



Change is inevitable. Results are intentional.

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Expressworks consultants ask questions that bring into focus what it is that we really want to achieve and what it is likely to mean to ourselves and our people.

They take complicated problems and provide simple solutions.

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a **new take** on change management

You have a challenge. You need to create change. You need your people to think differently, act differently. A department, a division, maybe even an entire company. And not just for a day or two - the change has to last. But how, when the “old way” is all they know?

We can help. We’ve been in your shoes, and we know how it works. We’re a different kind of change management firm.

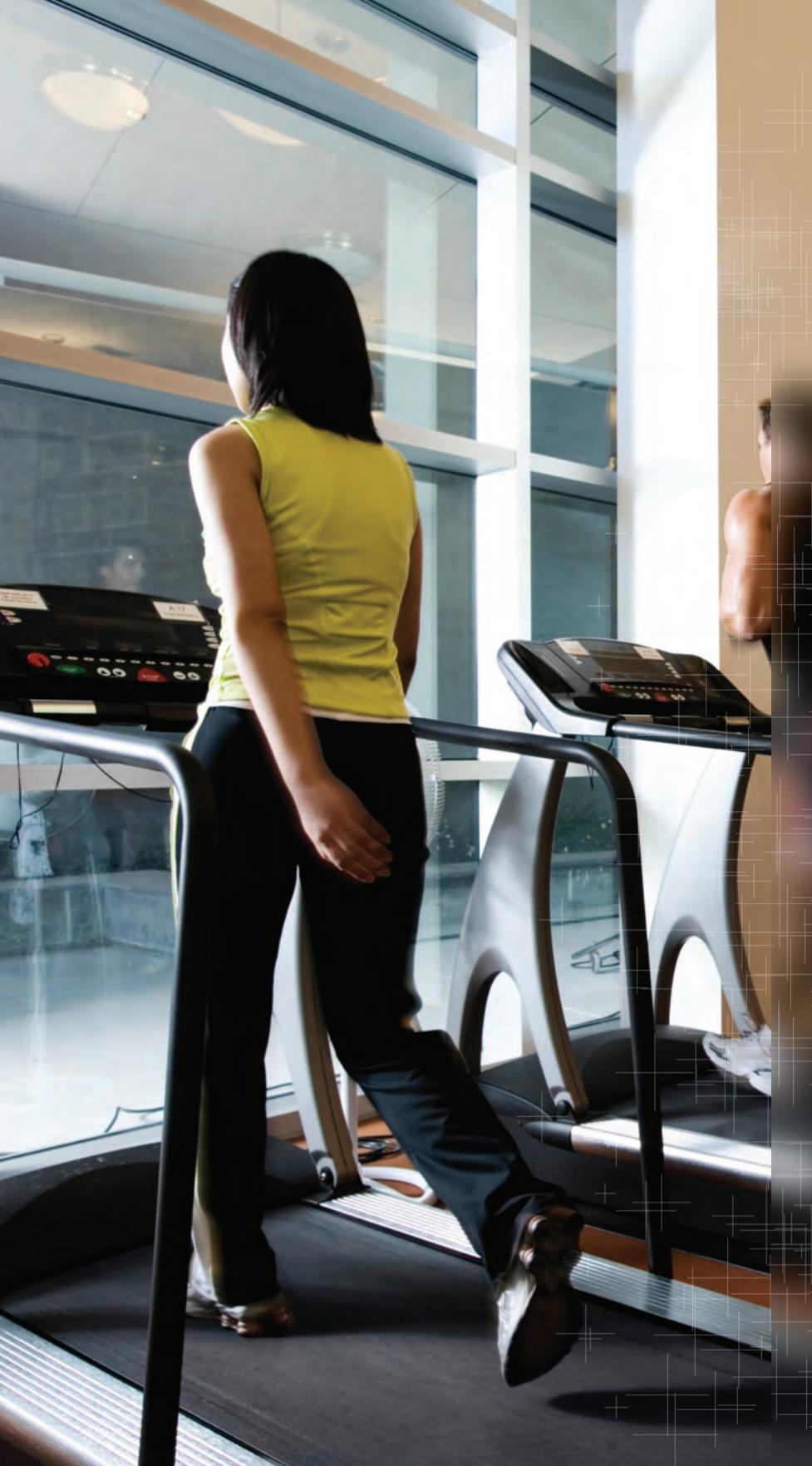
Different ... because change is our stock-in-trade. It’s all we do. Systems implementations, mergers and acquisitions, global culture shifts, you name it. We can show you how to get from here to there. From old-school to cutting edge. From bottleneck to efficiency. From complacency to engagement.

