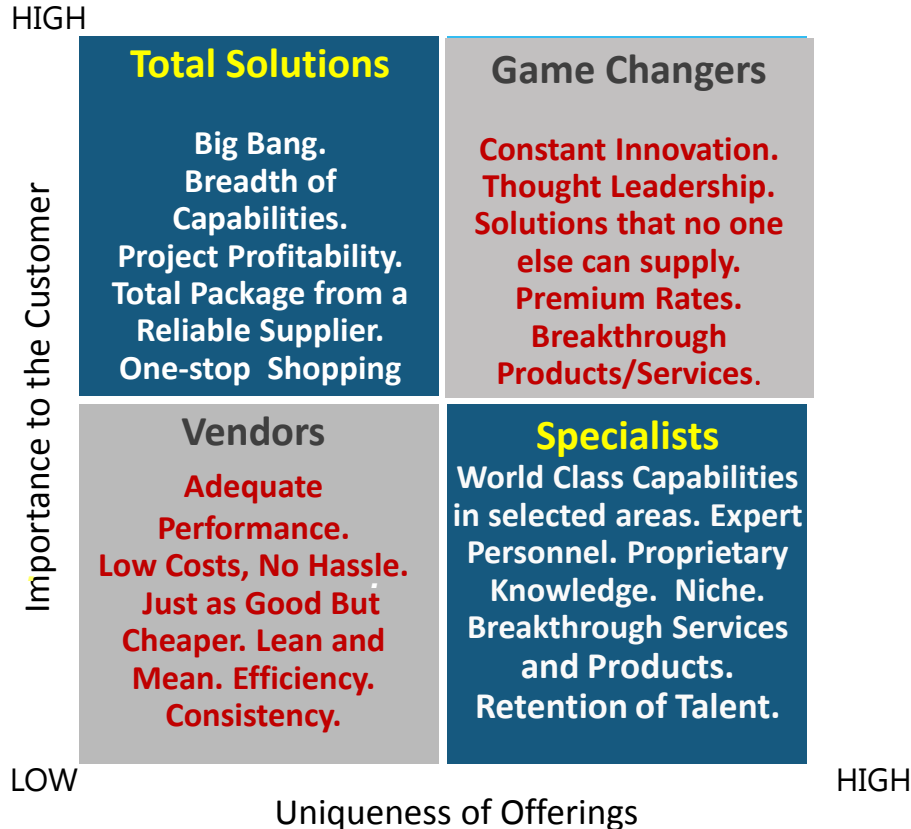|	
Total Solution One-Stop Shopping	**Game Changers** **Thought Leadership**
Vendor **Just as Good but Cheaper**	**Specialists** **The Experts on X**

LOW   **Uniqueness of Offerings**   **HIGH**

(Source: Mark Hordes and James Alexander: *"S-Business-Reinventing the Services Organization,"* Select Books, NY,NY)

Where Do You See Your Organization?
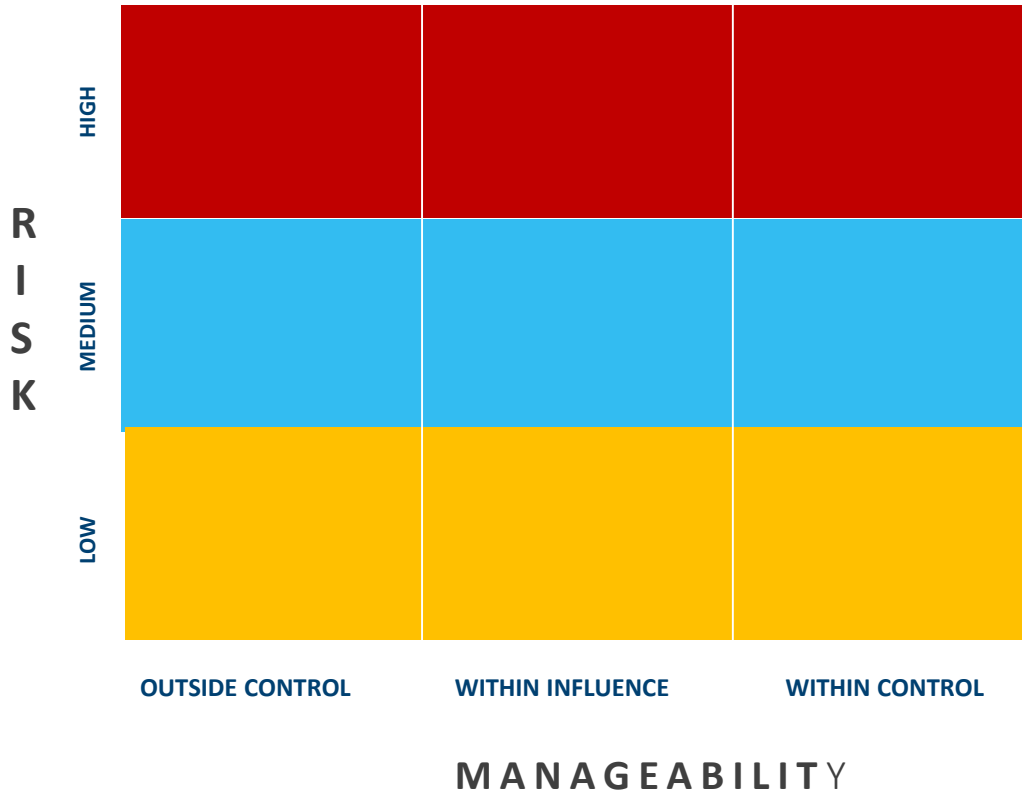## *(X) Today   (XX) Customers (XXX) Five Years from Now*

