outcome mapping

Positioning for Change: Using Outcome Mapping to guide institutional change within a Regional Development Bank

Summary: In early 2000, a Regional Development Bank developed an internal organizational practice of structures, systems and processes. The proposed change process gained support, institutionalization and a concrete framework through the application of Outcome Mapping. Outcome Mapping was used to design the implementing framework for the change process and highlight the human element and the behavioural changes needed for organizational change within a multi-lateral bank. By integrating the organization's strategic plan, approved recommendations from an operational audit and Outcome Mapping, an Implementation Plan for Change was developed as an overarching plan for the change management process.

Introduction to the "Change Management Programme" within the Regional Development Bank

The Regional Development Bank is a regional financial institution that strives to support its members through efficient and responsive catalysis of development resources. In order to support their strategic plan, the organization carried out an Operations Audit to provide management with the information necessary to identify opportunities for streamlining the structure and work processes to better respond to their mission. The entire process was called the Change Management Programme (CMP). However, in order to take effective action on the CMP, the organization recognized that it needed to bring employees into a process whereby they could engage in self-assessment, understand themselves, their performance and the need for the CMP. The Bank recognized the human dimension of organizational change as essential to being a more efficient and responsive institution.

Acronyms

RDB – Regional Development Bank

CMF – Change Management Framework

CMP – Change Management Programme

CMT – Change Management Taskforce

OM – Outcome Mapping

This **human dimension of change** was articulated using Outcome Mapping, by taking the recommendations drawn from an Operations Audit and identifying the transition of the organization towards the new behaviours necessary for sustaining the change and achievement of strategic objectives. In order to implement new systems, processes and organizational structures that constituted the change management process, the organization needed to identify and plan for those behavioural and attitudinal changes required to support the CMP and therefore become better at: being more responsive to borrowing member countries and being able to improve their capacity and efficiency; initiating more partnerships and ways of cooperating; strengthening institutional capacity and efficiency; bringing new focus to poverty reduction, governance improvement and environmental stability. The identified behavioural changes, and the plan to monitor and evaluate those behavioural changes, became part of a Change Management Framework (CMF).

Behavioural changes to support what?

• **Organizational direction**
• **Leadership and management**
• **Decision-making**
• **Risk-taking**
• **Communications**
• **Work practices and environment**
• **Client service**

The process of using Outcome Mapping to construct the CMF involved the mobilization of planning and assessment teams (Project Steering Committee and Change Management Taskforce). The process was guided and facilitated by an external consultant.

Using Outcome Mapping to develop a framework for organizational behavioural change

The process of clarifying the behavioural change needed to support change within the organization was a multi-step process. Outcome Mapping was used for explaining the change, but it was launched from an assessment of staff readiness to engage in such a process. What follows is a summary of the pathway that the organization took to prepare for and develop the change process as well as the key steps around the implementation and evaluation of the change process once it had been laid out with Outcome Mapping.

Key Step	What happened	Who was involved
Change Readiness Assessment	***Creating a launching pad for Outcome Mapping*** Although the Strategic Plan, Operations Audit and Change Management Programme were developed, for change to actually happen, staff needed to be aware of the recommendations and the changes needed, and needed to be willing to take part in those changes. Before defining what behavioural changes were necessary, the organization carried out a **change readiness survey**, a **stakeholder assessment** and a **data review workshop** in order to set the stage for a) identifying boundary partners and b) identifying the changes in behaviours necessary for sustaining the organization's strategic objectives. This constituted the 'baseline' that identified where employees were at at that particular moment in regards to the change process (i.e., if they knew of the change process and how their role in the organization contributed to it, and if they were actively engaged in the process) and possible outcome challenges / progress markers based on recommendations of the new actions, activities, relationships and interactions. The change readiness survey also analyzed **change drivers** (i.e., staff in agreement with the need to change, highly qualified staff, team work) and **change inhibitors** (i.e., lack of shared vision, little analysis of interdependencies / interconnectedness, rigid hierarchical), which also contribute to the development of the ideal behavioural changes needed for the process.	External consultants facilitated the process; the Change Management Teams championed the process and disseminated results within the Bank
Developing the Change Management Framework for the Change Management Programme	***The process of planning for change*** The Change Management Framework (CMF) was developed through a series of Outcome Mapping workshops in the following sequence: a) 2-day OM workshop – to analyze and discuss readiness assessment, and gain consensus on direction, vision and desired outcomes of the CMP, the behavioural change required to support the CMP. b) OM Train-the-Trainer workshop – to ensure that CMT was comfortable in facilitating the OM 'roll-out' sessions. c) 8 OM 'roll-out' sessions, 1.5 days each – to outline how the employees from the various departments, divisions and units fit into the overall CMP and to identify boundary partners (within each of the respective units), the desired outcomes, the key challenges in achieving those outcomes, progress markers and strategies; cross-cutting themes were also identified (mutual respect, information sharing, open communication), which influenced the desired behavioural change. Consolidated results from these sessions were aligned with the vision, mission, strategic plan and approved recommendations from the Operations Audit. d) Consolidation of findings – A report was prepared at the end of each 'roll-out' session and was distributed to CMT members and workshop participants for comment, which were incorporated and consolidated. e) Implementation planning workshop – to design the daily implementation activities and timeframe of the CMF; this was done by reflecting upon the key points coming out of the OM 'roll-out' sessions, prioritizing them into strategies, and developing a detailed workplan. f) 3 Monitoring Plan workshops – to consolidate a monitoring plan; also at this stage they designed organizational practices.	a) External consultants, CMT, senior managers b) External consultants,CMT c) External consultants; in each session 12-20 people from different units, departments, divisions; president of the organization d) consolidation by CMT members and final draft presented to steering committees e) External consultants, CMT f) External consultants, CMT

