

QUANTIVATE

## Successful Change Management Through ERM

William C. Hord  
Vice President of ERM Services  
Quantivate



**DRJ SPRING 2020**  
March 15-18, Orlando



1

**PRESENTED BY:**

QUANTIVATE



**William Hord**

**V.P. of Enterprise Risk Management Services**

William "Bill" Hord has over 29 years of experience in executive management within the financial services industry focused in risk management, business continuity, financial software, and lending & collections.

Prior to joining Quantivate, he helped lead a Midwest financial institution as its VP of ERM, also acting as BSA Officer, Compliance Officer, and Security Officer. While there, Mr. Hord was responsible for overseeing enterprise risk, business continuity, vendor management, compliance, fraud prevention, lending & new account quality assurance, BSA/AML, emergency response, physical security, bonding/insurance, and audit management.

Mr. Hord is COSO and Compliance Certified. He consults with numerous financial institutions and companies across the country, helping them to shape and build their risk management programs. He also works with many associations and professional organizations to enhance and teach their ERM curriculum.


[william.hord@quantivate.com](mailto:william.hord@quantivate.com)


[linkedin.com/in/williamhord](https://www.linkedin.com/in/williamhord)

2

## AGENDA

QUANTIVATE

- Change Management Overview
- ERM Strategic (Top-Down Change)
- ERM Operational (Bottom-Up Change)
- Determining Impact Tangents (Enterprise Data Mapping)
- Q&A



3

## CHANGE

QUANTIVATE



Staunton, Va.-born artist F. Graham Cootes' most famous work, the official White House portrait of President Woodrow Wilson. (Woodrow Wilson Presidential Library)

“ If you want to make enemies,  
try to change something.

— Woodrow Wilson, 28th President of the United States

4

# 1.

## Change Management Overview

The Process

5

### CHANGE MANAGEMENT OVERVIEW

QUANTIVATE



**Change Management Models** have been developed based on research on how to best manage change within an organization. Most Change Management Models provide a supporting process that can apply to your organization.



**Change Management Processes** include a sequence of steps or activities that move a change from inception to delivery.



**Change Management Plans** are developed to support a project to deliver a change. Generally created during the planning stage of a Change Management Process.

6

## CHANGE MANAGEMENT OVERVIEW

QUANTIVATE

## Dr. John Kotter's 8-Step Process for Leading Change



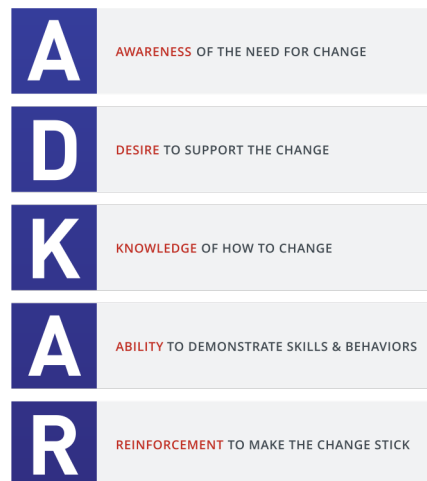
Kotter, John. "The 8-Step Process for Leading Change: Dr. John Kotter."  
Kotter International, 2020, [www.kotterinc.com/8-steps-process-for-leading-change/](http://www.kotterinc.com/8-steps-process-for-leading-change/).

7

## CHANGE MANAGEMENT OVERVIEW

QUANTIVATE

## The Prosci ADKAR® Model created by Prosci founder Jeff Hiatt



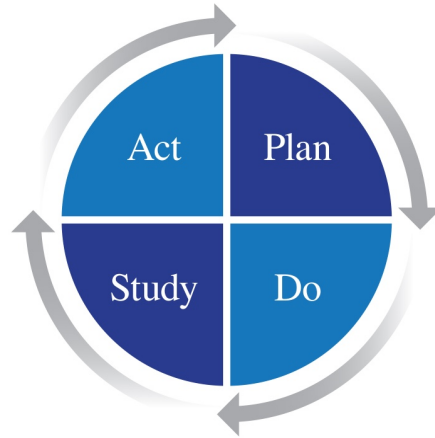
Hiatt, Jeff. "ADKAR Change Management Model Overview." Prosci, 2020, [www.prosci.com/adkar/adkar-model](http://www.prosci.com/adkar/adkar-model).

8

## CHANGE MANAGEMENT OVERVIEW

QUANTIVATE

## The W. Edwards Deming – PDSA Cycle



Hussain, Nisar, and Maureen Whyman. "How to Use The Deming Cycle for Continuous Quality Improvement: Process Street: Checklist, Workflow and SOP Software." Process Street, 1 Dec. 2017, [www.process.st/deming-cycle/](http://www.process.st/deming-cycle/).