HIGH

Importance to the Customer

Total Solutions	**Game Changers**
Big Bang. Breadth of Capabilities. Project Profitability. Total Package from a Reliable Supplier. One-stop Shopping	**Constant Innovation. Thought Leadership. Solutions that no one else can supply. Premium Rates. Breakthrough Products/Services.**
Vendors	**Specialists**
Adequate Performance. Low Costs, No Hassle. Just as Good But Cheaper. Lean and Mean. Efficiency. Consistency.	**World Class Capabilities in selected areas. Expert Personnel. Proprietary Knowledge. Niche. Breakthrough Services and Products. Retention of Talent.**

LOW   HIGH

Uniqueness of Offerings

(Source: Mark Hordes and James Alexander: "S-Business-Reinventing the Services Organization," Select Books)

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Alignment of your strategy to new realities, impacts how your company address multiple changes and initiatives. Today organizations are utilizing risk and manageability as the criteria for selection.

"The Business Cases Driving Change"

RISK (vertical axis): HIGH, MEDIUM, LOW

MANAGEABILITY (horizontal axis): OUTSIDE CONTROL, WITHIN INFLUENCE, WITHIN CONTROL

1. ERP, SAP, Box, Wind Chill, Workday Digital Implementation and other Systems
2. A Company Operating Model
3. Business/Digital Analytics
4. Shared Services
5. Cost Leadership
6. Enterprise Transformation
7. M & A
8. Outsourcing
9. Culture Shift
10. Supply Chain Management
11. Improved Operational Reliability
12. Safety
13. Talent Management
13. Partner Alliances
14. New Leadership
15. Total Customer Experience
16. Cyber Security/Personal Access
17. Global Offices Process Alignment
18. Cross-functional Team Information Sharing and Alignment

