

Curt J. Howes
Organization Performance Strategies, Inc.
Executive Profile



30 years experience
Organization
Performance Consulting

Architecting and Developing
Organizations to Deliver
Global Leadership & High
Performance

Mr. Howes is President of Organization Performance Strategies, Inc. He specializes in increasing business performance by developing organizations to deliver their business strategies. It is an issues based approach based on the premise that business and technical problems have significant organizational underpinnings.

His practice includes: setting strategic direction & priorities with executive leadership teams, targeted redesign of problem specific processes, developing operating models, leadership development, diagnosing organizations and designing for high performance, developing competency based

learning organizations, post merger and acquisition integrations, developing leadership teams, developing people strategies, shaping culture change, developing governance/management systems and in organization transformation.

Career Highlights

Mr. Howes has over 30 years successfully consulting and implementing organization performance strategies. He worked for ExxonMobil for 18 years as a manager and internal consultant in the Upstream, Downstream, Headquarters, Research and Chemicals organizations.

Following his extensive internal industry experience, Mr. Howes worked for Accenture as an Associate Partner for 8 years consulting with Super Major, National and Independent Oil Companies, Utility Companies, and Business Start-ups.

At Accenture, Mr. Howes was on the Energy High Performance business study team that identified the factors that drive high performance among independent oil companies. It is published in an article, "Big Thinkers". He was also the Global Human Performance Lead for Organization and Change Strategy in the Resources Sector (Oil, Gas, Chemicals and Utilities).

He has consulted in Southeast Asia, Africa, Europe, Russia, Central and South America, the Middle East, Australia and the U.S.A.

In 2005 he formed his own consultancy, Organization Performance Strategies, Inc. to extend his focus on helping companies to achieve high performance. This focus is across an organization's lifecycle from start-up to high growth to mature systems and to renewal. He accesses alliance partners to leverage further expertise and capabilities.

Curt is also on the faculty at Utah State University Huntsman School of Business as a Professor of Practice for Strategy, Leadership,

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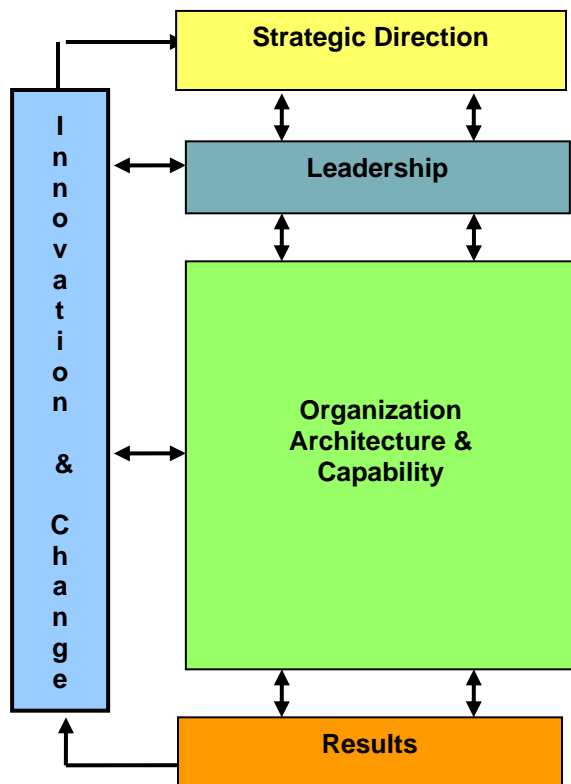
Organization Transformation, Entrepreneurship and heads up the new Consulting minor.

Mr. Howes resides in Salt Lake City, Utah with his family. They enjoy the outdoor recreation including skiing, hiking, mountain jeeping, tennis, and golf.

Consulting Focus

Mr. Howes focuses on five key areas to develop organization performance strategies. The five areas are: Strategic Direction, Leadership, Organization Architecture and Capability, Innovation & Change and Results. This is done in the context of the business environment while delivering outstanding customer satisfaction and enterprise wealth.

Organization Performance Strategy Framework



Strategic Direction: This begins by focusing on setting the overall vision including the purpose and aspirations of the organization along with core values and mission. The second step requires defining the business model of how the organization expects to succeed, the portfolio mix and assets base built around its niche to achieve competitive advantage. The third area focuses on setting the overall strategic goals and the strategic approach to achieve those goals including the critical success factors in the context of the business environment.

Leadership: One of the key distinguishing characteristics of successful organizations is effective leadership. This begins with first developing effective leaders around a strategic leadership model based on the strategies. The senior leadership team then needs to set the overall leadership agenda with alignment and deep commitment. They then need to have a well coordinated and integrated leadership structure with clear roles and accountabilities. They also need to develop succession plans for the organization's future leaders.

