

IMPLEMENT

verb. to complete, perform, carry into effect. From the latin word implēmentum meaning “a filling up.”

“REMEMBER THAT THE PLAN NEVER SURVIVES THE FIRST ENCOUNTER WITH THE END USER. Successful implementations iterate and refine to enable them to scale” *Helmuth von Moltke*



5i METHOD



IMPLEMENT: What Does the Research Say?

1. Iteration and piloting is essential to adapt an implementation across an organisation's context. The one-size fits all approach commonly used by managers does not work. Even within one organisation, different teams often possess different conceptualisations of the issue, different pockets of information, and different resistances to change. These differences grow enormously when comparing across industries (Kotter & Schlesinger, 2008).
2. Top-down and Bottom-up approaches are needed in tandem. While top level leaders are essential to organisational change, including a bottom up process encourages employees to innovate, be empowered, problem solve and learn (Daniels, 2010; Lupton, 1991; Stewart, Manges, & Ward, 2015).
3. Changing safety - innovating it fosters a learning organisation. Innovation and adaptation is related to an organisation's ability to learn. Organisational learning and innovation contribute to business performance, and organisational learning influences innovation. For teams to innovate, they must be included in the iterative implementation process (Jimenez-Jimenez & Sanz-Valle, 2011).

Common Mistakes #IMPLEMENT

Adopting a one size fits all approach which fails to iterate and continually learn about the employee experience is an erroneous approach. One size does not fit all. Further, these programs require a mandate from the top to implement. The use of iterative approaches, such as pilot programs, with intact teams from both the top and bottom, means you implement more engaging programs.