We drive change not for the sake of change, but for tangible, measurable business improvement. We do it all over the world, every day, with industry leaders and those who aspire to be.

We’re Expressworks. We exist to help you create meaningful, sustainable change in your organization.

In 2011, Expressworks consultants were assigned to more than 250 change management projects on six continents.





it was
business
911



Employee health and wellness. For some companies, it's the buzzword du jour. For our client, it was business 911. In this major division of a Fortune 50 company, an internal study showed that employees' lack of fitness was largely to blame for lost productivity and at-work accidents.

Expressworks took a languishing wellness program and turned out a comprehensive campaign to make "fitness-for-duty" a strategic business priority. Extensive educational outreach, personalized action plans for employees, and clear leadership accountability contributed to a healthier workforce and a stronger bottom line.

Words are meaningless without action

In the wrong hands, change management can be the ultimate wheel-spinner. You've been in those meetings - endless theorizing and philosophizing that sounds impressive, but nothing really comes of it.

At Expressworks, we do it differently. We know when it's your budget on the line, it's execution that counts. So how exactly do we make change manageable?

For starters, we're not afraid to roll up our sleeves. We help you get your arms around the actual work of change, translating high-level strategy into concrete outcomes that make sense in your organization. We assign priorities and timetables,

ensuring that the right work happens at the right time. And we set clearly defined, measurable goals, so we never mistake activity for achievement.

Through it all, we keep sight of two critical realities: that real people are affected by our work; and that, in the end, those are the people who will deliver your success.



Focus matters.
Expressworks consultants are responsible for delivering the project at hand, not for finding the next one. Success is defined by delivery goals, not sales goals.

Making the change is just the beginning

There's no sense in dieting if you're just going to put the weight back on later. It's the same with companies that spend millions to implement plans that were always destined for failure. At Expressworks, we focus on *sustainability* from the very beginning.

We approach change management as a before-during-after process. A major software implementation, for example, is far from over when the system "goes live." New and unexpected challenges can arise, often more daunting than the conversion itself.

To achieve true return on investment, the "new" can't fall apart when the consultants go home. Long-term success comes from engaging employees throughout the process, communicating to earn their support, and building within them the capability to sustain the change.

Choice matters.

Our consultants choose which assignments they accept. That means our clients get consultants who are not only qualified, but also passionate about the project.