Organization Architecture and Capability: Once the strategy has been set and the leadership agenda defined, the organization needs to be designed and the capability developed to deliver the strategy. This begins with developing the operating model for the organization which includes governance and management systems, value chain and enabling processes, organization design and architecture, culture/work environment, and people strategies. Key to this focus is being clear on the overall capabilities required to deliver the strategy, operating model and strategic initiatives to close capability gaps.

Innovation & Change: Innovation is the lifeblood of future success. It is also a capability required for successful change, transformation and technology transfer. Ongoing renewal is essential to maintain High Performance with a journey plan that sets the long-term plan over the lifecycle of an organization.

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Results: To some extent, if the first four areas are designed and functioning well, the

results will come. However, it is important to be clear on what constitutes outstanding performance, and what the milestones are to track progress. This requires the development of a balanced scorecard that includes both leading and lagging indicators with feedback loops for improving performance.

Selected Client Engagement Experiences

Cobalt International Energy – Houston:

Worked with the COO in conducting a survey and executive workshop to identify key issues to operational effectiveness that resulted in 6 strategic initiatives. Assisted in collaboration with internal teams on directing these initiatives beginning with the communication strategy, commercial organization and the Angolan organization model. They were followed by 3 additional initiatives on value chain handoffs, quality decisions/culture and process efficiency. Simultaneous, under the sponsorship of the CEO developed their Legendary Leadership Program for monthly senior leaders and manager lunch time workshops in learning the Cobalt Leadership Model applied to key Board Commitments for performance delivery.

NFSP: Led project team in developing the gov't organization to centralize the protection of women and children against domestic violence. Transformed the role 180 degrees to leverage high impact services through legislation advocacy, cross country coordination of services and prevention strategies.

Ministry of Water & Electricity (MOWE) –

Saudi Arabia: Saudi Arabia is one of the most arid countries in the world and needed to examine how they would regulate and managed water across the sector for the next 50 years. A sector wide assessment was conducted to understand all the key

stakeholders and an operating and functional model was developed that resulted in setting

up a new regulator and shifting the role of the ministry.

Shababco (New City) Jeddah, Saudi Arabia:

Developed a real-estate development business strategy by testing 15 business concepts and in developing the business model for competitive advantage for each, the overall strategic direction, organization capability requirements and plans for strategic initiatives to transform and ensure the capabilities are in place.

Cobalt International Energy - Houston:

Conducted an assessment and developed an overall program to design build 15 Human Resource processes and practices. Also, updated the Vision and Operating Model for how the business strategy would be implemented with the senior executive team.

Mecca Municipality – Saudi Arabia:

Mecca has 2 million pilgrims a year for Haj and another 2 million throughout the year for Umrah. They have had to operate with limitations in government oversight and funding and were interested in other market structure and economic models. Municipality benchmarking was conducted globally and new operating model options proposed to help transform the way Mecca municipality was managed.

Marafiq – Saudi Arabia:

Marafiq, a water and electricity utility company for the industrial cities of Jubail and Yanbu was privatized in 2003, but had difficulty in transforming itself to meet its future needs.

An analysis of key issues resulted in 20 plus transformation projects. My role included the initial executive workshop to put together the overall plan, and then leading the project teams in developing new approaches for strategy, governance, leadership development, and organization structure and people engagement.

Newco - Qatar:

Developed the operating and organizational model to consolidate 7 separate

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chemical manufacturing companies into one entity with coordinated sales and marketing functions for their global business.

Royal Commission for Jubail and Yanbu (RCJY) – Saudi Arabia: Developed the organizational model for RCJY to achieve its business strategy. In the process clarified their strategic direction with their vision and mission and their strategic goals.

STS – Egypt: Conducted strategic analysis workshops with the new executive team of 5 high tech businesses to merge them into one company. This included developing the strategic direction, the operating and organizational model, and a plan to address key issues.

Institute for Rubber and Plastics – Riyadh, Saudi Arabia: Developed a new business/operating model to manage this sector institutes across Saudi Arabia by developing a more competitive business driven board to develop a higher quality faculty base. I presented the new model to the Minister of Labor, the Minister of Petroleum and Natural Resources, who is also the Saudi lead for OPEC, and the CEO of Sumitomo, who was an investor.

Al Arab Construction – Middle East: Conducted assessment and developed a corporate and business unit operating model for 20 plus Middle East businesses. This included defining the transformation plan to move from primarily a hands off corporate role, to a strategically aligned and more integration of entities for synergies.

