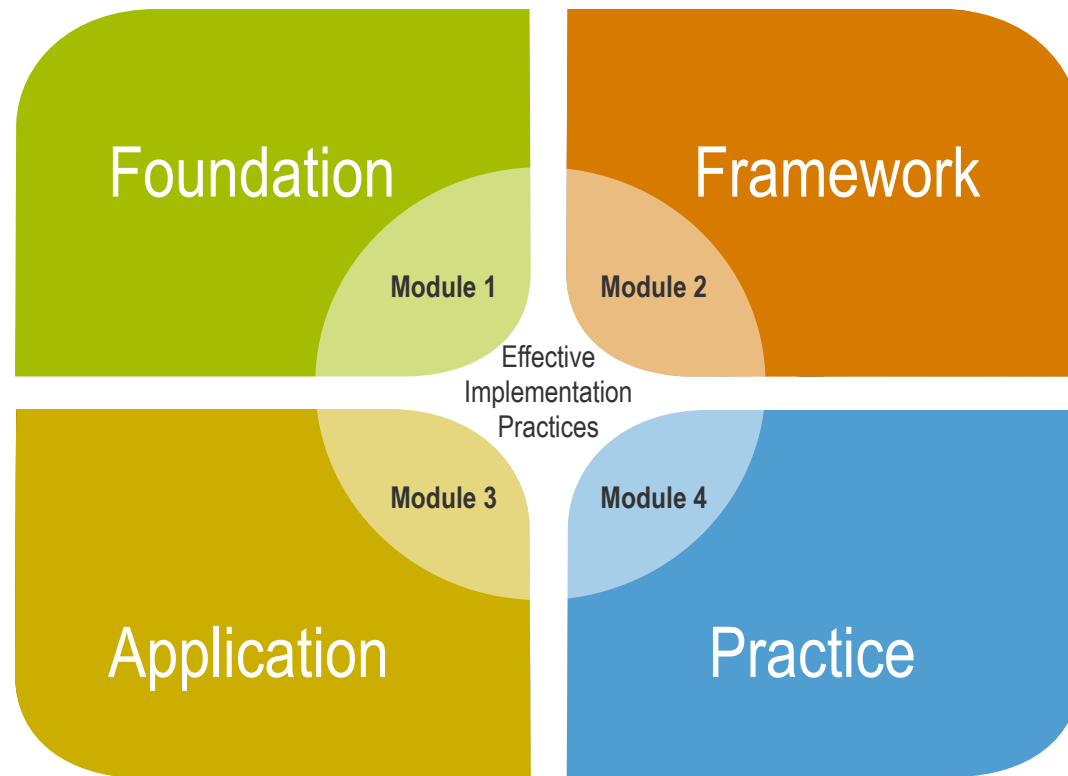# 15 Ways to Improve Implementation Initiatives