"The Business Case Priorities for Managing Change"
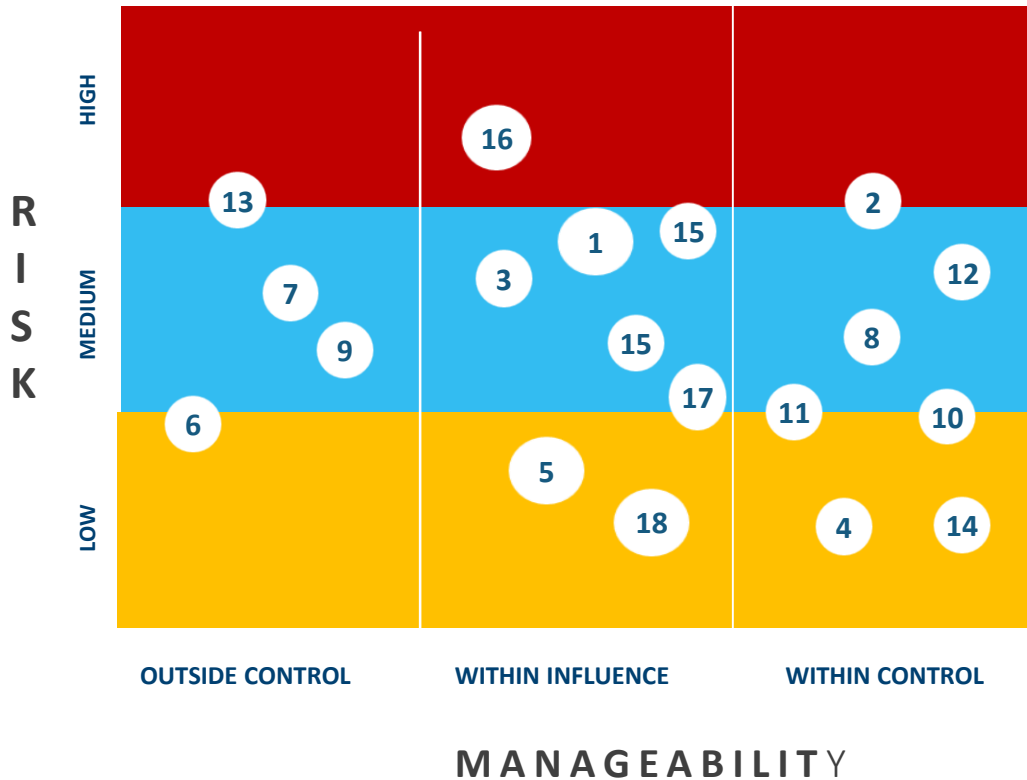
1. ERP, Cloud, Oracle, Box, SAP, Wind Chill, Workday, Digital Implementations and other Systems
2. A Company Operating Model
3. Shared Services
4. Cost Leadership
5. Enterprise Transformation
6. M & A
7. Outsourcing
8. Culture Shift
9. Supply Chain Management
10. Improved Operational Reliability
11. Safety Management
12. Talent Management
13. Partner Alliances
14. New Leadership
15. Total Customer Experience
16. Cyber Security/Personal Access
17. Global Offices Process Alignments
18. Cross-functional Team Information Sharing and Alignment

How are you Addressing These Important Questions ?

1.What **stage of change maturity** is the organization: informal, emerging, formalizing, scaling or embedded as it related to the change management DNA of the organization?

2. Do leaders understand the importance of change-leadership on the organization and serve as **role models** day-to-day?

3.Does the organization **invest at least (10+%)** to drive adoption and usage to capture the people-dependent value?

4. Are change-leadership activities included in **personal goals and linked to evaluations and bonus plans**?

5.Do leaders **leverage collaboration technology** to engage in change conversations across teams, functions, boundaries and networks across the organization?

6. Does the organization **measure** change adoption?

Questions continued

7. Do leaders embed organization change management activities into the information management, LMS and HR Career succession and incentive systems?

8. Do leaders, middle managers and employees have sufficient organizational change capabilities to manage change challenges by tailoring common methods and tools to specific situations and work streams?

9. Can your organizational change capability be described as consolidated and organized centrally, and represented on your PMO or COE Governance Hierarchy?

10. Are benefits realization and outcomes consistently communicated to stakeholders using various channels?

11. Is your organizational business strategy, (vendor, specialist, game changer, total solutions) linked to your Journey Management Strategy?

12. Have you made the transition from traditional change check lists to business outcomes?

"An organization's ability to quickly adapt to changes and to create new capabilities to address these changes, will separate long term success from failure."

The Concept of
Frame Shifting

Frame Shifting

"The emotional, cognitive, cultural and technology redirecting of an organizations and employees attention and focus from a current point-of-view, to new realities based upon new business information and feedback from multiple sources important to the company."

(Mark Hordes 2019)