top

of the list



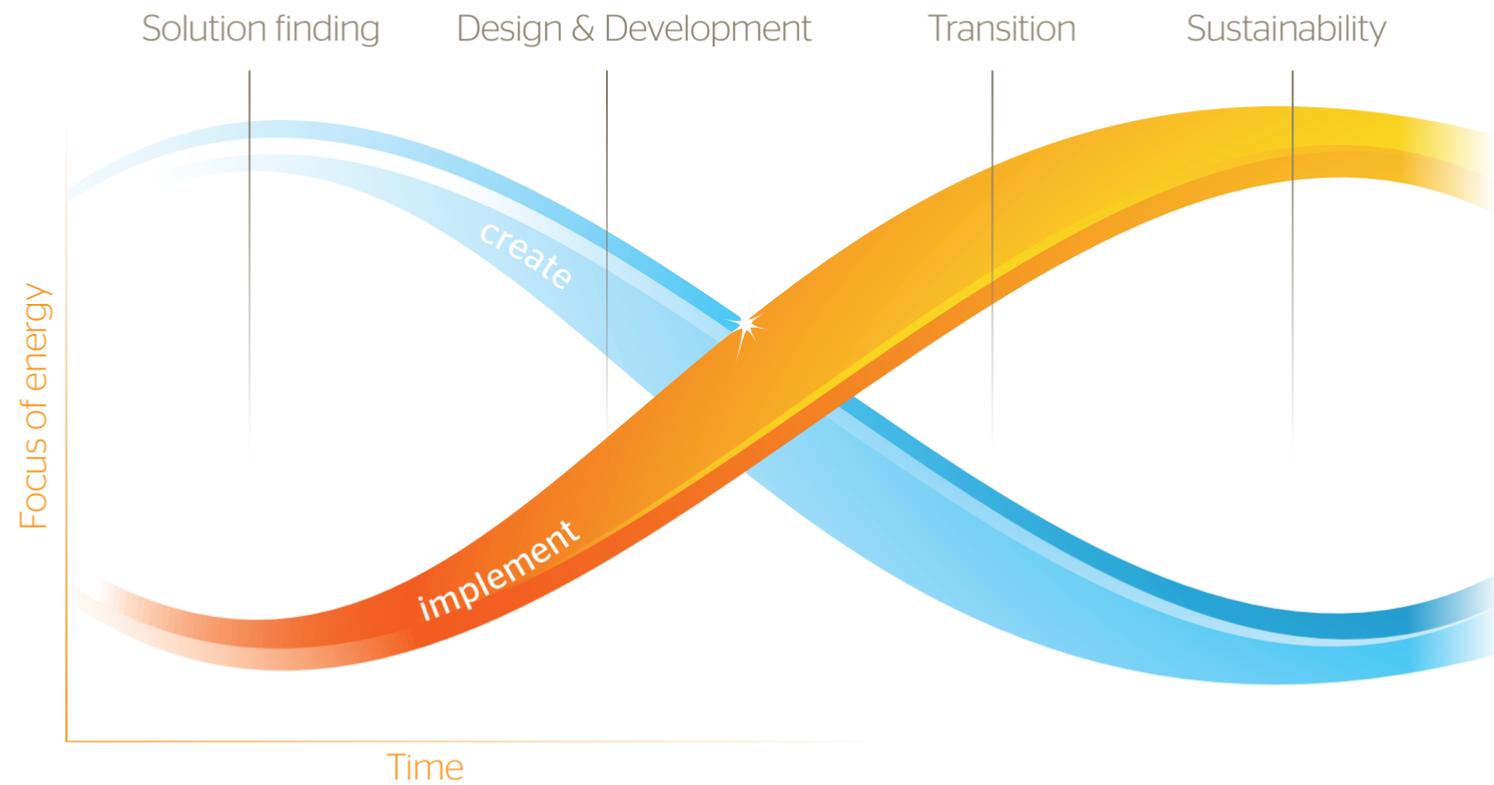
Frequent and severe industrial accidents were costing our client hundreds of millions of dollars. Worse, people were getting hurt and killed. Throwing up a few safety posters wasn't going to turn things around.

Expressworks led a long-term project to investigate the underlying causes behind at-work accidents and bring about a massive culture shift toward safer behaviors. The work culminated in a set of guiding principles – a checklist for safe operations in every situation – developed in cooperation with employees and embraced at every level. Years later, the code is still ubiquitous throughout the company and alive in employees' actions. The proof? Our client, which once ranked last among its peers for safety, now tops the list.



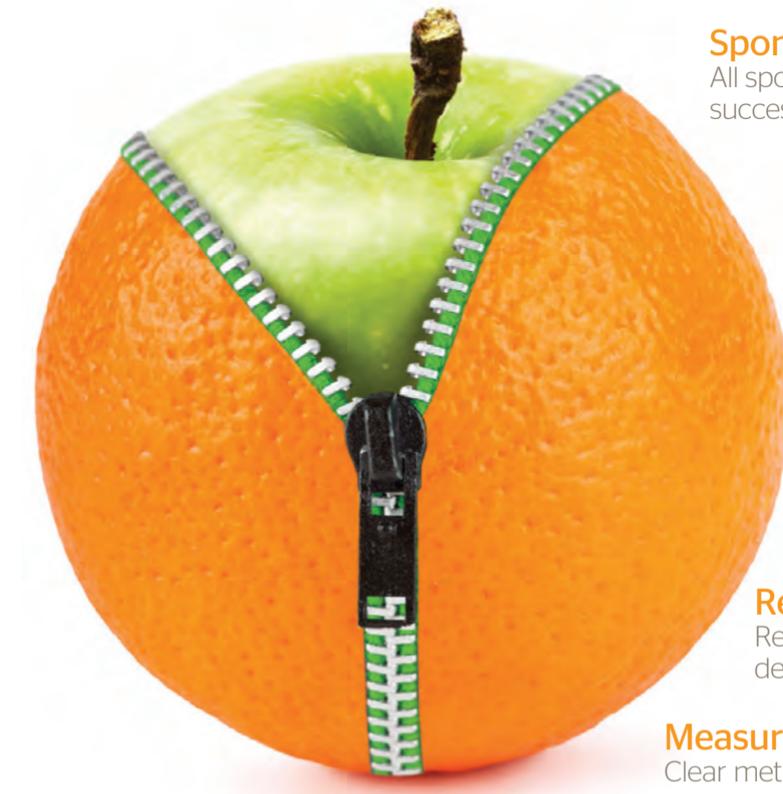
Knowing what works [and why] is half the battle

Most organizations can recognize their need to change. They can even design a sensible plan. But, too often, there's a breakdown at the intersection of creation and implementation, where the challenge shifts from "what" to "how." We can get you past that roadblock. When energy and resources are focused in the right places, great ideas are converted to real value.