Statewide System of Support

10.11.2011
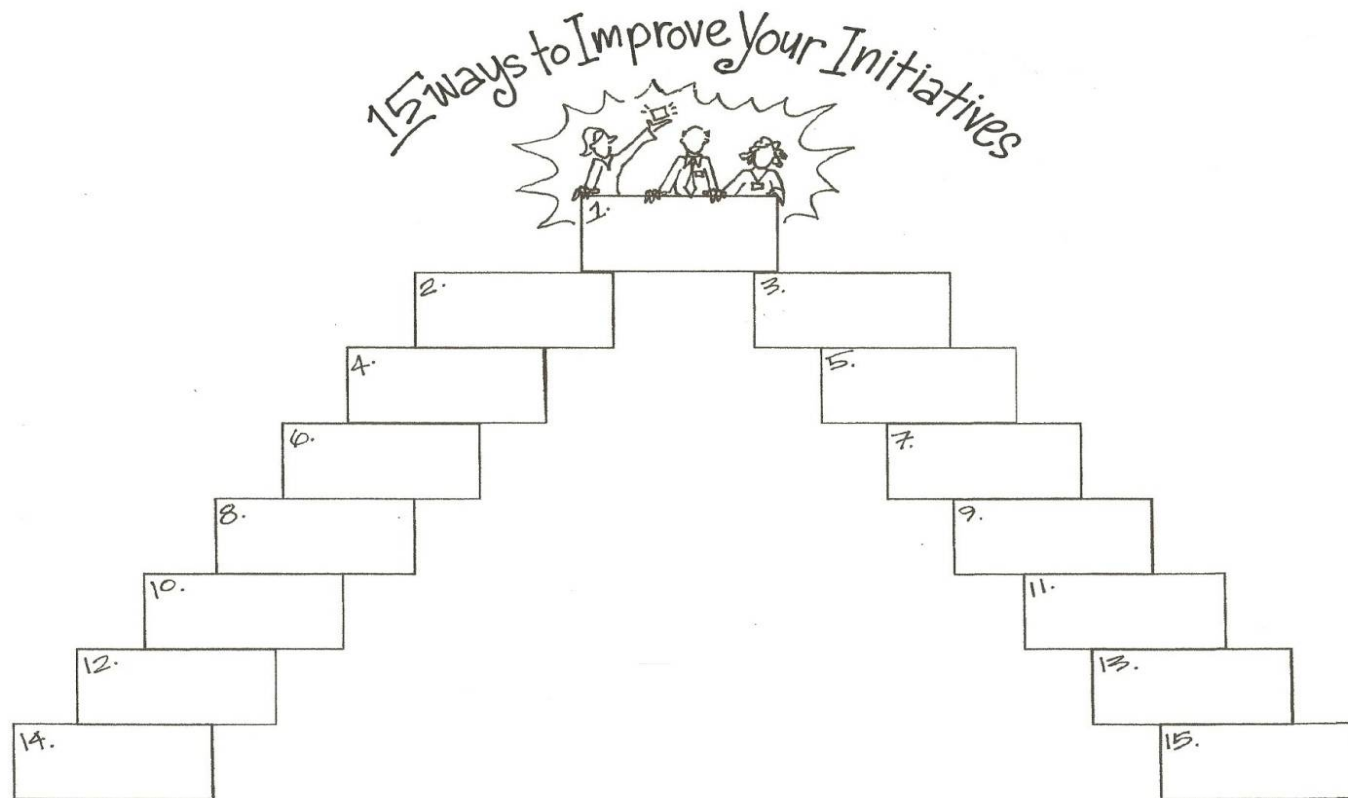
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Effective Implementation Practices Training Overview

15 Ways Tool

15 ways to Improve Your Initiatives

NOTES:

4

15. Shared Vision & Purpose

- Often Overlooked

- No Assumptions!

- Are the vision & purpose co-created?

- Is there consensus built around vision & purpose?

- Is there a structured process to identify & articulate need?

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Harvesting Ideas from others:

Key Ideas: 15 Ways	With relationship to each "15 Ways …" *What has been done* and *What could be done* to improve the implementation of a local initiative?
Shared Vision and Purpose	We have done:
	We need to:

NOTES:

14. Communication

- Is there an intentional focus on communicating about the initiative?

- Is the message about the initiative consistent?

- Who conveys the message? To whom?

- What context would amplify the message?

- What timing would amplify the message?

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Harvesting Ideas from others:

Key Ideas: 15 Ways	With relationship to each "15 Ways ..." *What has been done* and *What could be done* to improve the implementation of a local initiative?
Communication	We have done:
	We need to:

NOTES:

13. Selection Process

- What process is used to select the project?

- Who participates in the selection process?

- What data can be used to determine the need?

- Who owns the need identified in the data?

- How can this need become a shared purpose?

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Harvesting Ideas from others:

Key Ideas: 15 Ways	With relationship to each "15 Ways..." *What has been done* and *What could be done* to improve the implementation of a local initiative?
Selection Process	We have done:
	We need to:

NOTES:

12. Readiness

- How would you define readiness for the initiative?

  - **Adoption Process**
    - ▸ Consensus
    - ▸ Shared Purpose
    - ▸ Stakeholder Ownership

  - **Implementation Process**
    - ▸ Competencies
    - ▸ Leadership
    - ▸ Systems

What processes will you use to develop the foundations for adoption & implementation?

