Closing the Implementation Chasm
Scope and process

Overview
A large cancer research and treatment center approached IIT Institute of Design to better understand how organizations can overcome the “implementation chasm.” In addition, the cancer center asked ID to assist in creating tools and informing best practices that can be used to implement ideas within the organization.

Objectives
Defining implementation
Case studies of implementation leaders
Implementation strategy for future use by the cancer center

Process
Conducted 6 in-house interviews to understand the organization’s practices as they currently exist.

Conducted multiple interviews at 12 companies to create comprehensive case studies to inform mid-project ideation workshop and final strategies.

Identified barriers, minimum conditions, and accelerators to implementation among the surveyed companies.

Created a framework and corresponding strategies.
A framework for implementation

As illustrated below, once the diverse and extensive amount of data collected via primary research was analyzed, we identified common themes (Engaging, Structuring, Aligning) throughout two separate stages of implementation. There were the practices that needed to be in place in order to lay a strong foundation to support future implementation, followed by practices that can assist in accelerating implementation at an organization.

**Laying the Foundation**

- Making Time for Implementation
- Defining a Process
- Creating an Implementation Strategy

**Accelerating**

- Fostering Implementers
- Incentivizing and Rewarding
- Expanding Organizational Knowledge
- Creating a Shared Language
Accelerating strategies

Communicate
Involving organizational end-users from charter through implementation via space

Mediator
Provide tools and communication processes for conflict resolution

Process Models
A flexible model that enables teams to create their own process

Project Database
A flexible model that enables teams to create their own process

Implementation Toolkit
Training and tools to help everyone implement

Trojan Horse
Teaching the organization how to experiment and prototype

Open Org
Allow implementation leaders to emerge naturally

Three Musketeers
Shared ownership from key stakeholders

Perform and Evaluate
Formally embed implementation into employee review process

Spot Awards
Formally embed implementation into employee review process

Congratulations to Joe, Kim, Rahel, and Jackson on a successful launch!