



The Baldrige Journey & Change Management: Are They That Different?

Today's Objectives

- **Define Change Management – Review history; highlight current state**
- **Leading during Change - Provide guidance to enhance leadership through change**
- **Baldrige Change Management Intersections**
- **Highlight how effective change management will help to greater success along the Baldrige journey**
- **Provide Guidance to individual role in engaging and supporting along the Baldrige journey**

Change Management

- **Definition:** *the application of a structured process utilizing a set of tools for leading the people side of action to achieve a desired outcome.*
- Collective term for all approaches to prepare, support, and help individuals, teams and organizations in taking action to achieve the outcomes
- Methods redirect/redefine the use of resources, business processes, budget allocations, and other modes of operation
- It is not checklists and tools, a communication strategy, end-user training, and a lot of activity.

Historical Look at Change Management

Pre – 1960's

- Kurt Lewin, social scientist, researched learning and conflict; first venture into change management was during study of field theory
- Emigrated to US in 1934, became first psychologist to study group dynamics

1960's

- Change Management models taking hold – roots in grief studies seeing correlation between grieving from healthcare-related issues and grieving among employees due to loss of jobs and departments
- Everett Rogers: posited change understood in context of time, communication channels, and impact on affected individuals

1980's

- Big 6 accounting and consulting firms adopted early work of Darryl Conner and Don Harrison
- McKinsey & Co. published model of change management in Journal of Human Resources, 1982

Historical Look at Change Management (cont'd)

1990's

- Darryl Conner coined the term “burning platform” in his book, Managing at the Speed of Change, based on the 1988 North Sea Piper Alpha Oil Rig fire
- Conveyed the sense of urgency to change

2000's

- Models continue evolving, but all can be traced back to Kurt Lewin's work in the 1920's

Names/Methods You Might Know

John Kotter

- **Is considered one of the most influential experts of change management**
- **Eight step change process:** ¹. Create a sense of urgency, ². Build the guiding coalition, ³. Develop the Vision and strategies to drive change, ⁴. Communicate the change Vision, ⁵. Remove barriers to action, ⁶. Accomplish short-term wins, ⁷. Build on the change, ⁸. Make change stick

Prosci

- **The Prosci ADKAR Model is an individual change framework created by Jeff Hiatt**
- **ADKAR Model:** Awareness of the need to change; Desire to take part in change; Knowledge of what to do during/after change; Ability to realize/implement change; Reinforcement to ensure results continue

Plan, Do, Check, Act Cycle

- **W. Edwards Deming created** management method to improve business method for control and continuous improvement of choosing which changes to implement.

Change Management Essentials

- Identify what doesn't work and needs to be changed – may be processes, policies, philosophy
- Communicate, communicate, communicate – need for change, “what’s in it for me” (WIIFM),
- Plan to reach a “point B” – strategy to move
- Use data and provide training – establish metrics to monitor toward success
- Celebrate (early) success – reinforce movement to motivate, build buy-in
- Kaizen – Japanese business philosophy of continuous improvement of working practices, personal efficiency,

Leading through Change

- Create your vision and enlist the leadership team/staff in support
- Designate the Change Champion/Leader and provide for transparency and accountability
- Develop the Communication Plan to engage the organization with pertinent messaging (vision, timeline, progress, and other topics)
- Create the plan to reach “Point B;” identifying initiatives to drive achievement and milestone check points

Leading through Change (cont'd)

- Build and empower teams to drive success – continues building momentum, enthusiasm and buy-in
- Monitor progress regularly and execute the Communication Plan with organization
- Take every opportunity to celebrate success early on and throughout the journey
- Focus on continuous improvement as the norm in operations and dealings with public

The Baldrige Journey – It really is a change!

- **When an organization chooses to pursue Performance Excellence and to use the Baldrige Criteria as a framework to assess and drive improvement, the decision sets the stage for transformational change.**
- **Leadership behaviors may need to change when embarking on the journey and engaging the organization**
- **Engaging with the staff may change how messaging is delivered, channels for communication**
- **Customer/stakeholder engagement may change**
- **How you gather and share information may change**
- **Sharing results will change when embarking on the Baldrige journey**

The Baldrige Journey – Change Management: Intersections

Baldrige Criteria

- Share the need to embark on journey
- Engage the leadership team to garner support
- Lead the organization with vision
- Communicate the vision/plan/need

Change Management – Kotter's Model

- Create the sense of urgency
- Build the guiding coalition
- Develop the vision/plan the strategies
- Communicate the Change Vision

The Baldrige Journey – Change Management: Intersections (cont'd)

Baldrige Criteria

- **Focus on continuous improvement**
- **Track progress/monitor trends in data**
- **Reinforce success through communications**
- **Continuous Focus on Performance Excellence**

Change Management – Kotter's Model

- **Remove Barriers**
- **Accomplish short term wins**
- **Build on Change**
- **Make Change Stick**

What similarities exist between Baldrige Journey and Change Management

- **Leaders role – defined by both Baldrige Criteria and Change Management to lead with Vision**
- **Strategy – both programs require a detailed plan to succeed**
- **Stakeholders – must be engaged whether internal or external when changing or on the Baldrige journey**
- **Measurement, analysis, and knowledge management – metrics play an important role in both programs, as well, as how one shares the information and acts on it**

What similarities exist between Baldrige Journey and Change Management

- **Workforce – provides important feedback during change and in during operations as to what is important, successful, and meaningful**
- **Operations – performance excellence is about continuous improvement to processes, products, and services and focused on creating value**
- **Results – provide the means to track progress, mark milestones, and celebrate successes along the journey**

In conclusion

- **Change management has been around since the 1920's and has continually evolved to include some best practices to lead to positive, sustainable change**
- **The Baldrige Criteria provides a systemic approach to overall performance excellence and guidance to all components of the organization**
- **Both programs require Vision and strong leaders supporting the journey**
- **Change management and the Baldrige journey require strong, detailed communications to drive stakeholder engagement, buy-in, and enthusiasm**

In conclusion (cont'd)

- **Stakeholders/workforce – must be engaged and allow for input and feedback when changing or on the Baldrige journey**
- **Metrics/Results provide proof the work is being done, monitored, and used to continually improve**
- **Both journeys can be arduous with many difficulties along the way, but diligence and fortitude pave the way to success.**