9

## CHANGE MANAGEMENT COMMONALITY

QUANTIVATE



10

# 2.

## ERM Strategic

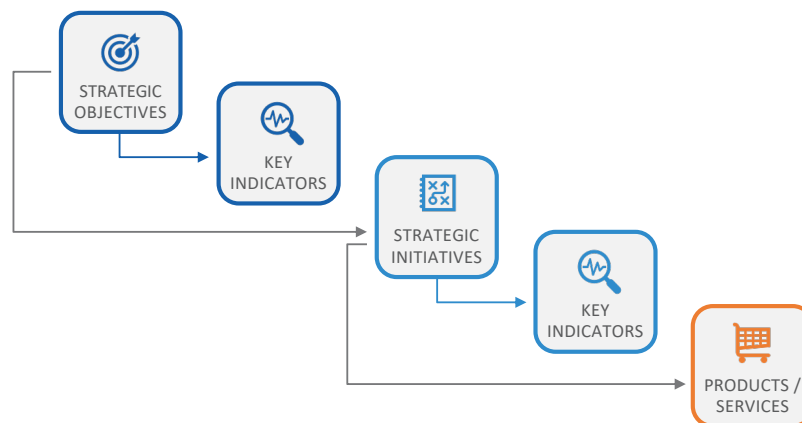
Top-Down Change

11

### ERM STRATEGIC (TOP-DOWN CHANGE)

QUANTIVATE

#### Mapping Your Strategy



12

# 3.

## ERM Operational

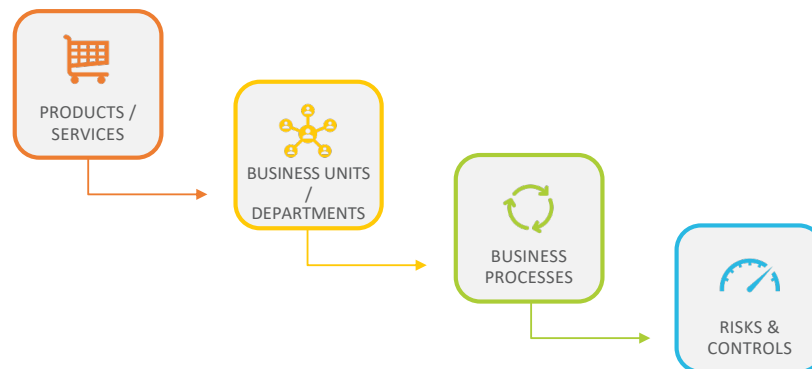
Bottom-Up Change

13

### ERM OPERATIONAL (BOTTOM-UP CHANGE)

QUANTIVATE

#### Mapping Your Operations



14

# 4.

## Determining Impact Tangents

Enterprise Data Mapping

15

CHANGE

QUANTIVATE



<https://www.hbs.edu/faculty/Pages/profile.aspx?facId=6495>

“It's very difficult to innovate without requiring people to do something different. And whenever you require people to do something different, you're talking about change.”

— John P. Kotter, Konosuke Matsushita Professor of Leadership, Emeritus at the Harvard Business School

 **DRJ SPRING 2020**  
March 15-18, Orlando

16



## DETERMINING IMPACT TANGENTS

QUANTIVATE

### Mapping of Data Is Critical to Change Management Success!

#### ERM Strategic (Top-Down Change)



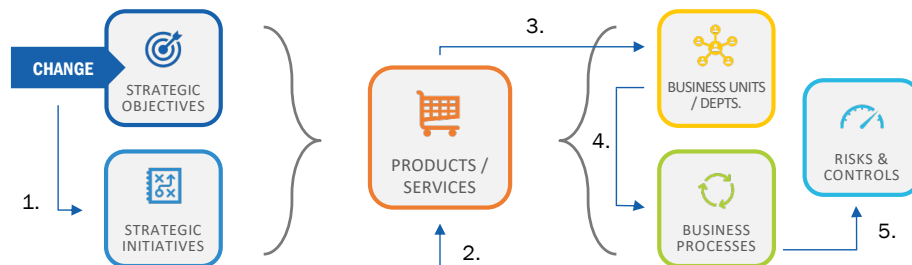
#### ERM Operational (Bottom-Up Change)