The Outcome Mapping sessions were an opportunity for employees to jointly assess the issues within the organization related to the Change Management Programme; this led to consensus on the vision and mission, as well as on the behavioural change required from each boundary partner. Broad behaviours were identified which gave more meaning to the original strategic objectives in the Strategic Plan (improving responsiveness, strengthening institutional capacity and efficiency), which were then tailored for each of the boundary partners.

Vision of the CMP

The Regional Development Bank is a highly professional and integrated organization that is viewed by its stakeholders and borrowing member countries as the premier development finance institution dedicated to the systematic reduction of poverty in the region. The organization is a model of good governance through efficient, quality-driven and effective programme delivery and through living our core values of trust, openness, transparency and mutual respect in all our dealings with each other and with our clients.

Mission of the CMP

The CMP will facilitate change to organizational structure, processes, systems, policies, practices, procedures and employee behaviours and attitudes, so that the organization can fulfill its vision and mission as the premier development institution in the region.

Boundary Partners	**Broad Behaviours**
• Senior management group	**Leading change** – *leadership, strategic direction, more visibility of leaders, delegate responsibilities*
• Change management task force	**Creating a change culture** – *interconnectedness between units, horizontality, knowledge sharing, interest people in the broader picture*
• Management / supervisors – Operations department and activities	**Communicating change** – *shared vision, spaces for communication*
• Management / supervisors – planning and supporting departments and activities	**Supporting the change process** – *create a learning environment, understand needs of individual departments, monitor and evaluate*
• Support staff	
• Staff association committee	
• Loans committee	
• Training committee	

From the broad behavioural changes, specific actions, activities and relationships were identified for each of the boundary partners. Progress Markers were identified for the different boundary partners to address issues of effective **management**, with an emphasis on trust-building and varied and transparent communication strategies; innovative **work practices**, including the review and modification of systems, procedures and partnerships (so that they become more client-focused) especially assessments and reporting; encouraging **human resource** management practices, especially the recognition of individuals, teams an units, and promotion and performance management systems and processes.

Sampling of Progress Markers for boundary partner Senior Management Group (SMG)

Outcome Challenge: The CMP intends to see the members of SMG seeking wide participation throughout the organization in the planning and implementation of the CMP, and in maintaining close working relationships with Head of Governments and other senior officials within the member countries. The SMG shows strong and visible leadership and have frequent face-to-face communication with staff. The SMG recognizes the achievements of teams and staff in the development and implementation of the CMP and adhere to the agreed-upon model and champion and exemplify the core values, particularly transparency and open communications, respect for staff, ensuring that staff are treated fairly and equitably and that policies are consistently applied. The SMG ensures that departments are adequately resourced with the required skill mix to meet client's current and future development needs.

Expect to see SMG

Communication

1. Developing and putting in place a communication policy guiding how information is shared within the organization.
2. Scheduling regular meetings to communicate the decisions and rationale of board meetings.
3. Interacting frequently with staff to exchange ideas and provide clarity and consistency in the formulation and implementation of policies.

Leadership style

4. Recruiting and retaining competent management teams and holding these reporting officers accountable for their work outputs.
5. Conducting performance appraisals with their staff members.

Organizational issues

6. Reviewing the current training committee and establishing a new committee.
7. Developing an annual rolling plan to be produced every six months.
8. Establishing a procedure and process for the Staff Association Committee.

Like to see SMG

Communication

9. Requesting position papers from the relevant departments to solicit input into decisions.
10. Convening bi-monthly meetings with directors and deputy directors to receive feedback from units and divisions on Bank issues and to encourage collaboration through the organization.

