



# ***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:** <sup>1.</sup> Create a sense of urgency, <sup>2.</sup> Build the guiding coalition, <sup>3.</sup> Develop the Vision and strategies to drive change, <sup>4.</sup> Communicate the change Vision, <sup>5.</sup> Remove barriers to action, <sup>6.</sup> Accomplish short-term wins, <sup>7.</sup> Build on the change, <sup>8.</sup> 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.**