

Stage 9. Implementation and Measurement

A. Overview.

1. **Outcomes.** Stage 9 achieves two outcomes.

a. **Implementation.** Implement the recommendation in such a way that improvements in organization capacity are forthcoming.

b. **Measure.** Put in place a system of measurements that provide early feedback as to the effectiveness of the implementation plan.

2. **Scope.** This Stage implements the approved change and measures its effectiveness to determine if outcomes have been met. If measurements suggest that minor adjustments will improve implementations, those can also be made during this Stage.

B. Methodology.

1. **Implementation of "Systemic Initiatives Set" Recommendation(s) - (Event).** At the approved date and time implementation will occur. It is expected that some confusion will exist, even with appropriate advance preparation. At the least, some document signed by the appropriate authority will serve as notice that the new program or process is in effect and that old programs, processes, or traditional culture is being replaced. It is imperative that new leadership, management and supervisory behaviors and "messages" become immediately apparent to the workforce.

a. **Implementing Document.** Even though the Team may have provided a DRAFT implementing document, the decision-making authority may adjust that document before it is released. When signed and distributed, the implementing document becomes the authority for change. Although there is still the possibility for prudent adjustment, implementation can now be carried out vigorously.

b. **Implementation Adjustment(s) in Related Documentation.** The implementing document may reference other documents that have become obsolete or will require adjustment in some way to be in line with the new practices. It would be advantageous for those documents to be published anew in some cases, or marginal reference notes may simply amend them.

c. **Budget Implications of Implementation.** More frequently than not, the funding for the first iteration of the change effort is taken out of current budget often using discretionary funding. If intentional efforts are not made to the contrary, the second cycle of the new process will fall short of expectations if funding is not tied directly to it. Two funding considerations need to be made: funding for the new practice, and adjustments to funding for

those practices that have been discontinued or adjusted. Attachment 1.9.1, Budget Implications Memorandum, provides guidance on topics that must be made clear as the organization formulates subsequent budgets.

2. Monitoring Implementation (Events). *QWLC* recommends that the Data Collection Team (or selected members of it) and members of the Chartered Problem Solving Team (or selected members of it) be included in a group that will monitor implementation. Some observations can be captured as hard data while other evidence may be anecdotal in nature. In either case, *CapacityWare*[™] Event Files can be used as the repository for documentation. If and when actual implementation varies from the planned implementation, appropriate groups and authorities must consider the possibility that implementation guidance needs to be modified. Although consideration of this alternative is best accomplished early, it may be appropriate to delay actual modification to give time to determine if the need is real or part of a "shift" that would naturally occur. Overreaction may be worse than no reaction at all. Attachment 1.9.2, Implementation Log, tracks the implementation of approved recommendations so that change agents can be informed of progress as implementation unfolds.

a. Personal Observation. Those given oversight responsibility for the new practice implementation will be able to impact success through first-hand observation or communications with those who are directly involved with the change. Many people in the organization will identify the change with those who participated on the Team to bring the change about. Team members can use *CapacityWare*[™] to store their observations so that deliberations that may occur as adjustments are considered will have those observations available. To be most effective, any observations must show a clear connection to the Systemic Initiatives Set that is providing guidance for the entire implementation.

b. Personal Involvement. Some Team members may be in a position to be personally involved with the change. This will be an excellent opportunity to gain an understanding of the full range of implications. This is especially true as the new practice goes through several cycles. If difficulties do surface, written notes on what happened will be invaluable if modifications are considered to clarify or change the new practice to make it even more effective and efficient.

c. Data Collection. In Stage 8.2.g. potential measurements are considered. Using these options and expanding on them as necessary, collect data and anecdotal evidence that will document implementation. Again, *CapacityWare*[™] is the ideal measurement and documentation storage mechanism.

3. Monitoring Parallel Processes Upon Implementation (Events). In some cases, it may be decided that implementation will include both the new and old practices on a simultaneous track to assure continuity of services and allow further study of the implications associated with the new practices. When this implementation strategy is used, it is advisable that those impacted be thoroughly informed and that a date certain for shifting to a single practice be announced.

a. Forecasting Implications of Discontinued Practices. Team member that are overseeing implementation when parallel tracks are being used must pay particular attention to the results of practices that will be discontinued. Knowing the implications can assist in assuring that new practices do not overlook the potential loss of important products and services available in the old practice that's being discontinued. This is not to say that all products and service must be continued in the new practice. Some results may have lost their significance as the organization undergoes change.

b. Determining Implications of Unforeseen Conditions. As the new practices are used, there are often conditions that merit further examination and potential expansion. These "targets of opportunity" may result in sizable modifications or expansions that were not foreseeable until after new practices were actually being engaged.

4. Revisiting Implementation (Events). Systems theory forecasts that any change will cause the need for further changes. No matter how well a change is programmed and implemented, there will be unforeseen conditions that have an impact - the potential is both positive and negative. Since the long-term impact of most systemic changes cannot be felt immediately (or even in the first few cycles), it is imperative that the implications of change be revisited periodically. In the best case scenario, the revisit should use the hindsight of those involved in the initial project, and the foresight of those who are not influenced by the history of it. Progress will most likely be measured by going forward with minor changes to the original plan, but in some cases cautious abandonment may be the most effective course of action. In any step, the paramount consideration is for the workforce to develop capacity through an explicit process of organizational learning.

a. Continuation without Modification. If the change unfolds as planned, and complications are easily overcome, wholesale modifications/adjustments will not be necessary.

b. Continuation with Modification or Adjustment. It is possible that some modifications or adjustments will be required even though the overall new practice is paying the organization dividends. Consider these additional changes only after several cycles have taken place to be sure that shifts can be incorporated into the change guidance.

c. Discontinue Implementation. It's a long-shot, that even with all this planning and orientation, that the change effort is not making an improvement and must be discontinued. This may especially be true if the change is an add-on practice rather than a replacement practice. In this case, an extensive "lessons learned" element will be appropriate.

