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# Implementer med succes

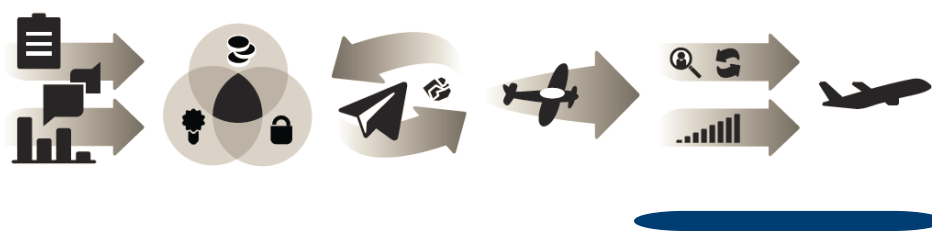
Du er kommet langt hvis du ved hvad du ikke skal gøre



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## Mixed Methods Innovation Model



## Implementering

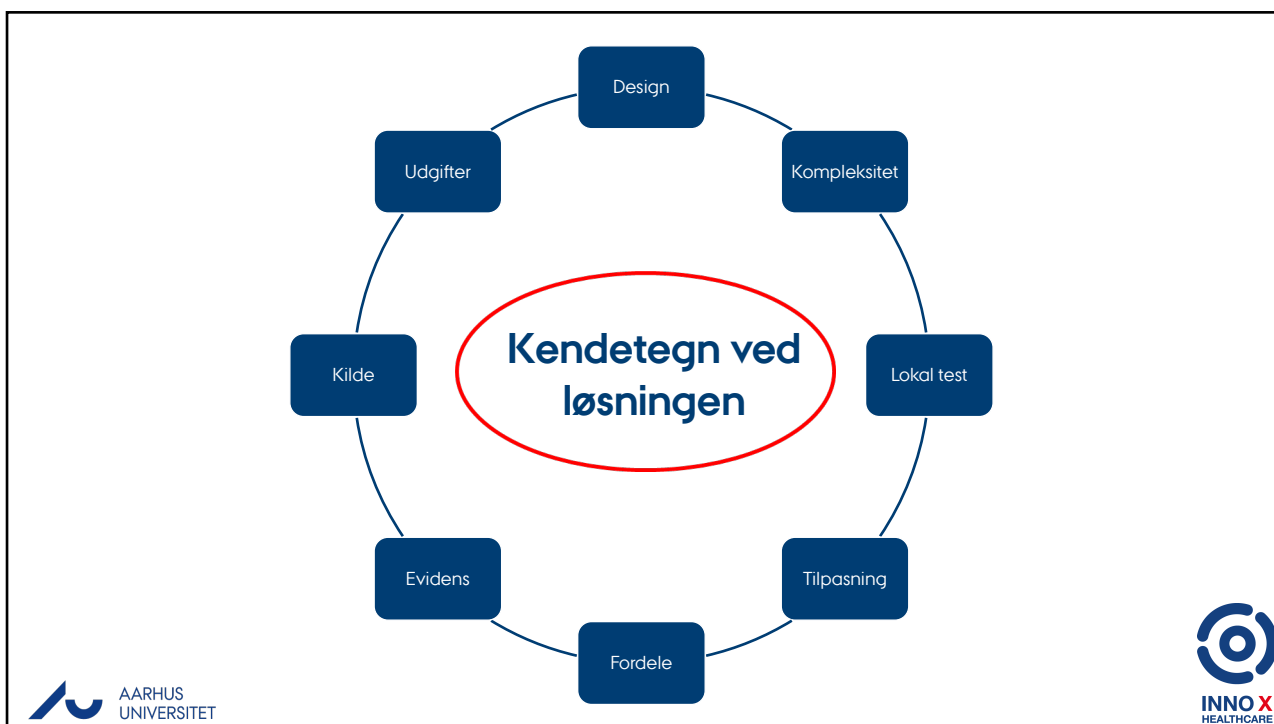
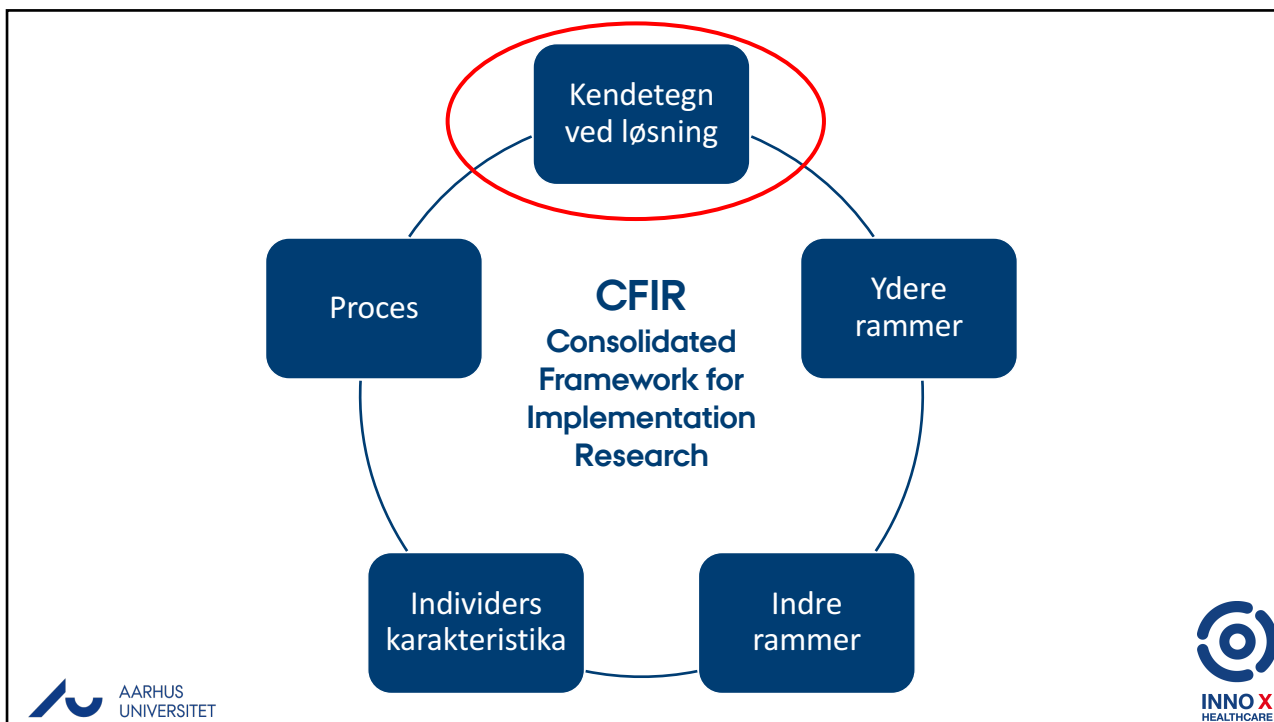
**Indførelsen af en idé, en plan eller en strategi i praksis.**

## Siden sidst



## Implementering og Integration (CFIR)

- I. Intervention Characteristics**
- II. Outer Setting**
- III. Inner Setting**
- IV. Characteristics of Individuals**
- V. Process**

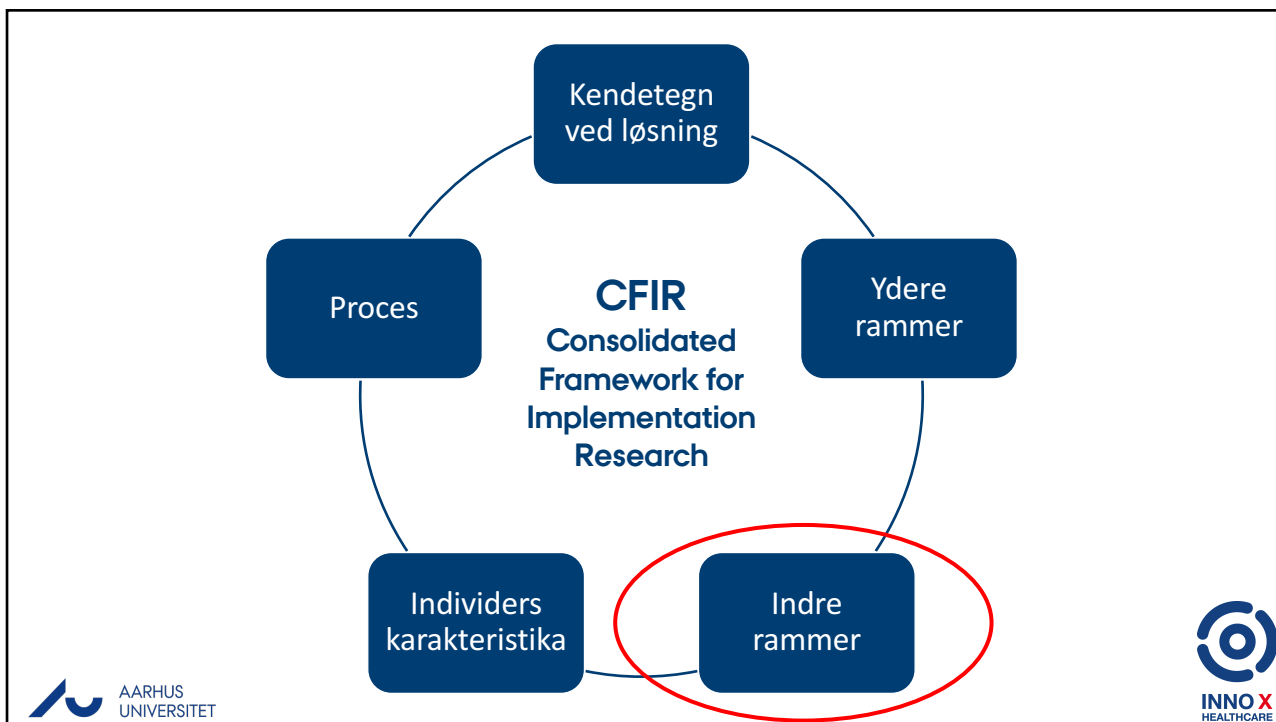
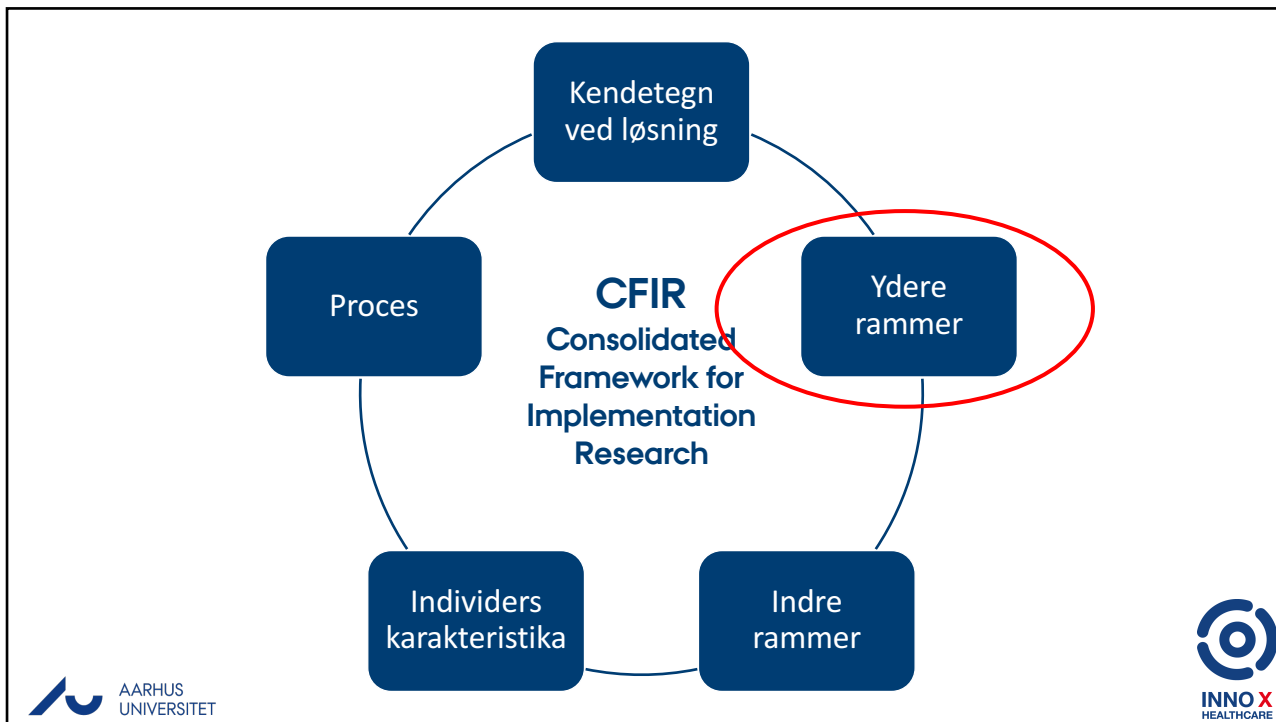