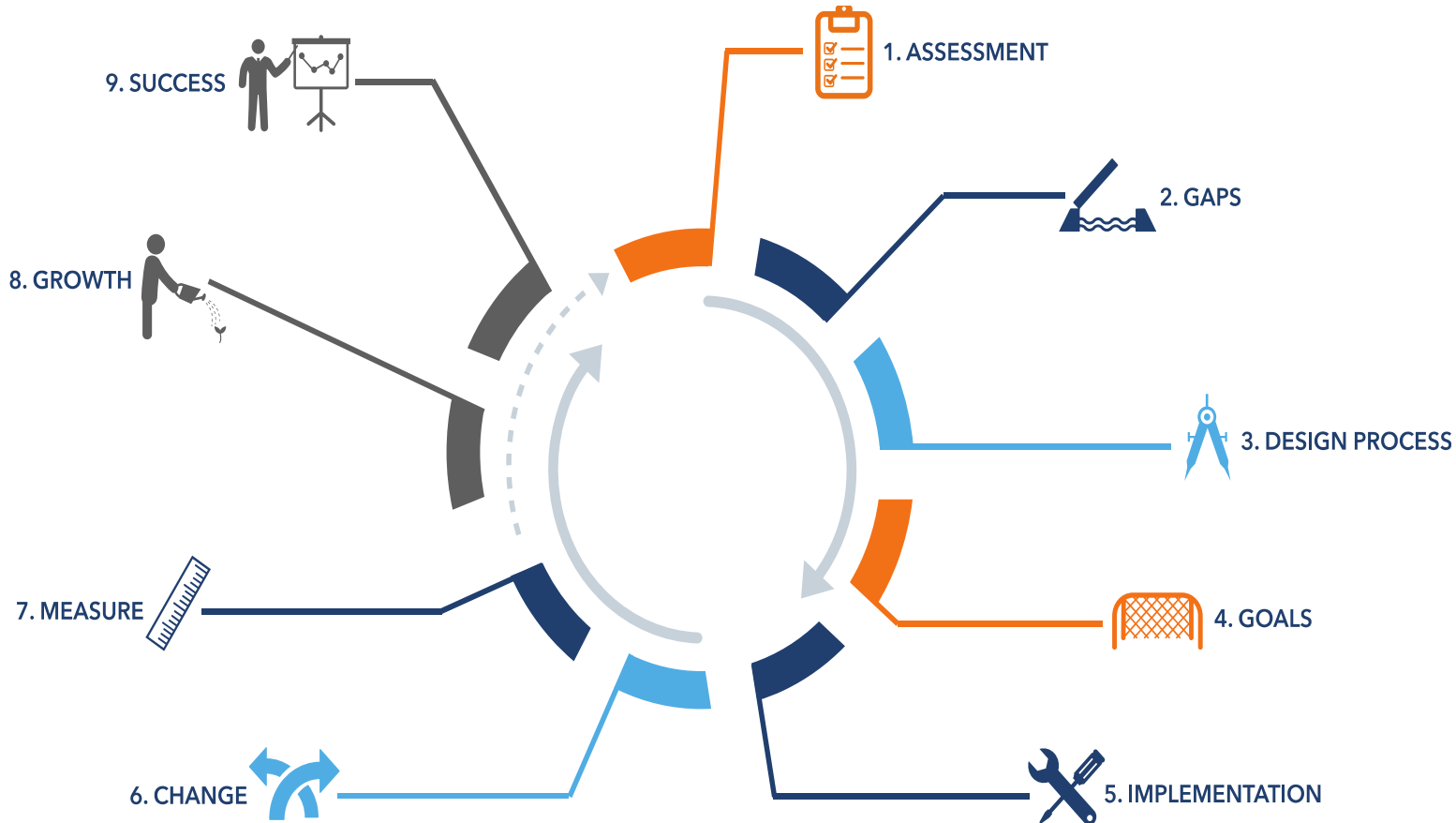# Frame Shifting: What's Changing and Why Does it Matter?

Old Assumptions → New Assumptions

Old Assumptions	New Assumptions
• Leadership identifies and drives changes	• Everyone understands change management and is a change agent
• Experienced players are the most important and innovative leaders	• Smart millennials can be the most innovative and important for change leadership
• Baby Boomers run our (traditional organization and are the source of key ideas)	• We have to take advantage of each generation's strengths to be high performing
• Formal networks are the way decisions are always made and executed	• Informal networks are now even more important than the formal networks
• Organizations as "machines" top down, silos, detail instructions, bureaucracy	• Organizations as "Organisms" with flexible resources, focus on action, accountability, Leader show direction, middle manager act
• Customer loyalty and retention is assumed	• Instant gratification, crowd following, online shopping for price and facts, modular products, movement away from box retail stores
• Lot of decision cycles needed	• Agility, AT, Machine Learning, predictive analytics role clarity, cohesive internal communities, Journey Management supports, agility and the new NORM
• Historical data drives all decisions	
• Only one way to make change happen!	