Revealing the requirements for change

Strategic change doesn't just "happen." Business results come from a thoughtfully planned and well executed program. Our structured, decision gated approach helps prepare teams and organizations for change, and realize the alternate future that they envisioned.



- Clear Direction**
Implementation has been appropriately defined, with clear objectives, scope, and success metrics.
- Sponsorship**
All sponsors understand their role in making the change successful and visibly demonstrate their commitment.
- Communication**
Individuals at all levels understand how the change impacts them and how to take action.
- Engagement**
Ownership for the success is cascaded throughout the organization via dialogue and process.
- Competency Development**
The organization has the skills and tools to be successful if asked to exhibit new behaviors.
- Reinforcement**
Rewards and consequences are built into the deployment, demonstrating commitment to change.
- Measurement**
Clear metrics & processes to systematically monitor progress are implemented.
- Planning & Modifications**
There's a doable plan and an established process to incorporate the feedback of others.

built

for
collaboration



Excess real estate weighed heavy on our client's balance sheet. But an earlier attempt to consolidate office space had backfired, disrupting employees and stifling productivity.

Enter Expressworks. Our consultants facilitated a team of employee representatives, facilities personnel, and other stakeholders to agree on standard workspace designs and transition plans for more than a million square feet of interiors. The cooperative effort helped our client reduce its footprint, decrease the real costs of co-locating employees, and bring a once-divided workforce together in an environment built for collaboration.

There's no such thing as one-size fits all

Give the same sheet of music to two different singers, and each will impart a unique style, range, and tone. In the same way, every organization is exceptional - a mélange of history, culture, leadership, and capabilities. No off-the-shelf consulting "solution" is right for every company, however similar the problem may appear.

We come to our clients armed with experience and ideas; we know what has worked for other companies and what might work for yours. Yet we recognize the difference between being prepared and being presumptuous.

Change must be accepted - if not welcomed - by the people who will carry it out. Thus, our process always begins with two simple steps that are often overlooked: listening and learning.



Likability matters.

Our clients always have a say in which consultants they work with. Personalities never get in the way of progress.

Experience has no substitute

You wouldn't hire a plastic surgeon wielding a chainsaw. So why hire an army of consultants to unleash havoc on the sensitive tissues of your organization? Expressworks matches clients with small teams of highly focused experts who have "been there, done that," and are eager to do it again.

Our senior-level consultants don't show up for the kick-off meeting and pass the work to junior staffers (in fact, we don't have junior staffers). The consultant you choose is the one you'll see every day. At the same time, clients have access to the collective expertise of more than 70 Expressworks

consultants, all of whom are available to offer specialized knowledge when the need arises.

From the Bay Area to Bangkok, we provide the know-how and the passion to make change work. And we keep getting better every day.

Experience matters.

Our consultants average more than 15 years of consulting experience. All held corporate management positions before joining Expressworks. Most have worked on long-term international assignments.



a
**bold
new**
direction



At huge global corporations, the words "business transformation" aren't thrown around lightly. Yet our client found itself in the midst of a monumental change as it sought to overhaul its worldwide IT function to better align with business priorities.

With 700 managers requiring new capabilities and leadership skills, controlling the sheer scope and complexity of the change management element was no job for a freshly minted MBA. In the words of our consultant, sometimes you have to be able to "toss the playbook aside and adapt." Expressworks helped the client define its vision of success, establish new performance targets, and roll out training and communications to send the company sailing in its bold new direction.





our **clients** say it best

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We knew our industry was changing...and we were not. Expressworks helped us define and adopt the behaviors that would allow us to not just keep up, but actually get ahead of the curve.

Expressworks people seem to shine when the most difficult challenges present themselves. More to the point, they make us shine.

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[Read more about how we work in specific industries >](#)



experience
expertise

Assess Organizational Capabilities

Strategic Change Leadership and Alignment
Embed leadership capabilities to create urgency and pull toward a shared vision and strategy.