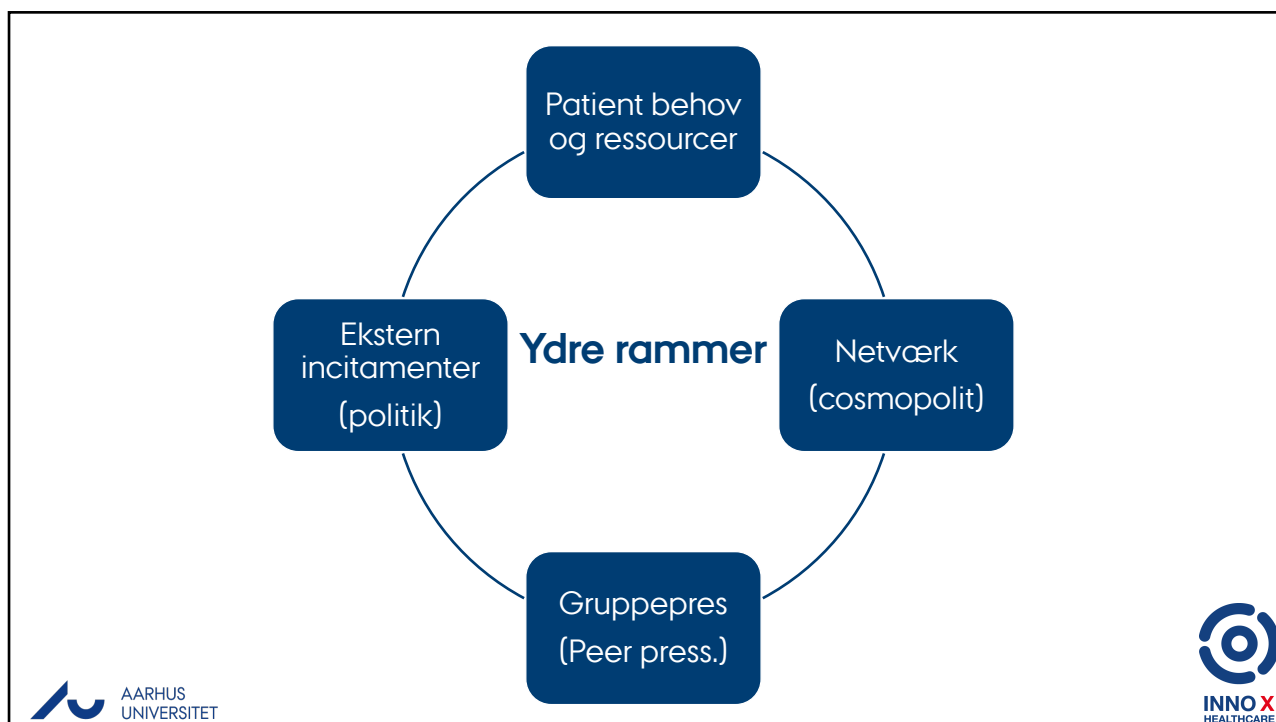
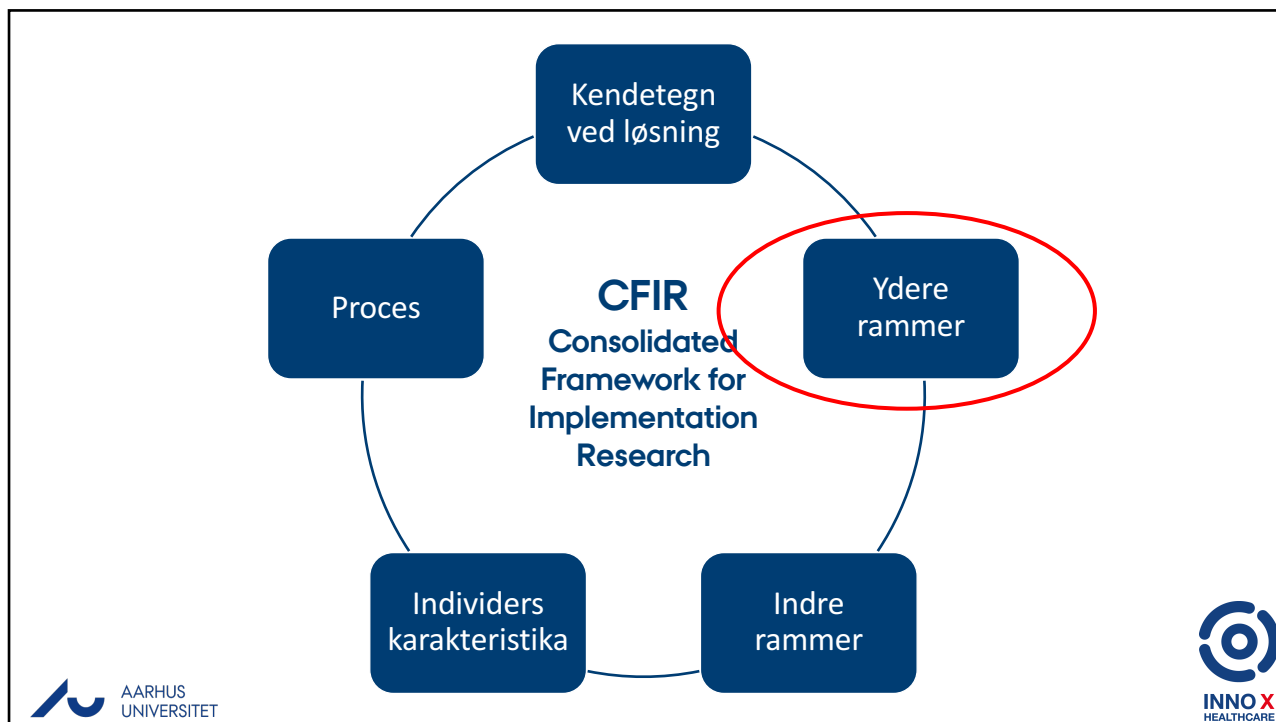
## Pakkens rejse