The Journey Management Process: Example

9. SUCCESS

8. GROWTH

7. MEASURE

6. CHANGE

1. ASSESSMENT

2. GAPS

3. DESIGN PROCESS

4. GOALS

5. IMPLEMENTATION

(Source Neudesic 2017)

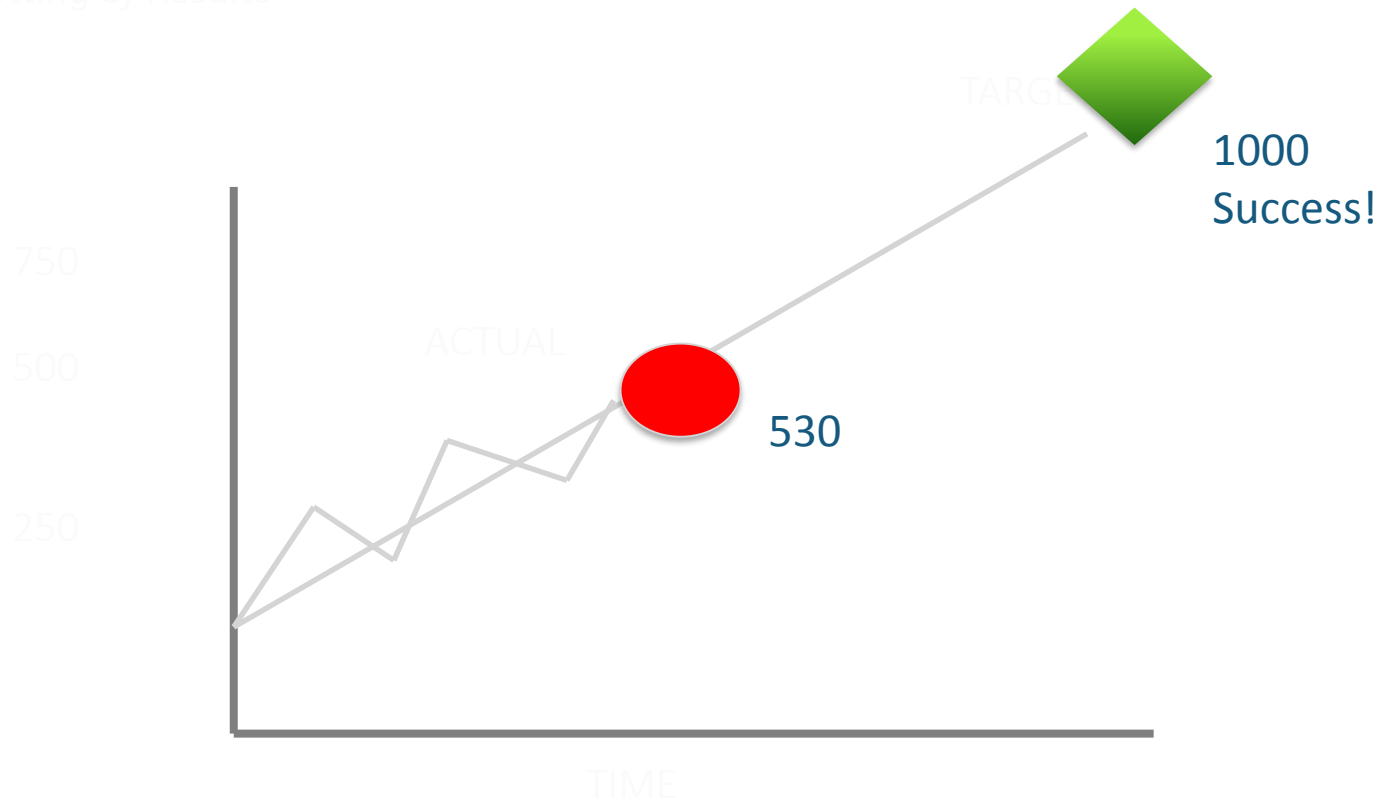*How You Measure and Tract the Change is a Critical Part of Journey Management.* (

(

Performance	Business Case for Change	Leadership/Sponsorship	Communi-cations	Recognition	Team Environment	Technology Support	Employee Engagement
10							
9							
8							
7							
6							
5							
4							
3							
2							
1							
Score							
Weight							
Value							

