“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 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 MOST 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:**

### Change Management Leader and Individual Contributor Actions

**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 aspect 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?

- ____________________________
- ____________________________
- ____________________________
- ____________________________
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”

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

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

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

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.”

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4 Views of Organizations

- **Total Solution**
  - One-Stop Shopping
  - High Importance to the Customer
  - High Uniqueness of Offerings

- **Game Changers**
  - Thought Leadership
  - Low Importance to the Customer
  - High Uniqueness of Offerings

- **Vendor**
  - Just as Good but Cheaper
  - Low Importance to the Customer
  - Low Uniqueness of Offerings

- **Specialists**
  - The Experts on X
  - High Importance to the Customer
  - Low Uniqueness of Offerings

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

**Total Solutions**
- Big Bang.
- Breadth of Capabilities.
- Project Profitability.
- Total Package from a Reliable Supplier.
- One-stop Shopping

**Game Changers**
- Constant Innovation.
- Thought Leadership.
- Solutions that no one else can supply.
- Premium Rates.
- Breakthrough Products/Services.

**Vendors**
- Adequate Performance.
- Low Costs, No Hassle.
- Just as Good But Cheaper. Lean and Mean. Efficiency. Consistency.

**Specialists**
- Breakthrough Services and Products.
- Retention of Talent.

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

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
14. Partner Alliances
15. New Leadership
16. Total Customer Experience
17. Cyber Security/Personal Access
18. Global Offices Process Alignment
19. 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)

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

Old Assumptions

- Leadership identifies and drives changes
- Experienced players are the most important and innovative leaders
- Baby Boomers run our (traditional organization and are the source of key ideas)
- Formal networks are the way decisions are always made and executed
- Organizations as “machines” top down, silos, detail instructions, bureaucracy
- Customer loyalty and retention is assumed
- Lot of decision cycles needed
- Historical data drives all decisions
- Only one way to make change happen!

New Assumptions

- Everyone understands change management and is a change agent
- Smart millennials can be the most innovative and important for change leadership
- We have to take advantage of each generation’s strengths to be high performing
- Informal networks are now even more important than the formal networks
- Organizations as “Organisms” with flexible resources, focus on action, accountability, Leader show direction, middle manager act
- Instant gratification, crowd following, online shopping for price and facts, modular products, movement away from box retail stores
- Agility, AT, Machine Learning, predictive analytics role clarity, cohesive internal communities, Journey Management supports, agility and the new NORM

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The Journey Management Process: Example

( Source Neudesic 2017)
How You Measure and Tract the Change is a Critical Part of Journey Management.
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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

- 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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### Weigh Value

- 10% 20% 20% 10% 10% 10% 20%

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- **4**
- **8**
- **5**

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In Journey Management - One Number Can Tell the Story

Plotting of Results

ACTUAL

TIME

TARGET

1000 Success!

530
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!
“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.

*2019 McKinsey Briefing Note: Navigating a Word of Disruption- Davos
Thank You for Your Attention & Participation

I Welcome Your Questions and Comments!

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