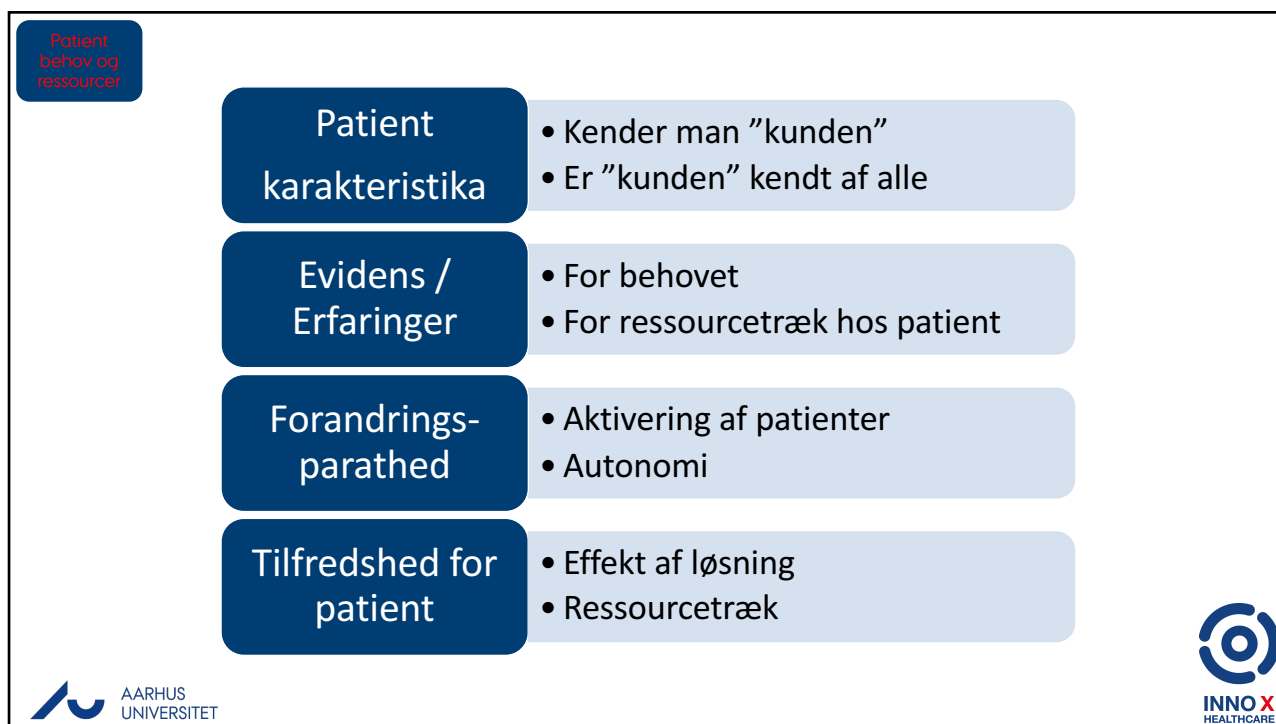
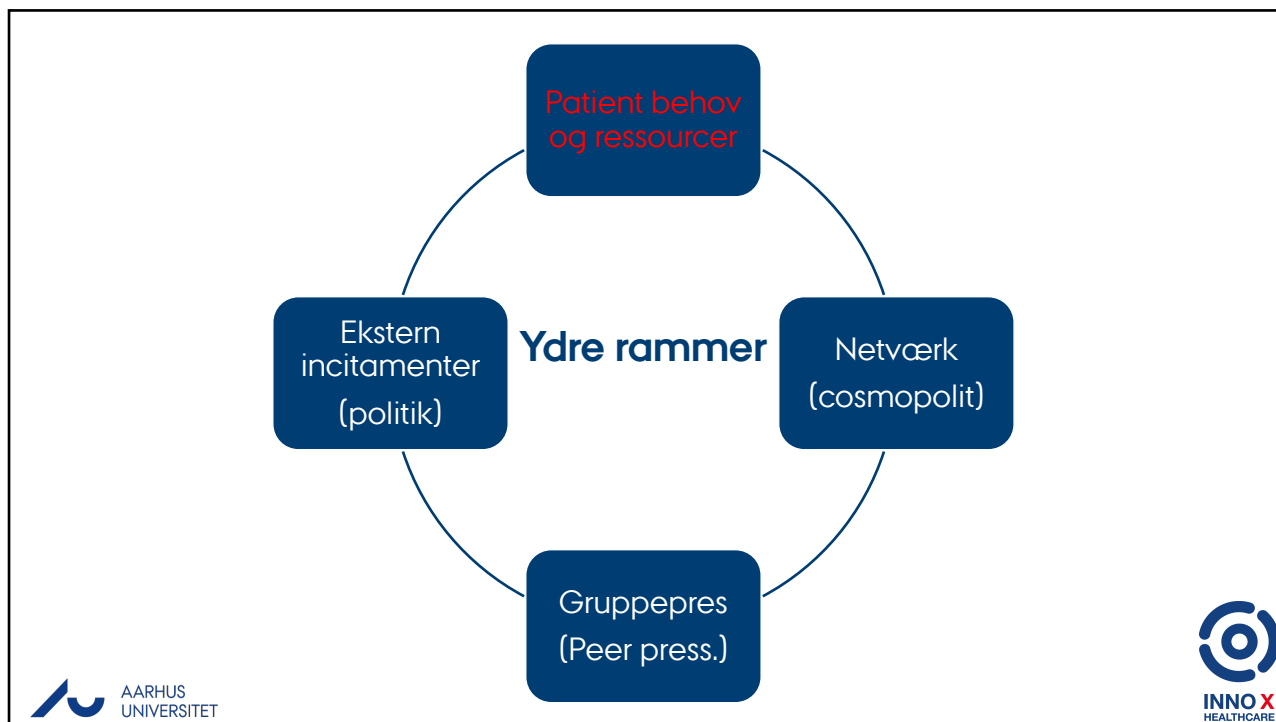
1. Visualiser løsningens rejse i systemet.
2. Få alle fagligheder med som er i "berøring" med løsningen
3. Få alle som vil opleve forandring (positive som negativt med (kun i 1 led)
4. Organisationsdiagram

## Titler på projekter

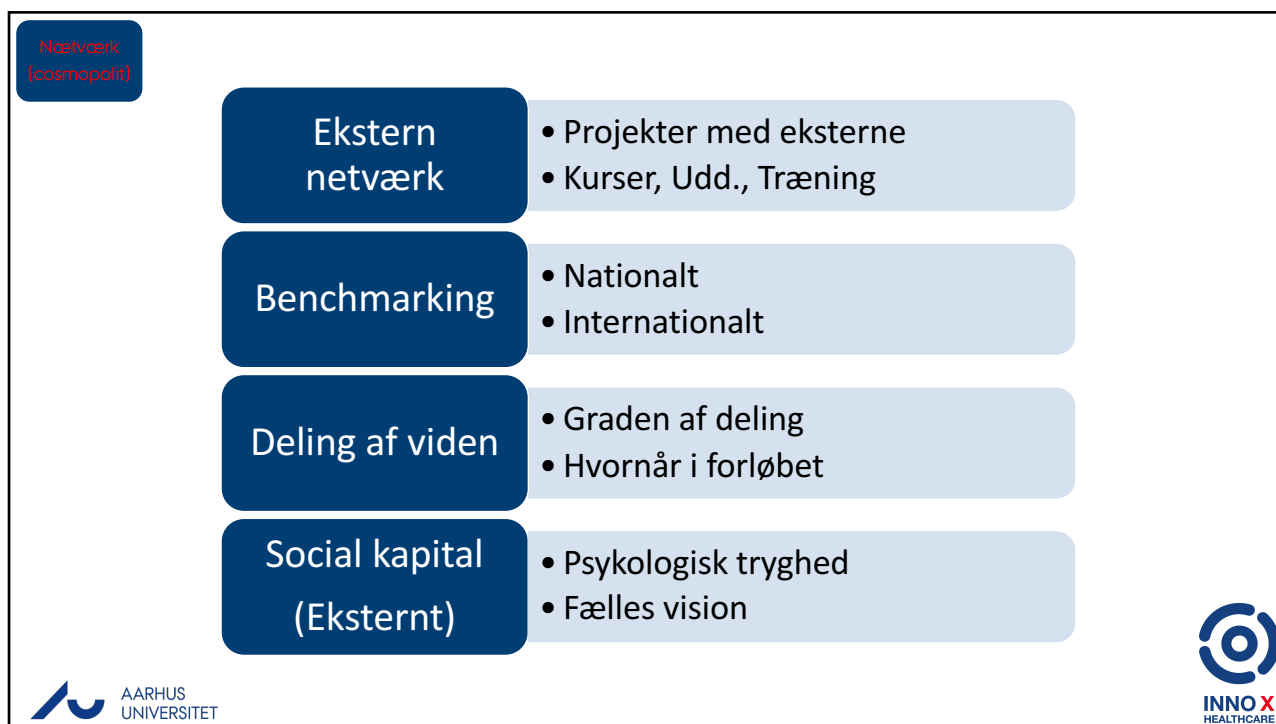
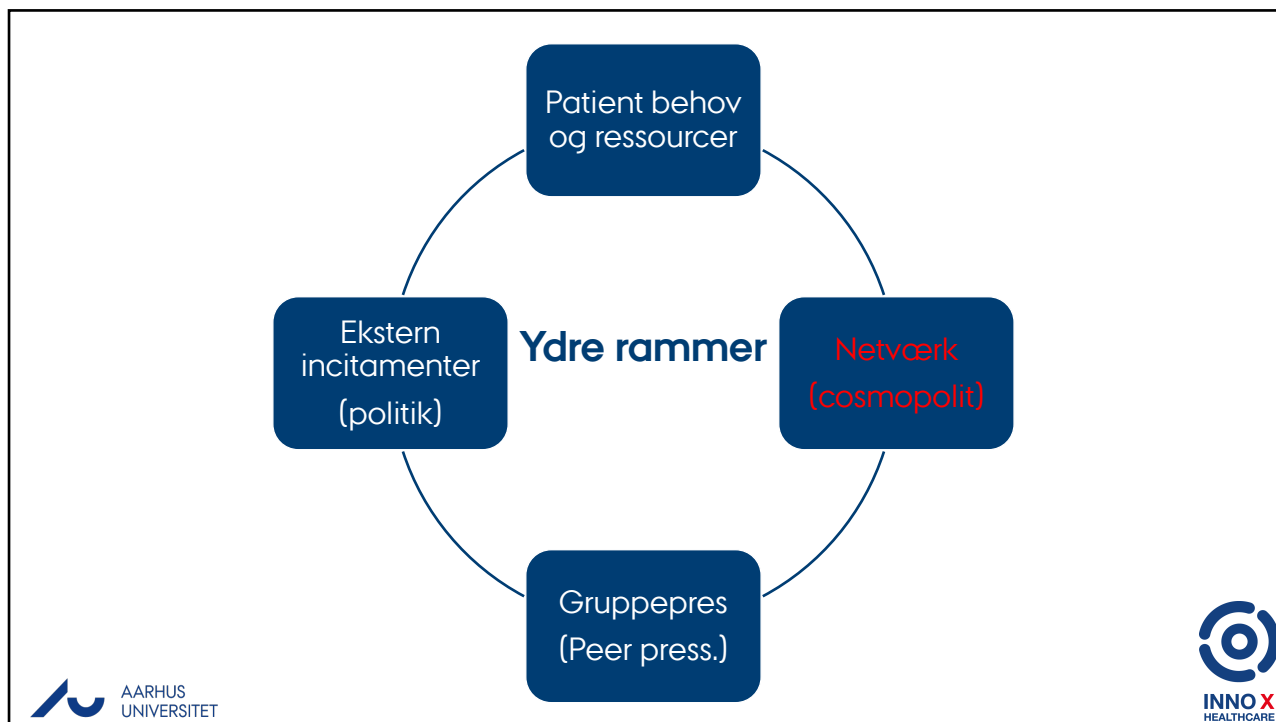
Er der kommet en ny titel?