5. Documenting the Implementation (Events). As implementation is launched and proceeds, the frequency and depth of documentation will vary widely. It may be as important to quickly document that implementation is proceeding as expected as it is to note that unexpected incidents have occurred. Using *CapacityWare*TM those interested in the implementation of changes can readily check on performance at a central source. Having this level of access promotes comfort with change and fosters organizational learning. It also allows Best Practice features to be expanded so that expertise (knowledge) can be tapped in the future more readily. Some change initiatives will lend themselves readily to calculating Return-on-Investment. The

decision to engage in this activity is normally made during Stage 1 by the Client. When circumstances warrant, it is certainly appropriate to revisit this decision as the need for it becomes more apparent.

a. *CapacityWare*TM Event Documentation - Activity-based. As the implementation phase nears completion, it is important to assure that all *CapacityWare*TM Event documentation is complete. The next Stage - Evaluation will rely heavily on *CapacityWare*TM as the primary source for evaluative documentation.

b. Calculating Return-on-Investment. During Stage 1.3.b. the Client may have indicated an interest in Return-on-Investment calculations. If these options have been or are selected, Stage 9 - Implementation, marks the beginning of post-implementation measurements to determine the degree to which the changes have produced a financial return on the investment made in payroll and those initiatives designed to create improved conditions. Attachment 1.9.3, Return-on-Investment Incident Report, helps formulate information pertaining to gains (or losses) made as implementation progresses.

c. Innovation Metrics. Continuous renewal is an essential function of a vibrant healthy culture. Continuous improvement through deliberate innovation is measurable and therefore trackable. To be certain that an organization is continuously improving through innovative technology, the Innovation Metric is an ideal yardstick. Attachment 1.9.4, Innovations Register, helps keep track of innovations adopted during the implementation Stage that might otherwise be lost, thus allowing a more comprehensive evaluation of the cycle.

C. Technological Resources.

1. Recommended Reading. Recommended Reading(s) allow the user to develop an informed opinion concerning the application of this system of organizational change. These references augment this system with information from a variety of practical as well as academic research having a direct application to this system. The Stage 1 recommended readings are:

a. *Flight of the Buffalo*, James A. Belasco and Ralph C. Stayer, copyright 1993, Warner Books, Inc., New York, New York

b. *Getting Your Organization to Change*, Dennis T. Jaffe, PH.D. and Cynthia D. Scott, Ph.D., M.P.H., copyright 1999, Crisp Publications, Menlo Park, California

2. Event Agendas. *QWLC* maintains recommended Agendas on its web site for client use. All Agendas will be tailored to the specific needs of the client organization. Agendas contain specific reference to recommended Presentations and Handouts used for each event. Potential lists of Agendas used during this stage are listed below:

- a. Implementation of Planned Improvements.
- b. Interim Data Collection Efforts - Metrics.

3. Extended Materials. The great advantage of using this Organization Change System is that it provides the user a cohesive package that includes literature, software, processes, and a model structure that fit the most complex and the simplest organizations. The following literature is recommended for reading and dialog among the change management team. The following "Extended Materials" and significant documents that explain features of the system in depth. They are primarily used by members of the change agent team.

- a. Metric Results.
- b. Return-on-Investment.

4. CapacityWare™ Organization Change Cycle - Stage Instructions. At each stage of the Organization Change Cycle, *CapacityWare™* Administrators and users must be concerned with software configuration, preparation, and applications for the tasks that will be undertaken. Instructions for this stage of the Organization Change System, instructions can be found in the *CapacityWare™* Administration Manual, at the cover. Stage 3 is characterized by the following emphasis:

a. Processing Metrics. As the implementation is measured with Metrics (either Project and/or surveys), the *CapacityWare™* Administrator will input those source documents and produce reports that aid change agents in guiding the implementation to a successful conclusion.

b. Processing Observations. As observations are made during the implementation Stage, either observers or the *CapacityWare™* Administrator will input those comments so that during-implementation adjustments can be made when essential to success.

5. Attachments. Attachments, when completed, provide users with essential records that reflect the status of tasks that are recommended for all change efforts. Each client organization is different, however. Users are encouraged to modify the content of each Attachment to suit local needs.

- a. 1.9.1 - Budget Implications Memorandum.
- b. 1.9.2 - Implementation Log.
- c. 1.9.3 - ROI Incident Report.
- d. 1.9.4 - Innovations Register.

6. Literature for Publication. *QWLC* provides literature for publication by client organization in their internal media (newsletters, flyers, etc.). The following are suggestions for internal publication and are available at www.LTODI.com among the Literature for Publication options.

a. The Observers Eye. As changes take effect, this article calls upon every member of the workforce to be diligent in recognizing the potential impact and actual influence the change have of the way the organization conducts it's business. Change agents will be interested in both adverse impacts and positive and unforeseen impacts. This article alerts the workforce to their vital role in observing the change taking place around them.

b. An Open Mind Toward Change. There is little doubt that any change will meet with resistance - even changes that intended to make sweeping improvements will have an adverse impact on someone. In light of this likelihood, prepare the workforce by asking them to keep an open mind through the implementation process and judge the change by the outcome(s) it will achieve rather than the process of implementation.

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