Journey Management

Tracking

Limit change metrics to *4- 8 areas*

- Line 10 is the Best Case Target, Line 1 is the Worst Case

- Line 5 is the Baseline Score

Index: _____

Journey Management Tracking

	Business Case for Change	Leadership/ Sponsorship	Communi-cations	Recognition	Team Environment	Technology Support	Employee Engagement
Performance	4.0	2.5	3.1	3.6	3.0	4.0	2.9
10	5.0	5.0	5.0	5.0	5.0	5.0	5.0
9	4.5	4.5	4.5	4.5	4.5	4.5	4.5
8	4.0	4.0	4.0	4.0	4.0	4.0	4.0
7	3.8	3.9	3.8	3.6	3.8	3.9	3.5
6	3.4	3.6	3.5	3.2	3.6	3.8	3.0
5	3.1	3.3	3.1	2.8	3.4	3.6	2.9
4	2.7	3.0	2.7	2.6	3.0	3.2	2.6
3	2.4	2.5	2.4	2.4	2.5	2.4	2.3
2	2.0	2.0	2.0	2.0	2.0	2.0	2.0
1	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Score	8	3	5	7	4	8	5
Weigh	10%	20%	20%	10%	10%	10%	20%
Value	80	60	100	70	40	80	100

Performance

Scores

- **Limit change metrics to 4-10 areas**
- **Line 10 is the Best Case Target**
- **Line 5 is the Baseline Score**
- **Line 1 is the Worst Case**

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In Journey Management - One Number Can Tell the Story

Plotting of Results

TARGET

1000
Success!

ACTUAL

530

750

500

250

TIME

Actions That Support Journey Management

❑ Connecting, Collaborating and Communicating Across Organizational Boundaries

❑ Promoting Fast/Agile Focused Feedback and Conversations with Stakeholder's

❑ Keeping in Touch Across the Organizational and Functional Boundaries

❑ Connecting People with Systems

❑ Getting Timely Information from Multiple Sources

❑ Connecting and Engaging Teams Directly to the Business to Share Knowledge, Finds Help and Collaborates

❑ Develops Servant Leadership: Lays the Foundation for Trust, Transparency and Stimulates Empowerment.

10 Ways to Know your Efforts Have Been Successful

Ponder Point: The Problem of Success

"We are victims of our own success!"

The Challenge:

- Many of the things that helped you be successful in the past may **hinder** you as you move into the future.

The Solution:

- Embrace **Journey Management agility, velocity creating new frame-shifting that effects culture mindsets** – these are the cornerstones of business and change success today!

Strategy

Structure

Culture
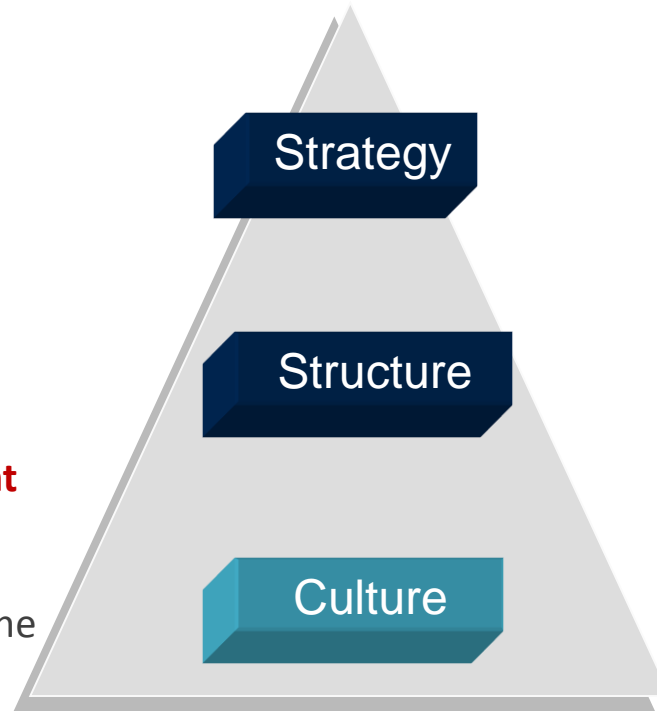
"Final Thoughts"

Workers will need different skills to thrive in the workplace of the future.
Demand for organizational, social and emotional skills such as communications, negotiation, conflict management, agility and empathy will grow almost as fast demand for many advanced technology skills.

Thank You for Your Attention & Participation

I Welcome Your Questions and Comments!

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