17

## DETERMINING IMPACT TANGENTS

QUANTIVATE



#### Example:

##### Change to Strategic Objective:

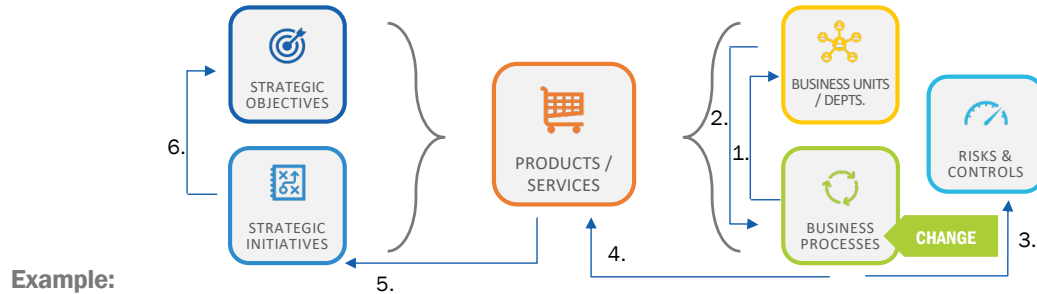
- ↓ 1. Determine Impacted Strategic Initiative(s)
- ↓ 2. Determine Impacted Products/Services
- ↓ 3. Determine Impacted Departments
- ↓ 4. Determine Impacted Business Processes
- ↓ 5. Determine If Existing Controls are Adequate or Require Remediation (New and/or Existing)



18

## DETERMINING IMPACT TANGENTS

QUANTIVATE



**Example:**

Change to **Business Process:**

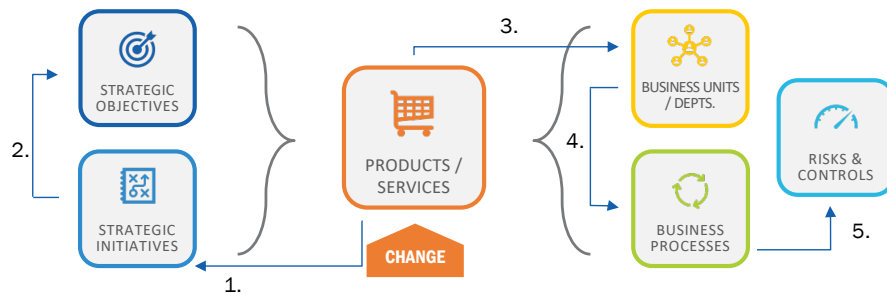
- ↔ 1. Determine (Other) Impacted Departments
- ↔ 2. Determine (Other) Impacted Business Processes
- ↓ 3. Determine If Existing Controls are Adequate or Require Remediation (New and/or Existing)
- ↑ 4. Determine Impacted Products/Services
- ↑ 5. Determine Impacted Strategic Initiative(s)
- ↑ 6. Determine Impacted Strategic Objective(s)



19

## DETERMINING IMPACT TANGENTS

QUANTIVATE



**Example:**

Change to **Product/Service:**

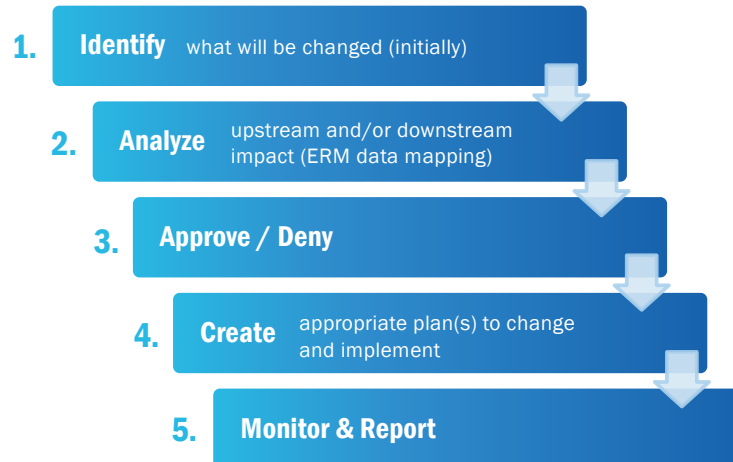
- ↑ 1. Determine Impacted Strategic Initiative(s)
- ↑ 2. Determine Impacted Strategic Objective(s)
- ↓ 3. Determine Impacted Departments
- ↓ 4. Determine Impacted Business Processes
- ↓ 5. Determine If Existing Controls are Adequate or Require Remediation (New and/or Existing)



20

## CHANGE MANAGEMENT PROCESS with ERM DATA

QUANTIVATE



21

## Q&A WITH WILLIAM HORD

QUANTIVATE

### Contact Info

You can find me at:



[william.hord@quantivate.com](mailto:william.hord@quantivate.com)



[linkedin.com/in/williamhord](https://www.linkedin.com/in/williamhord)

22

**COPYRIGHT NOTICE**

QUANTIVATE

Copyright © 2020 by Quantivate. All rights reserved.

No part of this presentation may be reproduced, distributed, or transmitted in any form or by any means, including photocopying, recording, or other electronic or mechanical methods, without the prior written permission of Quantivate, except in the case of public quotations embodied within or other noncommercial uses permitted by copyright law.

For permission requests, write to Quantivate, addressed "Attention: Permissions Coordinator," at the address below:

Quantivate  
PO Box 1504  
Woodinville, WA 98072

Telephone: 800-969-4107  
Fax: 425-947-2747  
Web: [www.quantivate.com](http://www.quantivate.com)