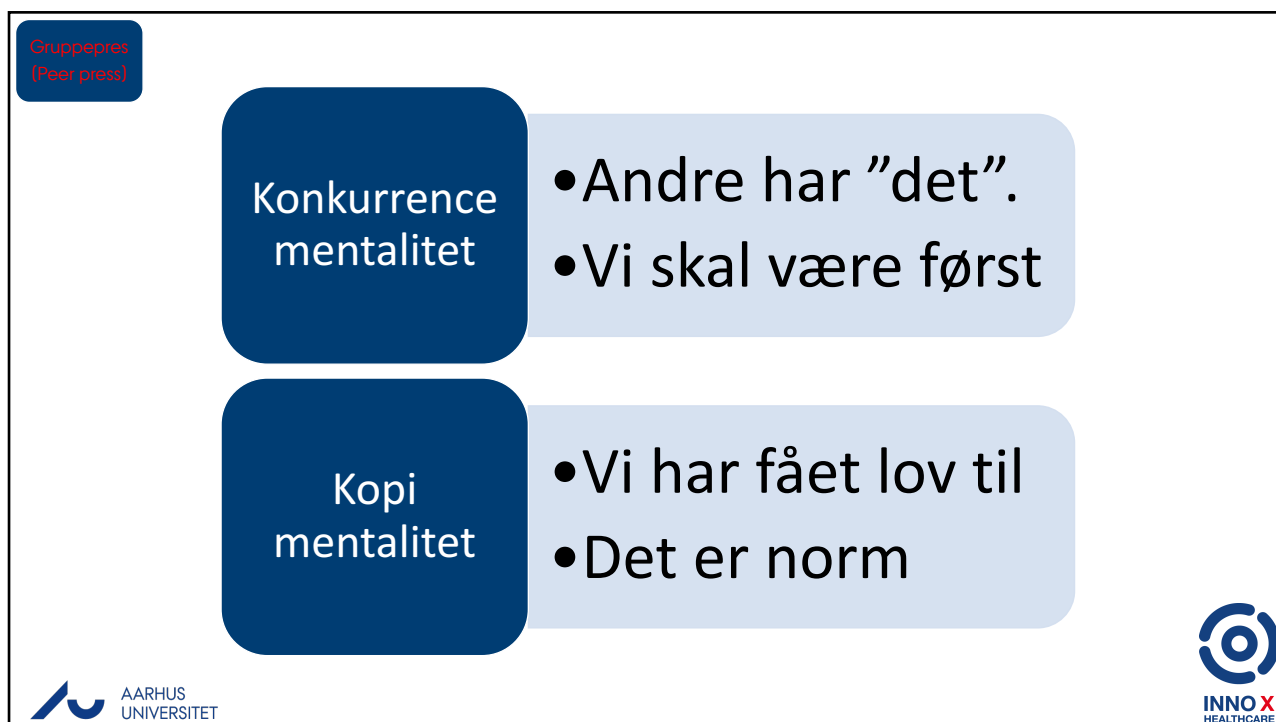
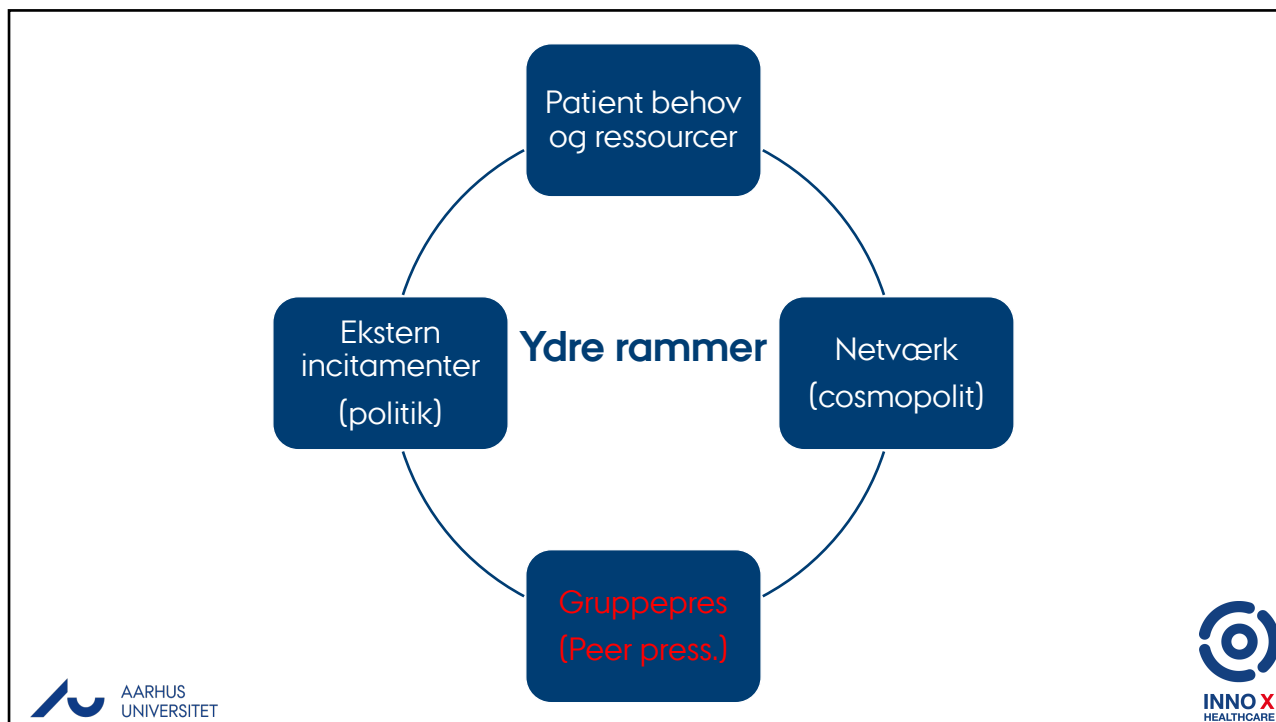


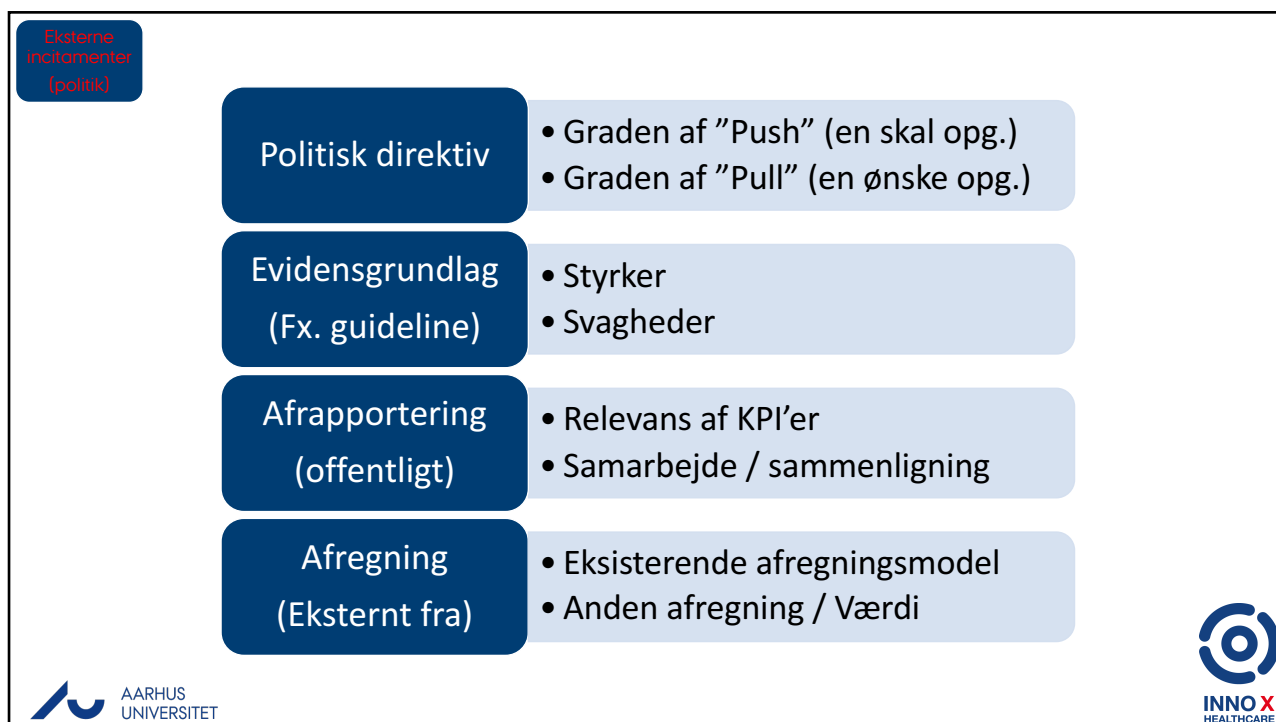
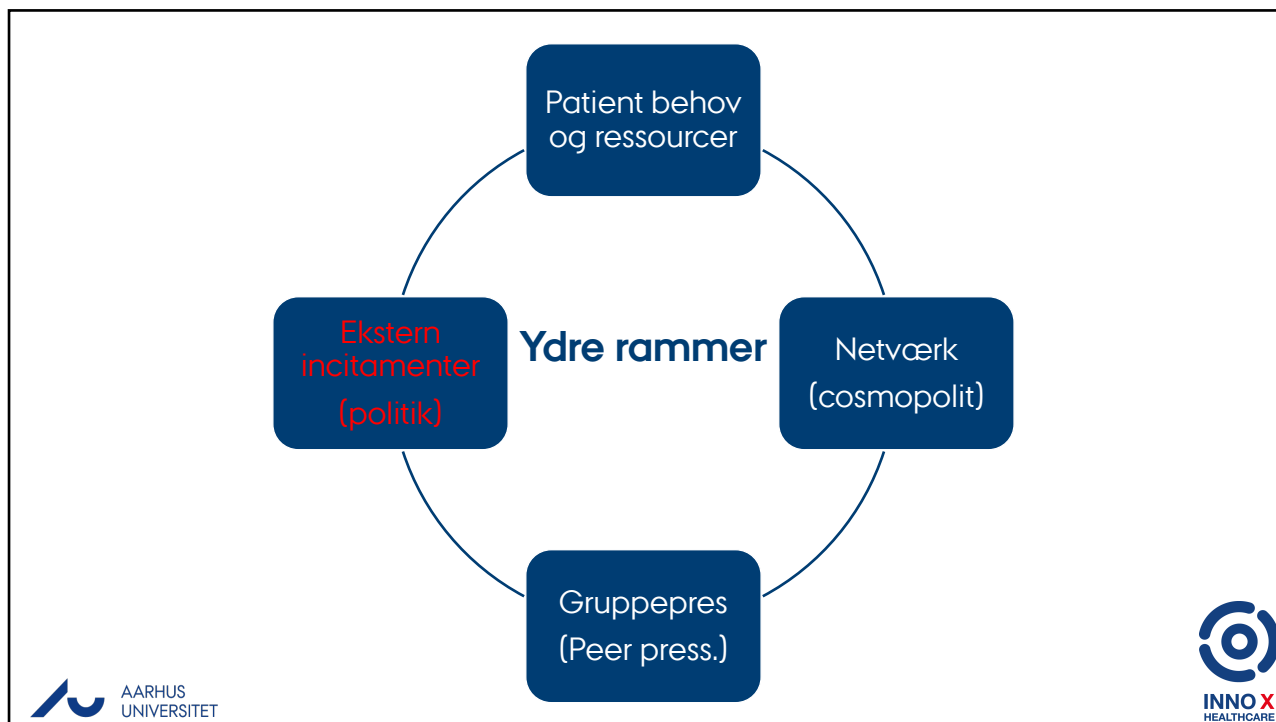


