

# Principles of Implementing and Managing Change

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# Why is managing change a science?

- Primary differences between results-based management and traditional management
  - old approach - day to day, status quo
  - Results-Based - looking the future, strategic
- 3 steps of Results-Based systems change
  - Manager sets objectives
  - Tracks
  - Takes remedial actions

# Steps and Best Practices

# 1. Clarify the Purpose

- Why are you doing this? Manage grants and contracts? manage an intervention or program?
- How are the measures tied to strategy?
- How and with whom will we share results?

## 2. Assess organizational readiness

- Clear strategy
- Sponsors and champions
- support of midlevel management
- Culture of measurement
- It that supports management
- Quality data and technical infrastructure

# 3. Organize the system development process

- Schedule and team for development of performance measures
  - Consider a mix of sponsors and ambivalent team members.  
Can "avoid us vs them"

## 4. Identify key purposes and parameters

- KEY: Is this for information or for management?
  - Optimum is for management but that isn't always realistic
  - Sometimes systems are for external pressures/reporting requirements.
  - Management is trickier

# 5. Define components for performance system, criteria, and use

- What kind of systems might work?
  - Balanced scorecard, benchmarking, CompStat, Customer surveys, etc
  - Should match purpose and strategy



## 6. Define, evaluate, and select indicators

- Also why you want to think through your team.
- Reliability AND validity
- Can be super tricky politically and NEEDS to be linked to strategy
  - The indicators WILL change behavior

# Discussion Question!

- Can you think of a measurement or number that is important in your organization? How does it govern how people work?

# 7. Develop Data collection procedures

- Develop Data collection procedures
  - Data collection can be expensive
  - Parsimony is key
  - Biggest thing: supports validity and reliability
    - i.e.- convincing folks that surveys are anonymous
    - Response Rate

# 8. Specify System Design

- Frequency of reporting
- How and for whom reports are broken down
- EVERY system decision has transaction costs. What's best for your system?

# 9. Pilot!

- ALWAYS do if you can. ALWAYS unexpected complications
- Pilot data collection AND system
- Effects on human and team behavior can be unpredictable

# 10. Implement full scale system

- Consider the cost of training in terms of time and money
- Process oriented program evaluations can be key
  - DURING the implementation