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Harvesting Ideas from others:

Key Ideas: 15 Ways	With relationship to each "15 Ways …" *What has been done* and *What could be done* to improve the implementation of a local initiative?
Readiness	We have done:
	We need to:

NOTES:

11. Identify Critical Features

- Have you witnessed the initiative in practice?

- Does the initiative have well defined elements/components/features?

- Are these features negotiable or non-negotiable?

- Are you prepared to implement the non-negotiables?

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Harvesting Ideas from others:

Key Ideas: 15 Ways	With relationship to each "15 Ways …" _What has been done_ and _What could be done_ to improve the implementation of a local initiative?
ID Critical Features	We have done:
	We need to:

NOTES:

10. Complexity of Implementation

- How complex is this initiative to implement?

- How difficult is this initiative to explain to others?

- Are the outcomes of the initiative easily:

  - Identified?
  - Articulated?
  - Evidenced?

- Is there research/evidence available to broaden the understanding of the initiative in practice?

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Harvesting Ideas from others:

Key Ideas: 15 Ways	With relationship to each "15 Ways …" *What has been done* and *What could be done* to improve the implementation of a local initiative?
Complexity of Implementation	We have done:
	We need to:

NOTES:

9. Demonstrations & Scaling

- **Demonstrating the Initiative:**
  - Helps stabilize the initiative
  - Smaller controlled environment
  - Assess results – successful or unsuccessful?

  - **Scaling the Initiative:**

    Expansion will require elaboration of the model:
    - How will the initiative change due to expansion?
    - How will you support a scaled version of the initiative?
    - What roles & functions need to change to scale the initiative?

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Harvesting Ideas from others:

Key Ideas: 15 Ways	With relationship to each "15 Ways …" *What has been done* and *What could be done* to improve the implementation of a local initiative?
Demonstrations & Scaling	We have done:
	We need to:

NOTES:

8. Leveraging

Reactions to Change:	Thoughts on Context:
▪ Manage or Control	▪ Key is to understand it
▪ Neutralize	▪ Who are the players?
▪ Leverage	▪ What matters?
	▪ What systems will get things done?

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Harvesting Ideas from others:

Key Ideas: 15 Ways	With relationship to each "15 Ways to Improve Your Innovation" *What has been done* and *What could be done* to improve the implementation of a local initiative?
Leveraging	We have done:
	We need to:

NOTES:

7. Capacity Building

- Is Personnel Development (PD) planned & coordinated across District/ISD to insure non-competition among initiatives?

- Is the PD Plan shared among all education partners?

- Do the PD Sessions clearly define the training outcomes?

- Is a systematic coaching process aligned with training outcomes and initiative standards?

- Are there standards of performance related to the initiative and implementation fidelity embedded within the staff evaluation system?

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Harvesting Ideas from others:

Key Ideas: 15 Ways	With relationship to each "15 Ways …" *What has been done* and *What could be done* to improve the implementation of a local initiative?
Capacity Building	We have done: We need to:

NOTES:

6. Role & Function Change

- Is the initiative understood well enough to anticipate the necessary role and function changes within the system?

- Are staff selection processes aligned with the necessary competencies needed for accuracy & fluency of implementation of the initiative?

- Are systems aligned/developed/changed to support the accuracy & fluency of the initiative?

- Is there leadership commitment uniformly supporting the initiative?

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Harvesting Ideas from others:

Key Ideas: 15 Ways	With relationship to each "15 Ways …" _What has been done_ and _What could be done_ to improve the implementation of a local initiative?
Role & Function Change	We have done:
	We need to:

NOTES:

5. Measurement & Progress

- Does the initiative have clearly defined indicators of success?

- Are there systems in place to assure data driven improvement?

- At what level of the system are these indicators seen?

- Are there data systems in place to collect the needed data and generate reports to insure implementation fidelity?

- Do staff have the necessary competencies to effectively use the data to problem solve?