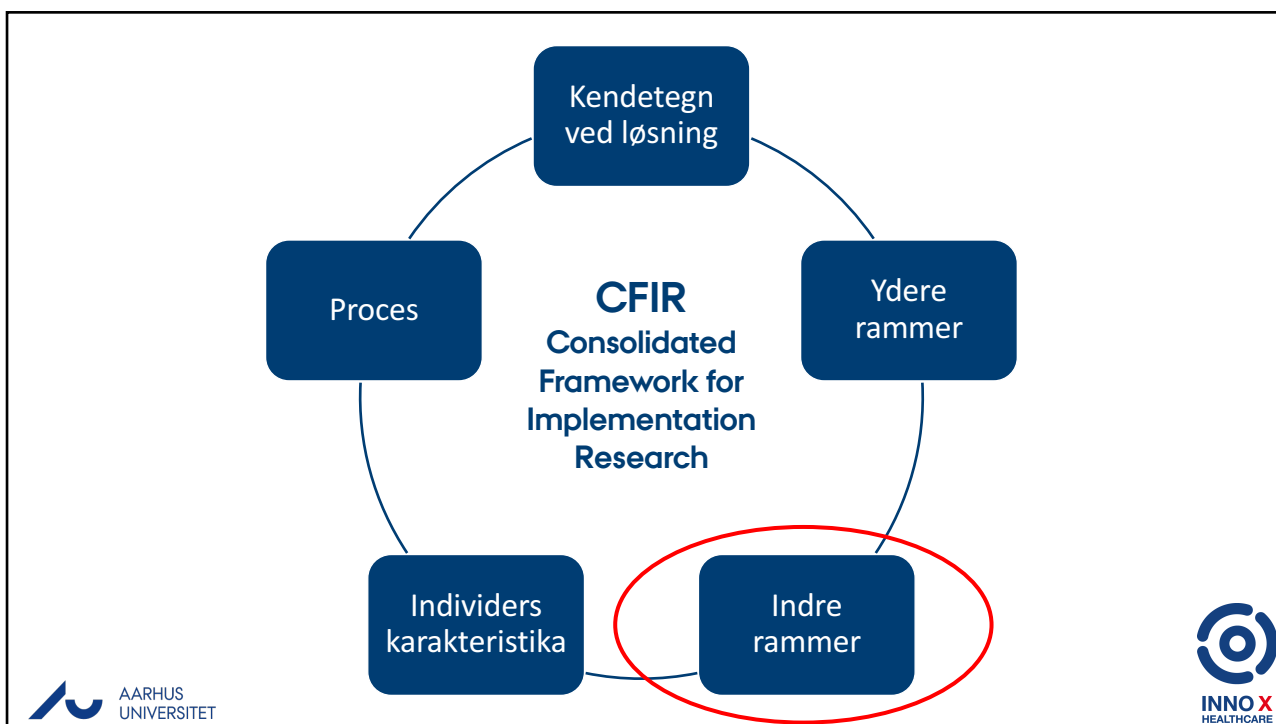
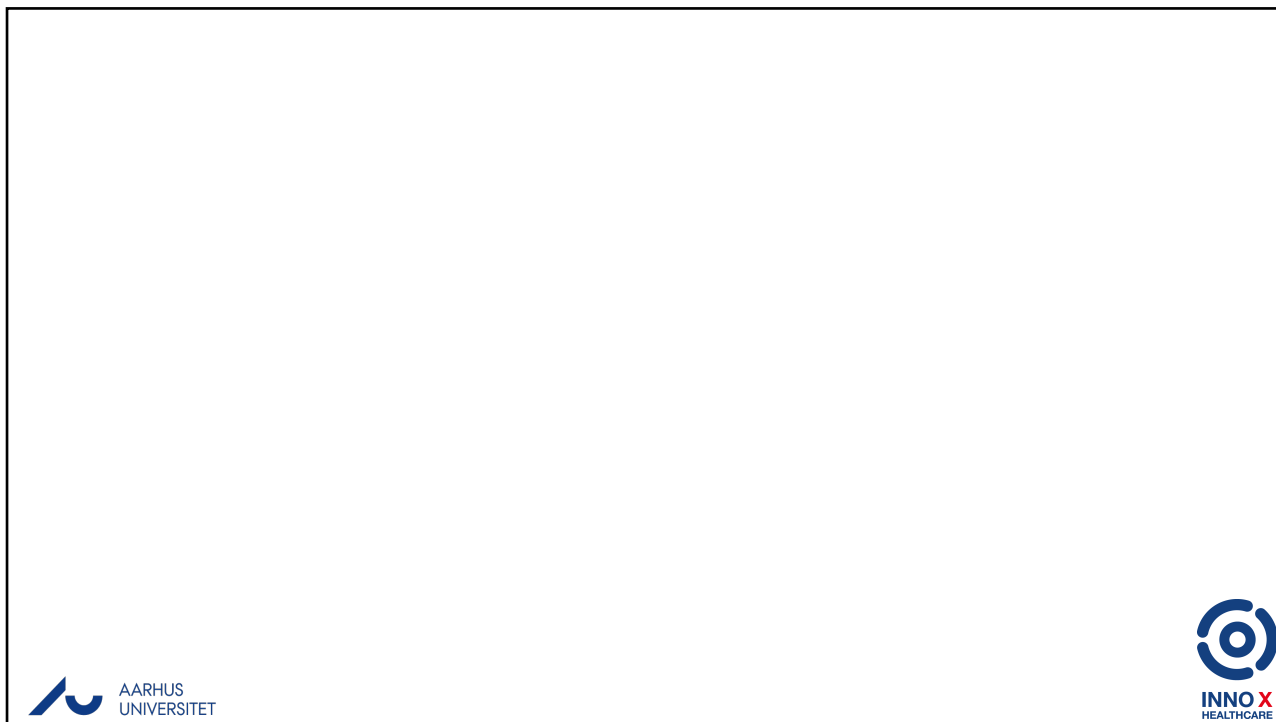