Leadership

11. Consulting mangers on the re-allocation of resources and re-ordering of priorities.

Love to see SMG

Organizational issues

18. Collaborating with the heads of key regional organizations in setting developmental goals and formulating policies.

Sampling of Progress Markers for boundary partner Reporting Officers (ROs)

Outcome Challenge: The CMP intends to see reporting officers providing strong and visible leadership, frequent face-to-face communications, being open and receptive to feedback and ideas, actively soliciting input and giving fair and honest feedback to staff in a timely and respectful manner. ROs ensure their unit is staffed with the appropriate skill mix and level and will empower staff through acknowledging and appreciating their contributions and through delegating responsibility within defined and clear parameters. ROs coach staff and provide and are accountable for their training and development needs so staff can competently fulfill their work. ROs are proactive and accountable for encouraging teamwork within and across divisions / departments and for supporting and recognizing creative and innovative behavior. They act as the role models of professional behaviour and typify the organization's core values at all times and resolve issues with staff and internal and external clients in a timely and responsive manner using effective conflict management and resolution skills. ROs are responsible and accountable for achieving the stated performance objectives and will work cooperatively and collaboratively with other work units to achieve the mission of the organization.

Expect to see ROs

1 Establishing inter-departmental communication forums
2 Convening regular staff meetings
3 Delegating decision making vis-à-vis clearly defined parameters
4 Convening regular intra-departamental meetings to discuss work programmes
5 Orienting new staff to their unit
6 Developing annual training plans with each staff member

Like to see ROs

7 Consulting Human Resources in their unit planning and activities
8 Updating and developing policies and processes within their own unit
9 Establishing mechanisms to share and review work programmes across departments, especially on research projects
10 Recognizing support staff as integral members of work teams and including them as work team members

Love to see ROs

11 Conducting annual performance appraisals and providing open, confidential and constructive feedback.
12 Providing support staff with opportunities to reach their potential through job enrichment, career and training opportunities.
13 Creating spaces and mechanisms for self-assessment and for staff assessment of ROs.

Some of the overarching strategies to support the above behavioural changes included:
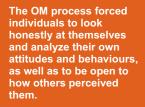
■ creating spaces (for face-to-face meetings and forums, as well as virtual platforms) for dialogue, sharing of lessons, and for different units and levels of the organization to interact with each other

■ strengthening skills for effective planning, use of virtual platforms, monitoring

■ developing a moral and ethical code of conduct to support the CMP

■ developing monthly communications (on decisions, agendas of meetings, etc).

The strategy maps were used to guide more detailed action plans, which included timelines and human and financial resources required for implementation.

Reflections on the usefulness of Outcome Mapping for planning organizational change at the Regional Development Bank

The Outcome Mapping process served as a space for dialogue, learning and consensus among the different units and staff at the organization. Staff were able to:

■ access information about the CMP

■ discuss what change meant for them in their individual roles within the organizaiton

■ identify their interactions with other units and departments.

■ agree upon a vision and mission for the CMP

■ identify roles and responsibilities for the change process

■ determine level of effort required to support the change process

> **The OM process forced individuals to look honestly at themselves and analyze their own attitudes and behaviours, as well as to be open to how others perceived them.**

OM became a vehicle by which the CMP was clarified and by which a shared understanding of change was constructed. The conditions for driving this vehicle were three-fold:

a) Outcome Mapping was embedded in a larger process of change. Change had already been planned for, and that planning served as a "launching pad" for Outcome Mapping to have relevance and focus. Outcome Mapping unpacked that change from the particular perspective of the human actions, interactions and activities, which needed to happen in order for the overall organizational change to succeed. The readiness assessment and the stakeholder analysis provided an additional "contextual analysis" to further tailor the use OM for the organization and even to provide initial ideas on the intricate relationships, interactions, actions and activities that already exist and that need to be modified.

b) Many of the behavioural changes outlined for the Boundary Partners in their Progress Markers are what we would generally assume to be the Organizational Practices within the OM methodology and the materials. It is interesting to note that because OM was applied in this case to the internal workings and improvement of an organization, that the Organizational Practices were transformed in this case to Progress Markers – they weren't seen as simply 'practices' but as personal and concerted behavioural changes of the human beings who operate within the Bank. In this sense, the organization has embraced the oft-used OM quote "as an agent of change, you are also subject to change'.

c) Institutional leadership, including the allocation of time, staff and financial resources, existed to use OM to drive the change process forward.

The OM process was not without its challenges. The concept of behavioural change was new to some individuals so there was some initial discomfort. Discussing and challenging current behaviours moved people outside of their comfort zones, and was at times a sensitive issue, especially in the context of a hierarchical organization.

Building capacity *and* momentum to continue using OM must be constantly re-thought and re-configured, as external consultants withdraw, as personnel changes within the organization and the original OM 'champions' move on to other responsibilities, and as monitoring and evaluation occupies more time, capacity, responsibility and resources.

This case was developed by Kaia Ambrose, Fred Carden and Sarah Earl.

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