Organizational Performance
Obtain great performance from employees.

Culture
Create an environment that supports high performance, innovation, and employee engagement that drive the business strategy.

Human Capital Development
Identify and develop the required competencies to drive the business strategy.

Organizational Structure Design
Align the structure, processes, and systems that enable the business strategy.

Organizational Resilience
Create a sustainable organization that can respond and innovate in dynamic times.

San Ramon, California

Houston, Texas

Perth, Australia

Building Critical Capabilities

Pressure to change can come from any direction: mergers; new technology; shrinking budgets; gaps in vital skills; hungry competitors. Sometimes it all piles on at once.

With challenges this big, solutions don't come easy. Because what's needed is the opposite of a silver bullet - an organizational overhaul, and a fundamental shift in the way the company does business. It's the hardest kind of change, because it requires people to leave their comfort zones, and do things they've never done before.



What will it take for your company to change course successfully?

A shared vision among leadership? A structure that aligns with the strategy? People with the right skills and incentives? Short answer: all of the above.

Whether your goal is to unify two merging cultures, or cleanse the company of unprofitable activities, Expressworks can help you ask and answer the tough questions up front. We work with you to build the capabilities your company needs to get back to great, or move from better to best.

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experience
expertise



San Ramon, California

Houston, Texas

Perth, Australia

Showing the Way to SharePoint Success

The business world is enamored with Microsoft SharePoint®, the enterprise software many view as the ultimate platform for content sharing and collaboration. When its vast potential is realized, it can tear down internal barriers, open doors to thriving productivity, and create real competitive advantages for those who harness its powers.

Unfortunately, the complete promise of SharePoint is seldom realized. Ill-planned implementations and reluctant end-users lead to wasted time, effort, and money. So much for ROI.

Let's
get to
work



Expressworks provides the right mix of technical knowledge and change management experience to help your organization capture the benefits of SharePoint, whether you're starting with a fresh rollout or cleaning up the clutter of poor system architecture.

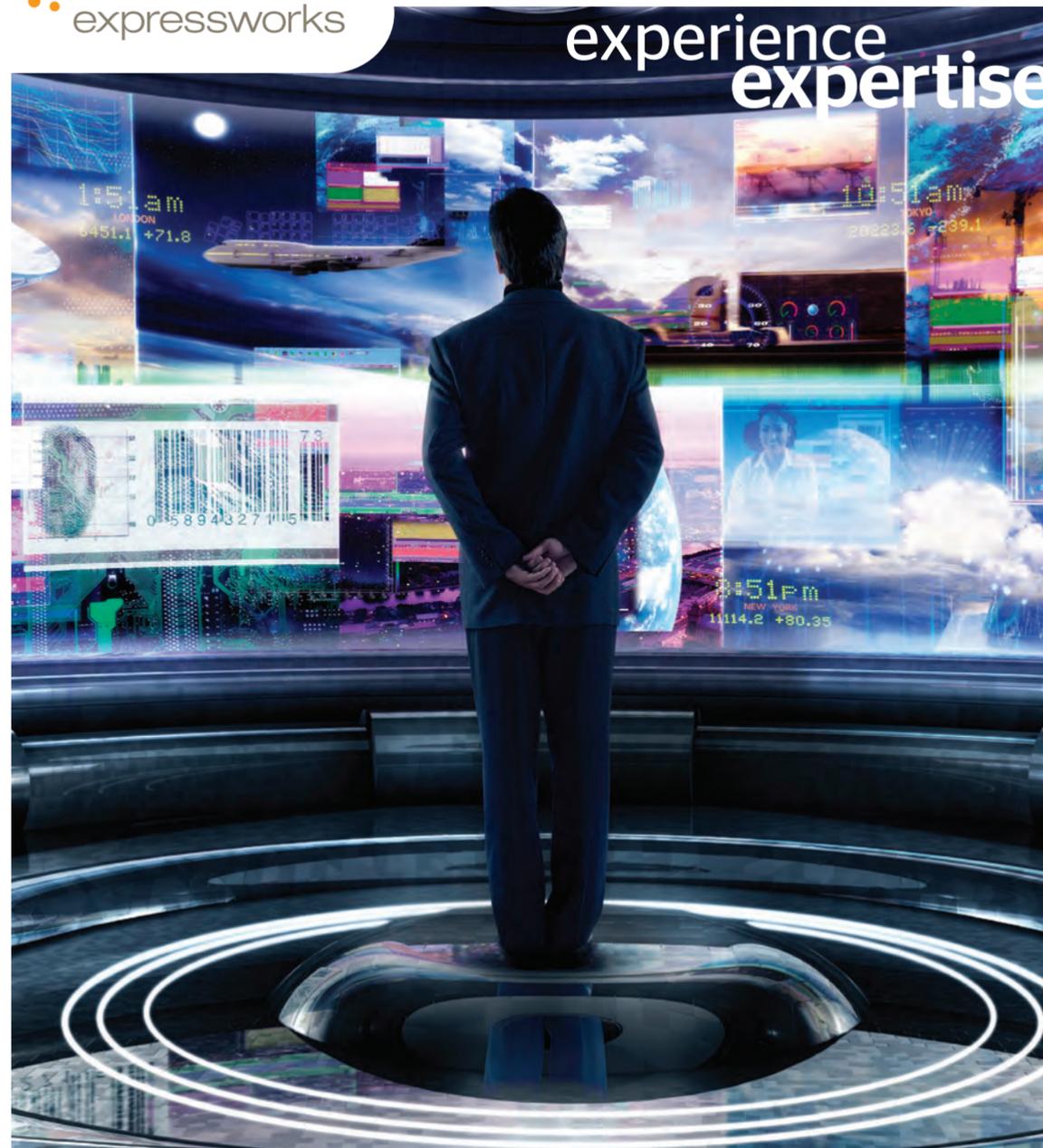
We focus on the people side of change, because even the most powerful tools are worthless without eager and educated users. From designing user-friendly processes to training and communications, we can draw you the map to move past "adoption" and into peak performance.