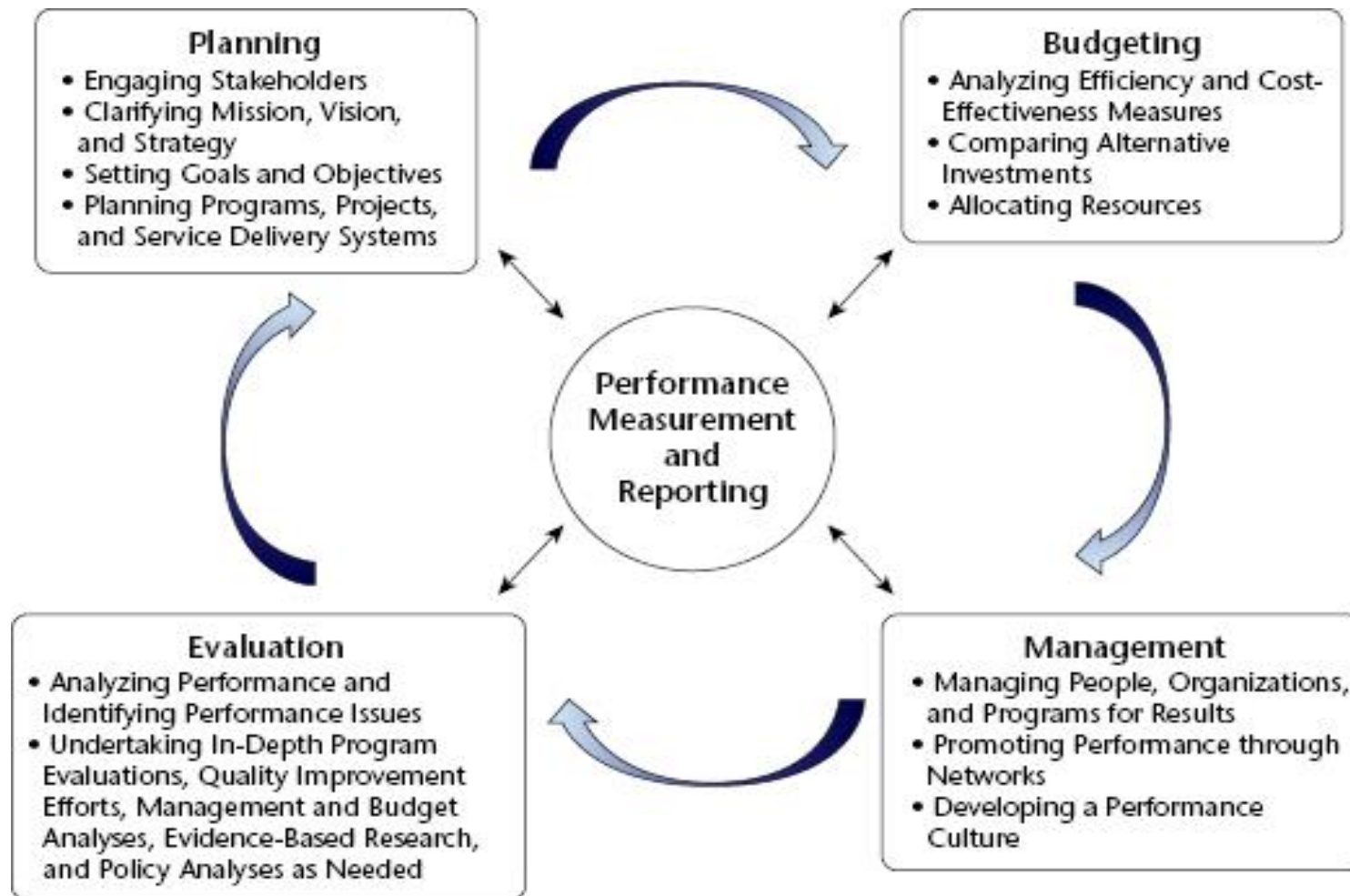
# 11. Evaluate and modify system

- What is your feedback loop? Repeated implementation should improve each iteration
- Outcome oriented program evaluation

## 12. Share results with stakeholders

- Can build trust with stakeholders.
- Don't be shy, highlight successes and frame weaknesses as opportunities for improvement!





# SMART Goals

- **Specific**
- **Measurable**
- **Ambitious**
- **Realistic**
- **Time-bound**

# Question!

- **It can be hard setting goals that are both ambitious and realistic. Can you think of a time when you've found that groove? Discuss!**

# Tensions

- Inputs vs. processes vs. outcomes
- Measures of efficiency vs. measures of effectiveness
- Equity as a public value - Systems can fail without this

# Why Performance Management?

- Organizations need to measure and be accountable for their performance. Why?
- How can public managers break the micromanagement cycle—an excess of procedural rules which prevents agencies from producing results, which leads to more procedural rules, which leads to...
- How can public managers motivate people to work energetically and intelligently toward achieving public purposes? And...
- How can public managers measure the achievements of their agencies in ways that help to increase those achievements?

# Outcomes and Outputs

- Outputs versus Outcomes
  - Outputs should directly and tangibly come from inputs
  - inputs should perfectly predict outputs
  - i.e. - "Implement three parent child communication classes in three months" should directly predict "# of parents trained"
  - Outcomes are often much harder to link to inputs and can be affected by environmental concerns, so be careful to insist you have some discernable impact on what you list as outcomes

# Outputs and Outcomes

- Outcomes SHOULD be related to inputs. More outputs should directly affect outcome goals (in theory)
- Sometimes outcomes ARE directly measurable and attributed to the organization
  - NCDOT, for instance, can measure road quality as an outcome

# Outputs

- Efficiency/Productivity Measures
  - Includes simple count measures
  - Time, meals made, pain score, etc
- Service Quality Measures
  - Be careful with surveys
  - validity and reliability matters



# Example Outputs

## **Validity and reliability matters!**

- Workload
- Productivity
- Cost-effectiveness
- Productivity
- Resources (be careful, I'm wary of this)
- External
- Needs
- Integrated Measures

# Stakeholders and Targets

Audience	Typical Questions	Evaluation Use
Program Management and Staff	Are we reaching our target population? Are our participants satisfied with our program? Is the program being run efficiently? How can we improve our program?	Programming decisions, day-to-day operations
Participants	Programming decisions, day-to-day operations Did the program help me and people like me? What would improve the program next time?	Decisions about continuing participation.
Community Members	Is the program suited to our community needs? What is the program really accomplishing?	Decisions about participation and support.
Public Officials	Who is the program serving? What difference has the program made? Is the program reaching its target population? What do participants think about the program? Is the program worth the cost?	Decisions about commitment and support. Knowledge about the utility and feasibility of the program approach.
Funders	Is what was promised being achieved? Is the program working? Is the program worth the cost?	Accountability and improvement of future grantmaking efforts.

# Logic Models

# Logic Models

RESOURCES	ACTIVITIES	OUTPUTS	SHORT- & LONG-TERM OUTCOMES	IMPACT
<i>In order to accomplish our set of activities we will need the following:</i>	<i>In order to address our problem or asset we will accomplish the following activities:</i>	<i>We expect that once accomplished these activities will produce the following evidence or service delivery:</i>	<i>We expect that if accomplished these activities will lead to the following changes in 1–3 then 4–6 years:</i>	<i>We expect that if accomplished these activities will lead to the following changes in 7–10 years:</i>

# Logic Models in Evaluation

Focus Area	Indicators	How to Evaluate <sup>1</sup>
Influential Factors	Measures of influential factors – may require general population surveys and/or comparison with national data sets <sup>2</sup> .	Compare the nature and extent of influences before (baseline) and after the program.
Resources	Logs or reports of financial/staffing status.	Compare actual resources acquired against anticipated.
Activities	Descriptions of planned activities. Logs or reports of actual activities. Descriptions of participants.	Compare actual activities provided, types of participants reached against what was proposed.
Outputs	Logs or reports of actual activities. Actual products delivered.	Compare the quality and quantity of actual delivery against expected.
Outcomes & Impacts	Participant attitudes, knowledge, skills, intentions, and/or behaviors thought to result from your activities <sup>3</sup> .	Compare the measures before and after the program <sup>4</sup> .

# Resources

- Logic Model Development Guide: <https://www.wkkf.org/resource-directory/resources/2004/01/logic-model-development-guide>
- Poister, T. H., Aristigueta, M. P., & Hall, J. L. (2014). *Managing and measuring performance in public and nonprofit organizations: An integrated approach*. John Wiley & Sons.