

Three Conditions for Effective Strategy Implementation Worksheet

Intended use: To help collaborations plan strategy implementation logistics. Answer each question while considering the bullet points below it.

1. Ready People

People who are eager, prepared, and equipped to implement and champion the strategy.

1. Who needs to be ready?

- Who do you hope will change as a result of your strategy? How?
- Think horizontally (e.g., across organizations) and vertically (e.g., front-line staff, middle managers, and executive directors)
- Who are the beneficiaries of the strategy?
- Who are the supporters and champions for your strategy?

2. What exactly do they need to know and be able to do?

- Ambiguity about what people are asked to do leads to confusion and weakens implementation.
- Specify what, where, when, to what standard, how often.
- Expectations and preparation will differ, depending on who is being prepared.
- Did you use your strategy's outputs, outcomes, and indicators to help you be clear?

3. How can you continually create ownership and buy-in?

- Who might support this idea? Who might resist it?
- What might get in the way?
- How can you build relationships?
- What kinds of prompts on an intake form could encourage the actions you want to see?
- How can you make this fun or easier to do?
- How will you reward/recognize people who participate?
- How will you build public knowledge and will?
- Do you need to organize a kick-off? A mid-implementation celebration?

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<p>4. How will you support them with information, tools, training, and practice opportunities?</p> <ul style="list-style-type: none"> • What materials are required? Will you need a script to ensure consistent implementation? • Will an orientation or training be needed? How will it be delivered? • Will there be multiple opportunities to practice and receive feedback? • What protocols and record-keeping are necessary? 	
<p>5. How and when will you check in to make sure that the people are ready and implementation is on track?</p> <ul style="list-style-type: none"> • How will you know that the strategy is being consistently well-implemented and is on track? • What data will you collect? How and when? • Are there deadlines for key outputs, outcomes, or benchmarks? Can these deadlines help spur action? • Does everyone know the timeline? 	
<p style="text-align: center;">2. Supportive Structures and Systems</p> <p style="text-align: center;"><i>Structures and systems that keep implementation “on track” and assure accountability.</i></p>	
<p>1. Who is in your strategy implementation leadership team?</p> <ul style="list-style-type: none"> • Are key perspectives represented? 	
<p>2. What structures do you need to use or create for support, accountability, and problem-solving at all levels?</p> <ul style="list-style-type: none"> • Can you use existing collaboration meetings? • Will you hold periodic affinity group, (a group of people who share a common identity or role), meetings to discuss how implementation is proceeding from their point of view? 	

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<ul style="list-style-type: none"> • Do you need special implementation meetings? • Will you organize multi-sector meetings to identify ways that the strategy could be amplified and reinforced across the community? 	
<p>3. What data systems and structures do you need to track implementation and impact?</p> <ul style="list-style-type: none"> • Do you need to collect baseline data so that you are able to show changes? • How can you begin to gather implementation data as soon as strategy implementation begins? 	
<p>4. When and where will action learning be conducted and who will be involved?</p> <ul style="list-style-type: none"> • Consider requesting On-Demand Consultation from the CS3 team for help in embedding an action learning process. 	
<p>5. What formal agreements or protocols are needed to support implementation?</p> <ul style="list-style-type: none"> • Do you need to update your existing governance documents? • Will a Memorandum of Understanding (MOU) be needed? • Do you need shared family consent forms? • What will be your communication protocols? (e.g., who will report on what and by when) • How will you address poor performance? Conflicts? • Do you have documents, policies, procedures to help onboard new people? 	

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3. System Alignment

Alignment is when a strategy integrates with and positively influences other systems and institutions.

1. How will you build relationships within and across systems to identify opportunities and barriers?

- Do you have a list of key systems and stakeholders/organizations to engage in your strategy?

2. How will you keep information flowing in all directions as the strategy unfolds?

- How will information flow within the collaboration and externally?
- How will information flow horizontally and vertically?
- How and/or where might the flow of information and other resources get stuck?
- Are communication protocols needed to support alignment?

3. How might you use training across systems to accomplish your system alignment goals?

- Consider planning cross-sector training with multiple partners.