expressworks.com

SharePoint® is a federally registered trademark of the Microsoft group of companies.



experience
expertise



San Ramon, California

Houston, Texas

Perth, Australia

Enabling Unbridled Efficiency

An office building in Houston. An oilfield in Kazakhstan. A research lab in Abu Dhabi. They share information digitally, continuously, unencumbered by time zones and empowered by the internet to solve problems quickly and drive business performance. Smart, agile, always on - this is the future of industry. Is your company keeping up?

Let's
get to
work



Expressworks specializes in transforming the way people work - bringing people, processes and technology together for maximum results.

It's about changing the way employees spend their time. Less wondering, searching, studying. More creating, producing, executing. When knowledge

and skills are leveraged across the organization, opportunities are seized, crises are averted.

We can help you identify the right behaviors for your version of a high-performance organization. We can make them possible, and we can make them stick.

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experience
expertise



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Perth, Australia

Doing Good to Do Well

The nebulous concept of corporate sustainability isn't easy to define. Nevertheless, companies worldwide are accepting the fact that healthy employees, safe work practices, and environmental stewardship aren't just "nice to haves" - they're imperative for long-term business success. Those who ignore the writing on the wall invite skyrocketing costs for healthcare and workers' compensation, dwindling productivity, and damaging lawsuits.

Let's
get to
work



Expressworks takes the broad implications behind health, safety, and environmental (HSE) programs and translates them into realistic, measurable, achievable goals that align with your corporate culture. We don't just talk a big game - we've been immersed in the HSE conversation with our clients for twenty years and counting.

Our consultants work alongside your workforce to analyze critical issues, specify behavior changes, and implement programs that make a tangible impact on people and profits. We prove everyday that what's good for employees and the environment can also be good for business.

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experience
expertise



San Ramon, California

Houston, Texas

Perth, Australia

Reshaping Real Estate to Energize the Business

The sun is setting on the traditional notion of the “office.” Today’s technology has enabled the age of the lean, distributed workforce, constantly connected and always on the move. In a competitive world where every dollar and every minute counts, disjointed office space becomes a threat to corporate viability.

Before you attempt a real estate shake-up, consider that ill-conceived workspace changes often come with their own costs - frustrated employees, attrition, and lost productivity among them.

Let's
get to
work



At Expressworks, we get it: people take their workspace personally, especially when you try to change it. Which is why we help our clients create more productive and yet cost-effective workspaces without alienating the people who use them every day. We work with facilities managers, architects, construction technical teams, business leaders and employees to align the objectives and sidestep the pitfalls.

We engage affected employees in the design process to better address what they need to be successful, and give them ownership of their new environment. With a smooth transition to a space that makes sense, what was once a liability can become a strategic advantage.

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