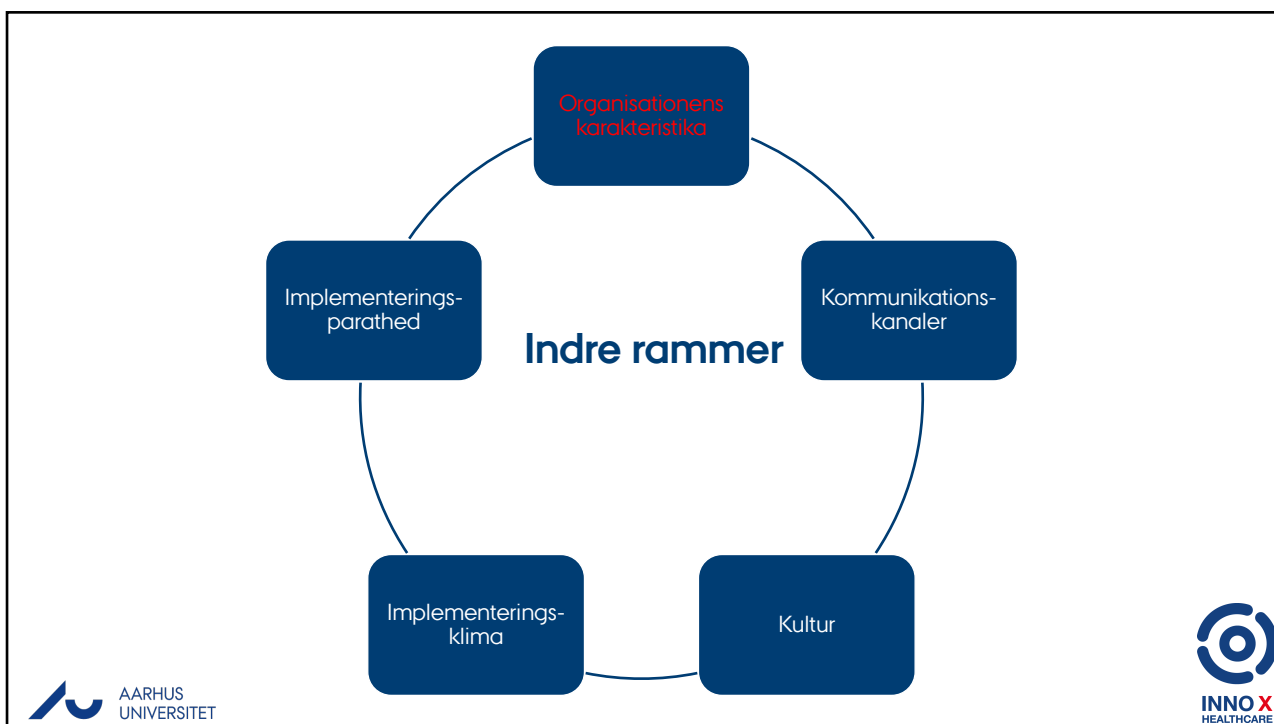
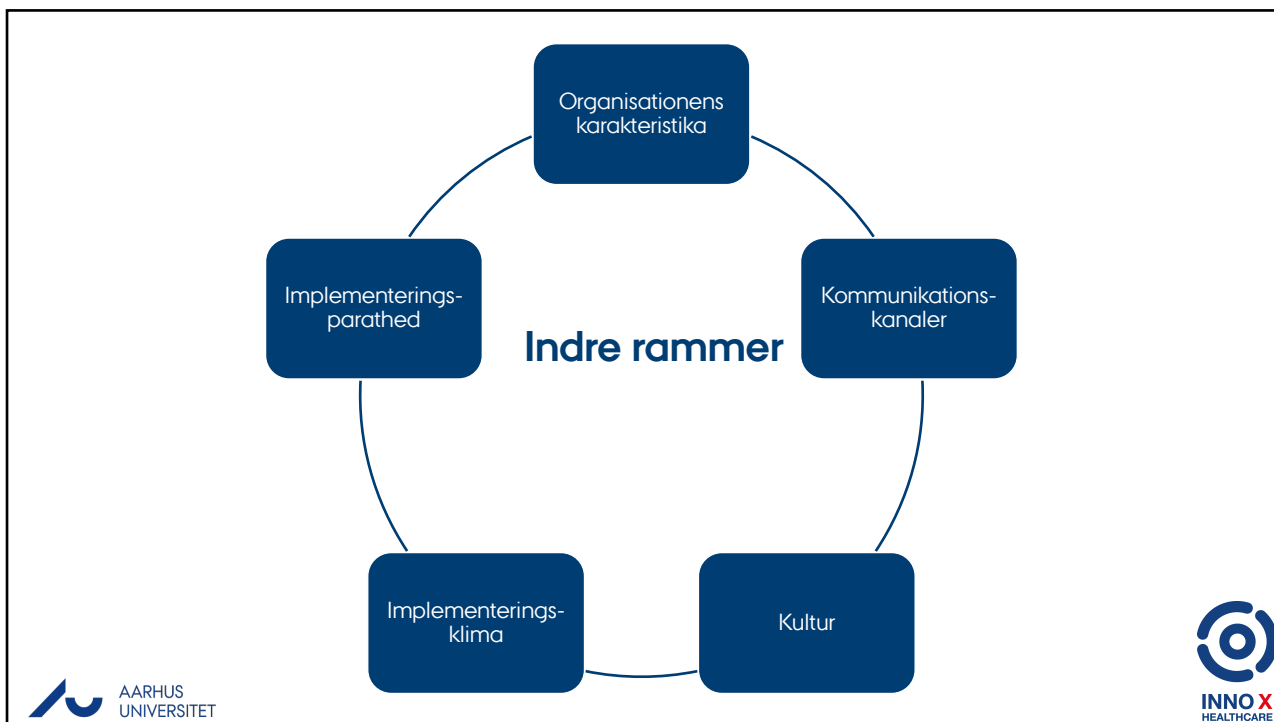


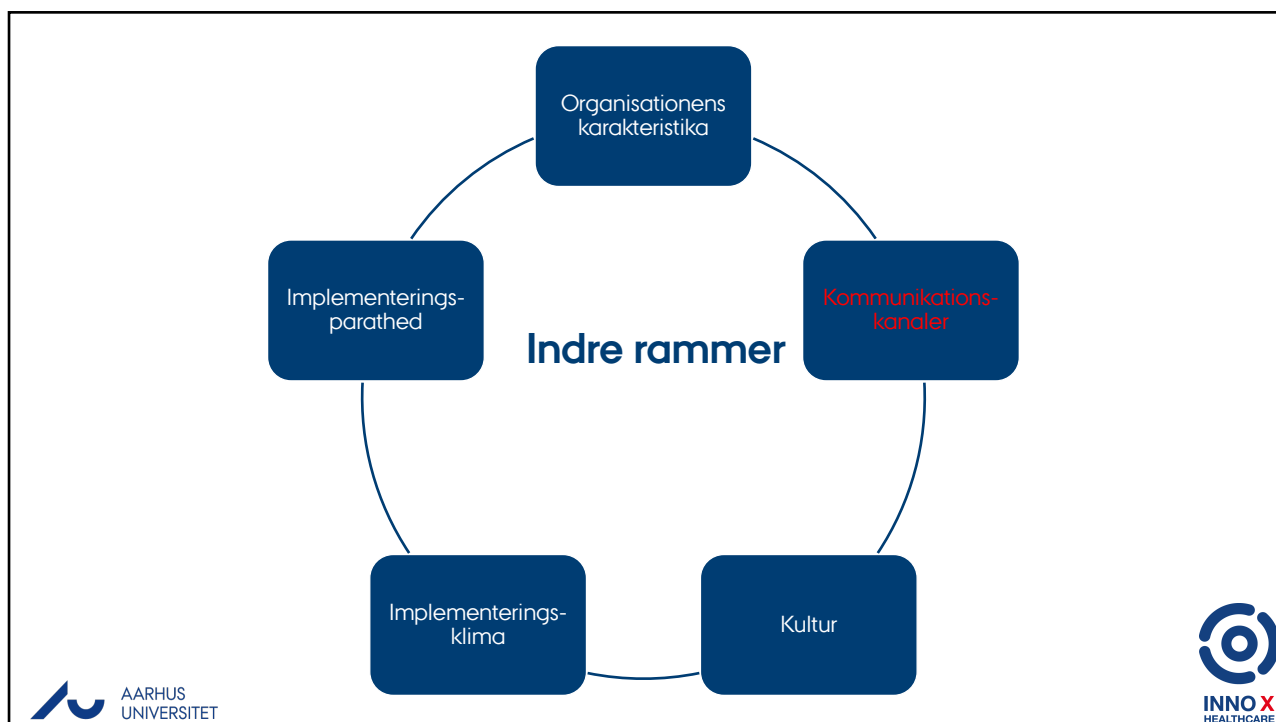
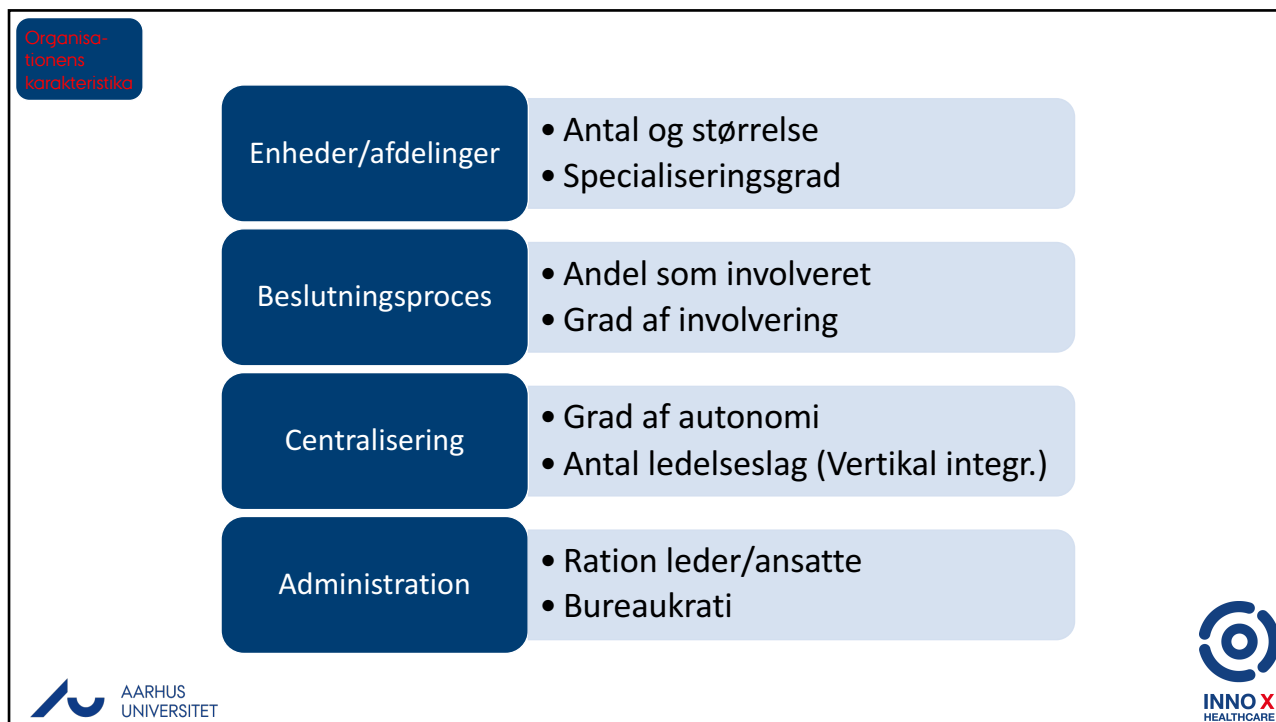


