



APPLYING AN IMPLEMENTATION LENS



People

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.

Data

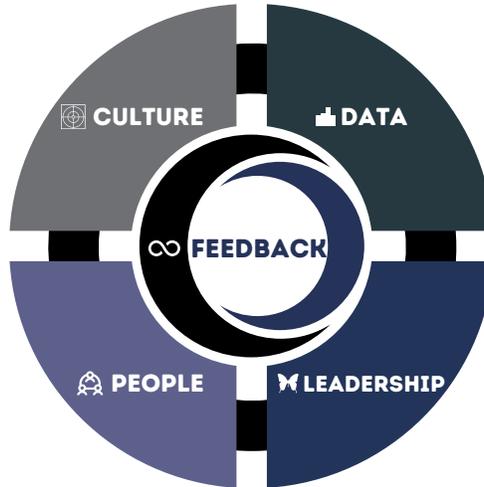
Implementation requires experimentation and trying and testing your ideas. What you measure matters. In implementation we are measuring *process* to learn quickly about what works or not. This usually comes from creating intentional feedback loops and engagement with stakeholders.

Organizational Culture

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.

Leadership

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.



People

- What knowledge, skills, mindset, experience, and influence do the people on our team need?

Data

- What are the most important elements of our program that need quality measures?



Org Culture

- What kind of organizational culture are we intentionally trying to create?

Leadership

- How is what I do, say, and pay attention to aligned with my vision?

VUCA LEADERSHIP

Leading Change Differently



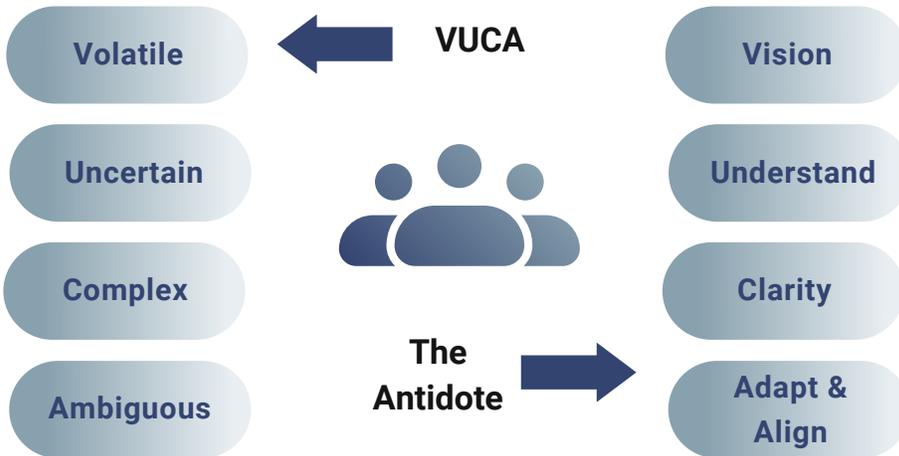
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SUMMARY

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.



VUCA LEADERSHIP COMPETENCIES



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

CAPACITY BUILDING FLAGS

Capacity building, in the context of implementation science, refers to creating a supportive environment or conditions that make it easier for a new idea, program, or change to be successfully adopted and used. It involves setting up a situation where people have the resources, knowledge, and encouragement they need to make the new thing work well. The goal of capacity building work is to enhance your organization's overall competence, resilience, and ability to deliver impactful outcomes. In simple terms, 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.



- 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 STRATEGY



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.