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Harvesting Ideas from others:

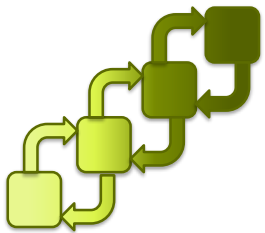| Key Ideas: 15 Ways	With relationship to each "15 Ways …" *What has been done* and *What could be done* to improve the implementation of a local initiative?
Measurement & Progress	We have done:
	We need to:

NOTES:

4. Feedback & Support

Feedback and Support Loops should address the following:

1. Status/Stage of initiative implementation

2. Competencies needed for initiative fidelity

3. Leadership supports necessary for initiative sustainability

4. Systems necessary to support initiative implementation

5. Consistent cycles of improvement to insure eliminate barriers and optimize system to improve implementation

21

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Harvesting Ideas from others:

Key Ideas: 15 Ways	With relationship to each "15 Ways …" _What has been done_ and _What could be done_ to improve the implementation of a local initiative?
Feedback & Support	We have done:
	We need to:

NOTES:

3. Aligned & Integrated

- Are the initiative outcomes aligned with building and district priorities and need?

- Are the activities of building & district leadership teams aligned to support the priority initiatives?

- Are other priority initiatives present in the building/ district?

- Do these initiatives have common functions?

- Do these initiatives share common or aligned priorities?

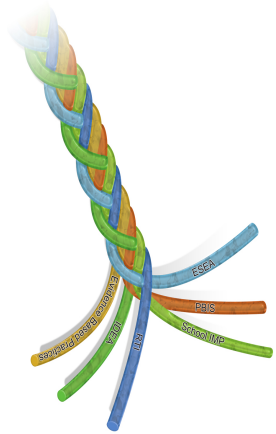Michigan Implementation Network

Harvesting Ideas from others:

Key Ideas: 15 Ways	With relationship to each "15 Ways …" *What has been done* and *What could be done* to improve the implementation of a local initiative?
Aligned & Integrated	We have done:
	We need to:

NOTES:

2. Braiding Initiatives

KEY QUESTIONS:
- What is the RELATIONSHIP BETWEEN and AMONG the INNOVATIONS within the Building/District to the PRIORITY?

- How could you REDUCE COMPETETION between initiatives?

- What COMMON FUNCTIONS could be leveraged to support implementation fidelity of multiple innovations?

- How do innovations ACROSS GRADE LEVELS support STUDENT CAPACITY to insure COHERENCE of CURRICULUM, INSTRUCTION & ASSESSMENT?

- How does SCHOOL IMPROVEMENT support BRAIDING & INTEGRATION of initiatives?

Harvesting Ideas from others:

Key Ideas: 15 Ways	With relationship to each "15 Ways …" *What has been done* and *What could be done* to improve the implementation of a local initiative?
Braiding Initiatives	We have done:
	We need to:

NOTES:

1. Leadership

- What are the necessary characteristics of leaders in an environment of change?
  - Technical
    - Specific expertise
    - Delegation of technical role to building/district experts

  - Adaptive(Ron Heifetz)
    - Dispute resolution/conflict management
    - Servant Leadership (Robert Greenleaf)
    - Collaboration

- How does the system develop, support & activate these characteristics?

- Are leadership responsibilities distributive & shared?

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Harvesting Ideas from others:

Key Ideas: 15 Ways	With relationship to each "15 Ways ..." *What has been done* and *What could be done* to improve the implementation of a local initiative?
Leadership	We have done:
	We need to:

Summary

A poorly implemented program can lead to failure as easily as a poorly designed one."

- Mihalic, Irwin, Fagan, Ballard & Elliott, 2004

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Final Thoughts

- simplify
- message carefully
- go slow to go fast
- be:
  - intentional
  - thoughtful
  - courageous
- use process to move you to action
- action should be planned implementation
- stay focused on outcome
- outcome about kids not adults

NOTES:

Summary & Next Steps

- October 11, 2011-Module 1-Foundation

- January 18, 2012-Module 2-Framework

- March 27, 2012-Module 3-Application

- May 9, 2012-Module 4-Practice & Technical Assistance

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NOTES:

35