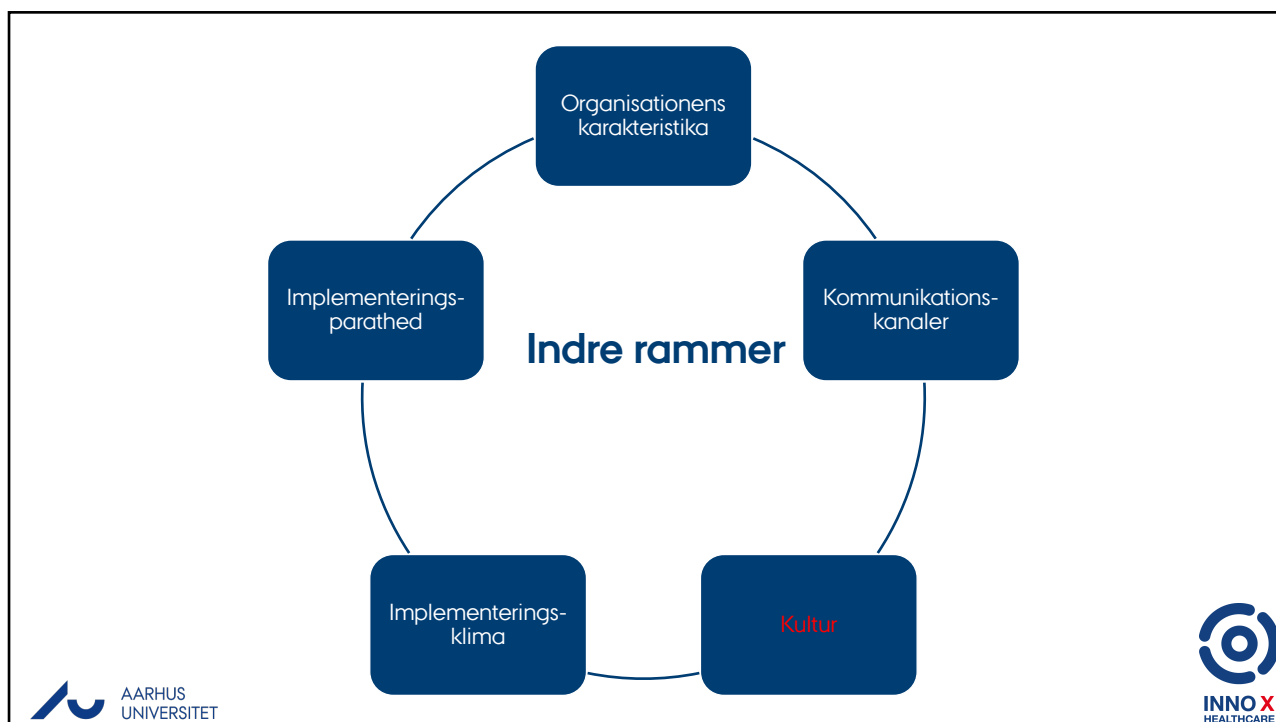
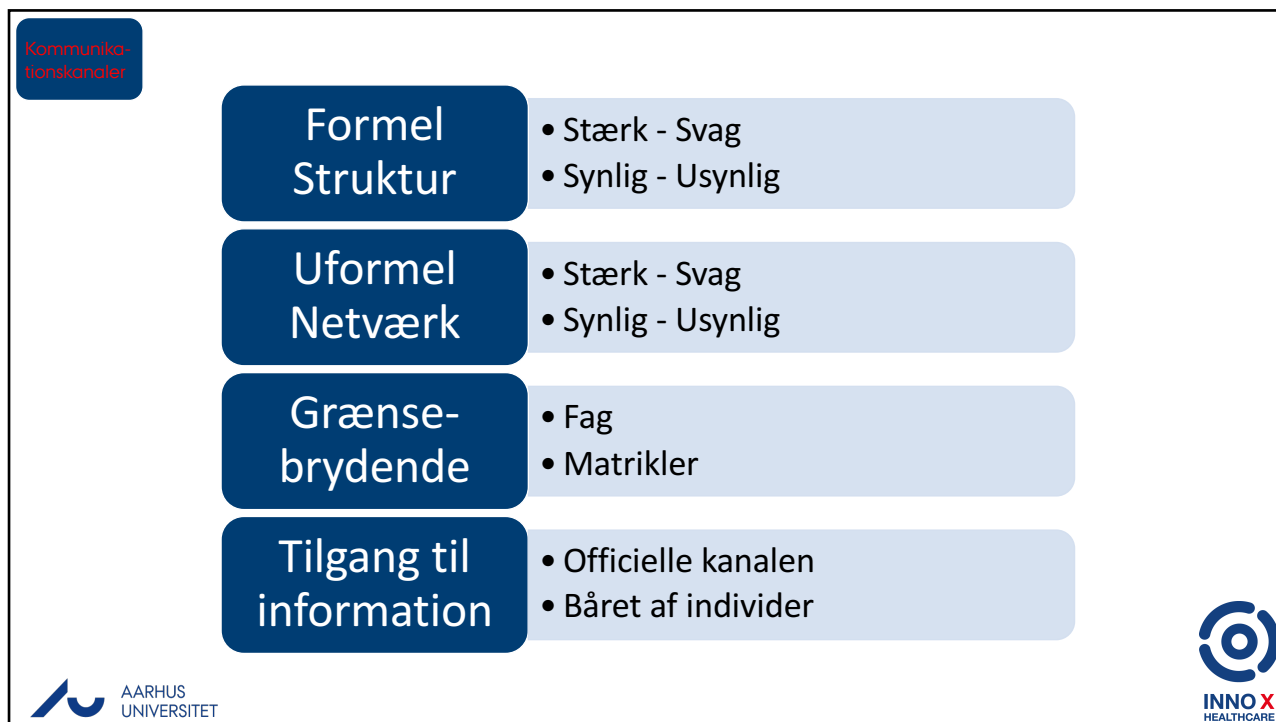












**Dark matter** is a hypothetical type of matter distinct from ordinary matter such as protons and neutrons), neutrinos and dark energy.

Dark matter has never been directly observed; however, its existence would explain a number of otherwise puzzling astronomical observations.

The name refers to the fact that it does not emit or interact with observable electromagnetic radiation, such as light, and is thus invisible to the entire electromagnetic spectrum.

Although dark matter has not been directly observed, its existence and properties are inferred from its gravitational effects such as the motions of baryonic matter, gravitational lensing, its influence on the universe's large-scale structure, on the formation of galaxies, and its effects on the cosmic microwave background.

The standard model of cosmology indicates that the total mass-energy of the universe contains 4.9% ordinary matter, 26.8% dark matter and 68.3% dark energy. Thus, dark matter constitutes 84.5% of total mass, while **dark energy plus dark matter constitute 95.1%** of total mass-energy content.

**Culture** is a hypothetical type of effector on organizations distinct from ordinary leadership effectors such as plans and strategies, decrees and ruling.

Culture has never been directly observed; however, its existence would explain a number of otherwise puzzling organizational observations.

The name refers to the fact that it does not emit or interact with known evaluations, and is thus invisible to the entire benchmarking toolbox.

Although culture has not been directly observed, its existence and properties are inferred from its gravitational like effects such as pull on assumed effects of ordinary leadership, its influence on companionship like on the formation of clusters and attractions on people, and its effects on universal trends.

The standard model of organizations indicates that the total span of leadership of a organization contains 4.9% ordinary leadership, 26.8% culture and 68.3% companionship. Thus, Culture constitutes 84.5% of total organizational-energy, while companionship plus culture constitute 95.1% of total organizational leadership-energy content.



Kultur

Culture is not defined consistently in the literature and is challenging to generalize its influence on implementation. We include it in the CFIR because, despite variation in use and definition, it has been shown to have significant influence on implementation effectiveness.

Kultur

## Competing Values Framework Quinn & Rohrbaugh

Human  
relation Model

- CLAN KULTUR

Open System  
Model

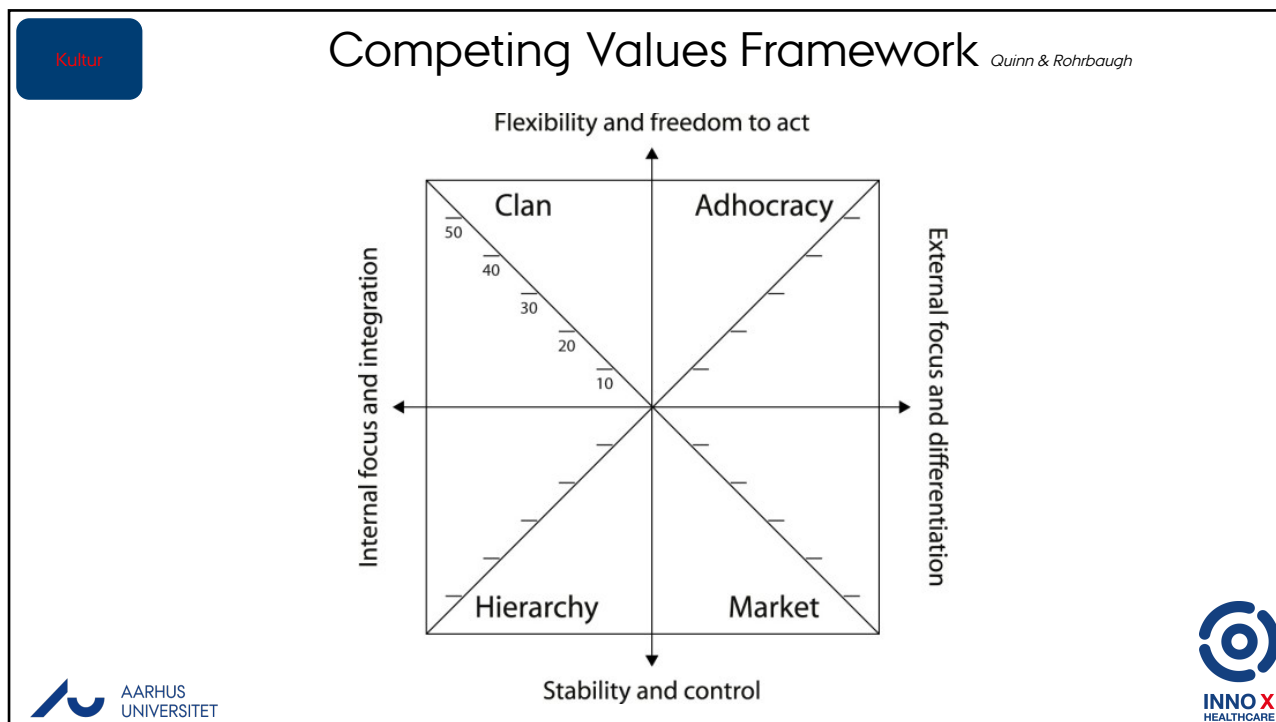
- ADHOCRACY KULTUR (OGSÅ  
KALDET INNOVATIONSKULTUR)

Rational Goal  
Model

- MARKET KULTUR

Internal  
Process Model

- HIERARCHY KULTUR



Kultur

## Competing Values Framework Quinn & Rohrbaugh

**MARKET KULTUR (OGSÅ KALDET RATIONEL KULTUR)**  
 I denne kultur er der særligt fokus på:

- At indbygge produktivitet i processer
- At lave gode procesbeskrivelser og have klare procedurer, så man er mere uafhængige af enkeltpersoner og erstatter ”tommefingerregler” med gennemprøvede effektive metoder
- Systematisk udvælgelse af medarbejdere, der passer bedst til jobbet
- At sikre effektiv træning i metoder og procedurer
- At blive bedre til at sætte høje effektivitetsmål og stræbe efter dem

<https://ocai.dk/vaerdier-pa-arbejdspladsen/>

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INNO X HEALTHCARE

Kultur

## Competing Values Framework Quinn & Rohrbaugh

### HIERARCHY KULTUR

I denne kulturtype handler det om:

- At sikre effektivitet gennem stabilitet og kontrol i processerne
- At dokumentere, monitorere og måle "proces compliance"
- At monitorere og dokumentere overholdelse af kvalitetskrav o.l.
- At definere klare og entydige ansvar
- At sikre, at beslutninger (oftest) baseres på regler og procedurer.