Aramco: Conducted assessment of joint venture gas exploration companies operating model and issues in providing liaison role as part owner, part facilitator while ensuring competitive autonomy.

Cobalt Energy International: Advised the executive team in developing a high performance organization for a new energy start-up company. Worked with the CEO and Leadership team to develop an overall leadership agenda, facilitated executive strategy sessions and developed the

organization architecture and governance approach.

Kuwait Petroleum Company – Kuwait: Conducted an analysis of the operating company to develop the governance approach to support a profit centered practice and mindset among functions and with the parent company.

TNK-BP: Led the Organization Capability team as part of an integrated program to transform the Supply Chain for a major Russian Oil Company. This included developing the overall organization architecture, governance and journey plan, business engagement approach.

Unocal: Worked with the President/COO to develop a high-performance organization strategy. This included an assessment of the organization leadership, architecture and development of a transformation journey.

BP Angola: Led in the development of the future organization model for BP Angola, a high growth BP business in a frontier area. This involved taking an exploration organization and developing the footprint for a future production company, an implementation plan, organization transformation plan including a people strategy, country facing strategy, culture change and a leadership development.

Gasco (ADNOC Company): Developed a post merger approach for an organizational transformation program that included leadership and culture, human capabilities and management systems including performance management of two gas companies.

United Arab Emirates Offsets Group: Provided the lead architecture role for the re-design of the Offset Group in the United Arab Emirates. They specialized in Offsets Government Military contracts and large scale business start-ups. The vision, mission and critical success factors were developed, the business model was mapped out, the human

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performance infrastructure was designed and a performance model was developed.

Middle East Oil Company: Led a project team in conducting an organization analysis and designing the future structure for a major oil company in the Middle East. A detailed analysis was made of the organization structure and migration path along with staffing recommendations.

PDVSA Oil Company: Consulted the National Oil Company of Venezuela in its corporate restructuring and in the development of a Performance Management System. Also conducted an analysis of their Eastern upstream organization and recommended a revised organizational model.

Koch Refining: Led a culture change project with two refinery management teams in order to develop predictable behaviors that would sustain improved efficiency of \$2 a barrel. This change began with the development of the leadership teams and transformation to a performance culture.

TXU IT Employee Development: Led an Employee Development project to create a step-change in capability of their 750 IT employees including a competency model, a learning strategy that led to 50% reduction in training costs.

Exxon Corporation: Led in the development of Exxon's corporate leadership development program and was liaison to the Consortium for Executive Development Research and Executive Training programs at Harvard, University of Michigan and other institutions.

Exxon Chemical Company: Established the executive leadership training program working in conjunction with the International Management Development Institute in Lausanne, Switzerland. The program focused on: industry and competitive analysis, macro economics, marketing, and leading large scale change.

Exxon Corporation: Led a special project to assess the major learnings and to document key aspects from the the Exxon Valdez oil spill cleanup. A survey was conducted to document key information and a workshop to capture best practices.

Exxon HR Restructuring: Advised on world wide project team the restructuring of the Global Human Resource function targeting a 30% reduction in costs and redesigned affiliate based structure to Regional Centers in Europe, U.S. and Asia/Pacific.

Exxon Corporate Research: Led in the development of an organizational improvement strategy following the downsizing of the Corporate Research organization. This included workshops with senior leaders, direction setting exercises and strategies to improve relationships with the operating organizations.

Tosco Marking Company: Developed the overall change management approach for the Retail Enterprise Program to align a 20,000 person organization to a large scale change program including organization design, leadership support, culture change.

Utah Power & Light – Utah: Conducted a study of the Company's motivation program to measure its effects among demographic variables as part of a Master's thesis requirement.

Education and Associations

- BA in Business Management and Communication, Brigham Young University
- MA in Organization Communication, Brigham Young University
- Post graduate PhD work in Organization Management at Rutgers University
- Graduate of the College of Executive Coaching

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- Advisory Board to BYU MBA OB/HR track
- USU MBA Consulting Bootcamp Instructor, Teaching, Case Study Presentations.
- MBTI Certified
- Wharton Executive Program - - Implementing Strategy
- International Management Development (IMD) Executive Program - - Switzerland
- Presentation to the USU business school at the Deans Convocation forum on Leadership
- Presentation to the Young Presidents Group organized by the Chamber of Commerce in Riyadh, S.A. on entrepreneurial leadership

White Papers:

- Beyond the Vision - Architecting Organization Performance
- Strategy Driven Leadership

Book:

- *Organizational Performance: The Key to Success in the 21st Century* (Publication release data expected November 2015)

Contact Information

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