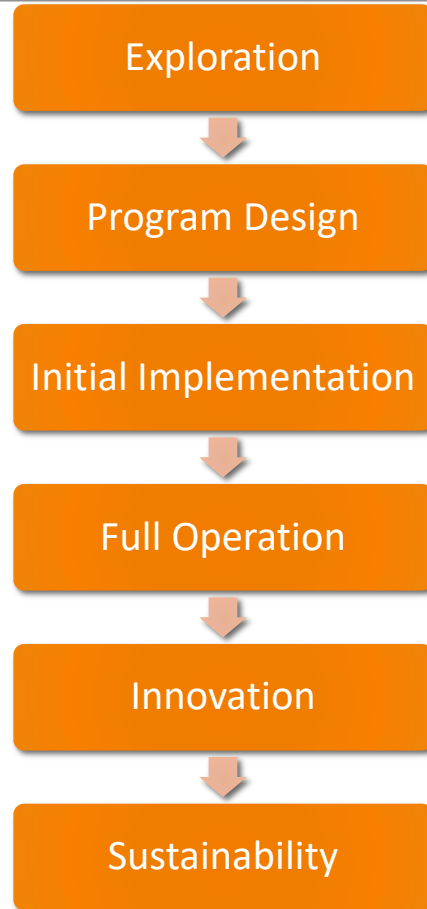# Lessons Learned from Implementation

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Stages of Implementation

Implementation: "specified set of activities designed to put into practice an activity or program of known dimensions."(NIRN)

Exploration

↓

Program Design

↓

Initial Implementation

↓

Full Operation

↓

Innovation

↓

Sustainability

Takes 2 to 4 years

Implementation Research: A Synthesis of the Literature
The National Implementation Research Network *(NIRN)*

Kotter's Leading Change Model

1. Establishing a sense of urgency

2. Creating the guiding coalition

3. Developing a change vision

4. Communicating the vision for buy-in

5. Empowering broad-based action

6. Generating short-term wins

7. Never letting up

8. Incorporating changes into the culture

Effective Implementation

- Resources (Expertise & Training)
- Coaching
- Evaluation & Monitoring

Competency

Organization

Leadership

- Culture & Climate (Context)
- Stakeholder Involvement
- Cross-Functional Project Team
- Family Engagement
- Operational Details
- Organizational Structure
- Coaching
- Resources

- Executive and Adaptive Leadership
- Ongoing Commitment
- Communication

Key Themes: Culture & Context, Readiness, Relationships

Evaluation

Context

Process

Understanding context & process helps to explain how the project gets to outcomes

Outcomes

Evaluation unearths conflict!
• Differing visions of outcomes show up in evaluation

Heifetz' Adaptive Leadership

Two types of challenges & solutions:

Technical – where the answer & process to get there are known

Adaptive – where the answer isn't clear, but dependent on changing the organizational culture, processes, relationships

System is perfectly designed to get the results it's getting – help staff to "get on the balcony"

What Do Strong Projects Look Like?

Organization/system recognizes need for change

Project is a priority for leaders

There are project champions

There is a strong voice of both front line & management

There is active management of project in place

Staff can describe project beyond "logic model"

There is a strong, long, and embedded project evaluation