Any socially significant change effort requires people to change. They may have to change the way they think, or the way they do things. This requires being intentional about the knowledge, skills, experience and influence of people on your team, who may be challenged by the change.

Organizational Culture is upstream from strategy. Despite our best planning efforts, the cultures of our own team and the systems we are trying to change can impede any change efforts. Engaging and dialoging in purposeful culture building can help.

Leading implementation includes intentionally creating alignment around the people, culture and data implementation drivers and staying focused on your vision. This is accomplished by communicating this focus outward and collecting feedback at every step.

Data
Implementation requires experimentation and trying and testing your ideas. What you measure matters. In implementation we are measuring process to learn quickly about what works or not. This usually comes from creating intentional feedback loops and engagement with stakeholders.

People
- What knowledge, skills, mindset, experience, and influence do the people on our team need?
- What kind of organizational culture are we intentionally trying to create?
- What are the most important elements of our program that need quality measures?
- How is what I do, say, and pay attention to aligned with my vision?

Leadership
- How do you know?
The level of complexity in the workplace has increased dramatically and this has created significant challenges for leaders in their day-to-day work.

VUCA is a mental model that stands for volatile, uncertain, complex and ambiguous. This framework deconstructs the accelerating pace of change experienced by leaders today and demonstrates the need to think, engage, and act differently in the workplace.

**Summary**

**Think Differently**
- Choose a direction over a destination
- Build self awareness and empathy for how the lies we tell ourselves can impact how we respond and limit our effectiveness

**Engage Differently**
- Listen to learn rather than convince
- Engage with your whole self rather than just your head
- Encourage different perspectives and seek out your blind spots

**Act Differently**
- Encourage experimentation & learning rather than searching for the 'best' solution
- Embrace learning in public
- Meet to create and connect, not inform
There seems to be a disconnect between what people think is happening and what is actually going on in practice.

Outside systems and stakeholders have big say about what we do, but we do not have good enough relationships with them to help guide.

We have had multiple attempts at implementing new initiatives that have fizzled, failed, or never made it off the ground.

We have simultaneous implementation projects or initiatives that are not connected, feel misaligned or are in competition.

What we do in practice is not reflected in policy OR what we have in policy is not reflected in practice.

Energized staff seem to leave the organization while disengaged staff seem to stay.

Our implementation initiatives do not survive leadership changes.

The data we have available does NOT paint a picture of what we do in practice, or is not helpful in telling the story about what we do.

Capacity building is about creating the right conditions for something new to thrive and be effective. If you identify with any of the flags below, your organization would benefit from building implementation capacity.

Building organizational capacity is a collective effort that involves various individuals, teams, and leadership within an organization. It also requires a shared commitment to learning, growth, and continuous improvement across the entire organization. While the responsibility is shared, specific roles and departments often play key roles in driving this process.

★ Executive Leadership role:
Set the strategic direction and north star; Allocate resources; Align policy & practice; Mitigate politics; Create a culture that promotes learning.

★ Manager & Supervisor role:
Assist with mapping the plan forward; Provide coaching, feedback and support to staff; Address feedback from implementation teams.

★ Implementation Team role:
Identify gaps & barriers; Focus on continuous improvement; Address technical challenges; Serve as a feedback loop for what happens in practice.