Kultur

## Competing Values Framework Quinn & Rohrbaugh

### CLAN KULTUR

I denne kultur anser man følgende punkter for at være særligt vigtige:

- At tiltrække og fastholde de bedste medarbejdere
- At styrke det gode forhold mellem individer, da det viste sig, at de uformelle processer i grupper kunne have stor betydning for effektiviteten
- At have fokus på styrket engagement, samarbejde og moral
- Involvering og konstruktiv og effektiv konflikthåndtering

Kultur

## Competing Values Framework Quinn & Rohrbaugh

### ADHOCRACY KULTUR (OGSÅ KALDET INNOVATIONSKULTUR)

I denne kulturtype lægges der særligt vægt på følgende værdier:

At tilpasse sig omverdenen og omkringliggende krav

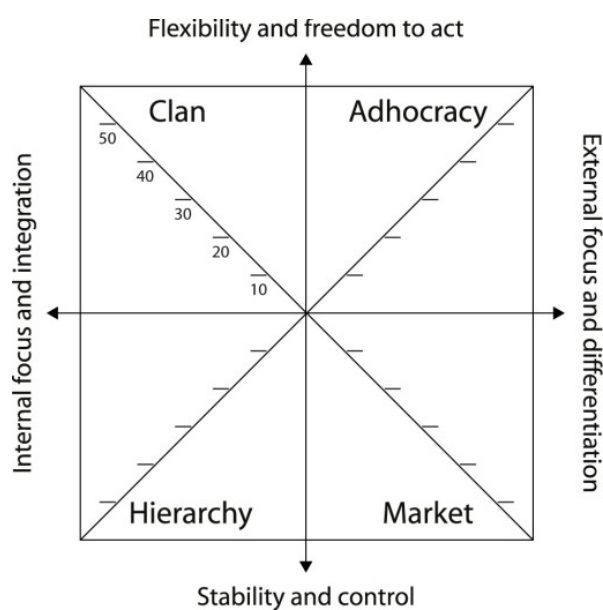
At være gode til at skaffe sig support og opbakning i resten af organisationen

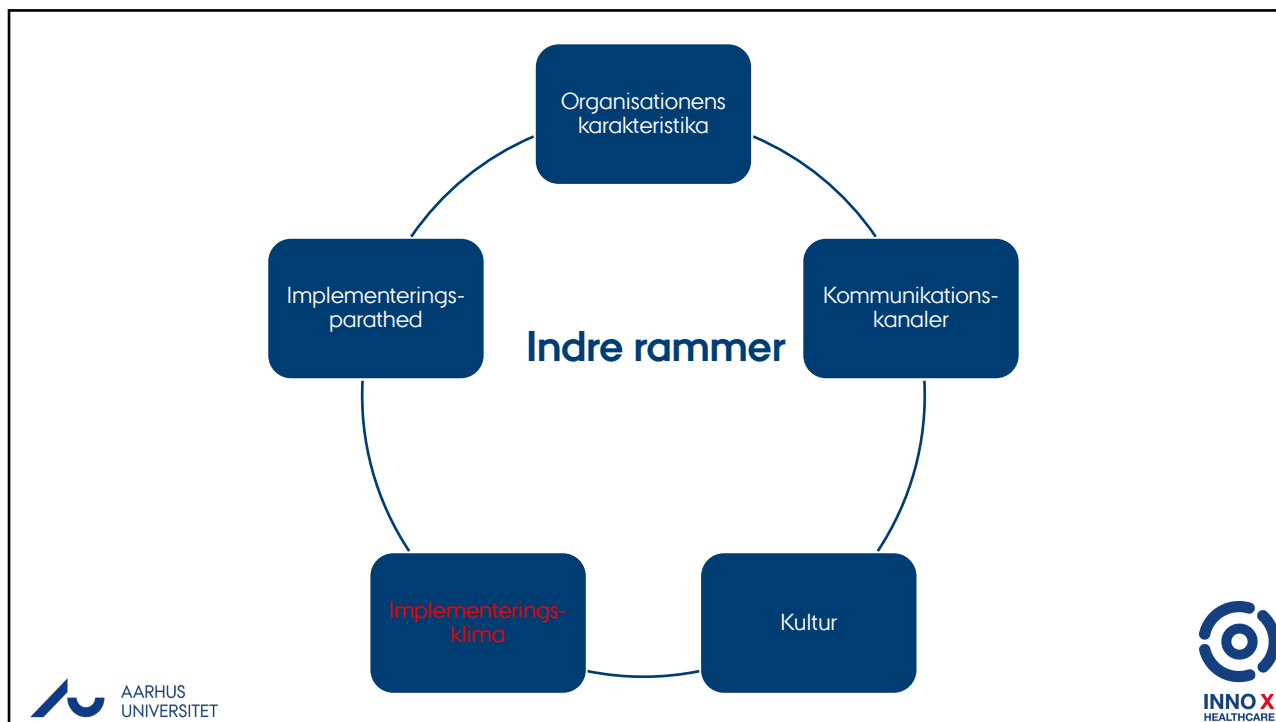
At dyrke vores interessenters behov

At fremstå som et vigtigt udviklingsaktiv for organisationen

Kultur

## Competing Values Framework Quinn & Rohrbaugh





#### D. Implementation Climate

D. Implementation Climate -- The shared receptivity of involved individuals to an intervention [1] and the extent to which use of that intervention will be "rewarded, supported, and expected within their organization".

D1. Tension for change – The degree to which stakeholders perceive the current situation as intolerable or needing change.

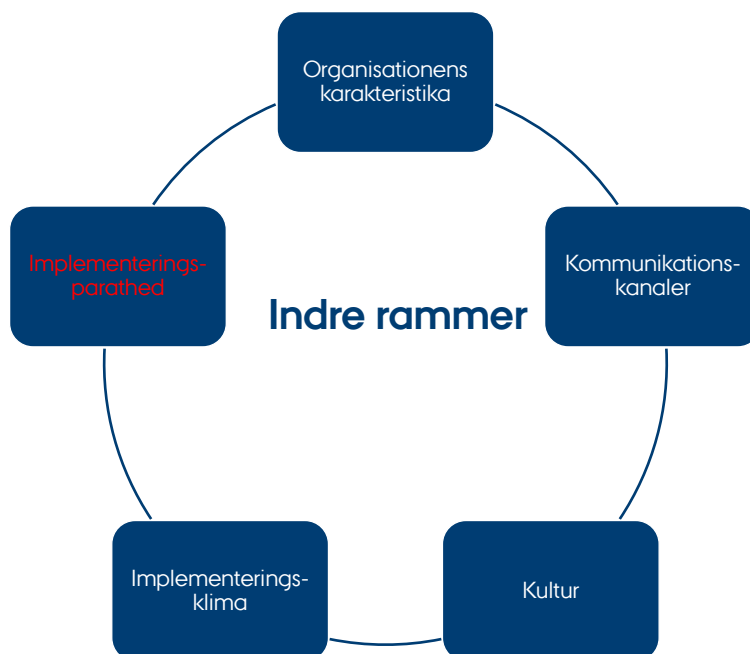
D2. Compatibility – The degree of tangible fit between meaning and values attached to the intervention by involved individuals, how those align with individuals' own norms, values, and perceived risks and needs, and how the intervention fits with existing workflows and systems.

D3. Relative priority – Individuals' shared perception of the importance of the implementation within the organization.

D4. Organizational Incentives & Rewards – Extrinsic incentives such as goal-sharing awards, performance reviews, promotions, and raises in salary; also includes less tangible incentives such as increased stature or respect.

D5. Goals and Feedback – The degree to which goals are clearly communicated, acted upon, and fed back to staff and alignment of that feedback with goals.

D6. Learning Climate – A climate in which: a) leaders express their own fallibility and need for team members' assistance and input; b) team members feel that they are essential, valued, and knowledgeable partners in the change process; c) individuals feel psychologically safe to try new methods; and d) there is sufficient time and space for reflective thinking and evaluation (in general, not just in a single implementation).



### **E. Readiness for Implementation**

E. Readiness for Implementation -- Tangible and immediate indicators of organizational commitment to its decision to implement an intervention, consisting of 3 sub-constructs.

E1. Leadership Engagement – Commitment, involvement, and accountability of leaders and managers.

E2. Available Resources – The level of resources dedicated for implementation and on-going operations including money, training, education, physical space, and time.

E3. Access to information and knowledge – Ease of access to digestible information and knowledge about the intervention and how to incorporate it into work tasks.

### **Til næste gang**

**Lav en kort skriftelig beskrivelse (max en A4 side) af:**

**Implementerings-klima**

**Implementerings-parathed**

**Find støtte i artikelen**

**Beskrivelsen skal sendes på mail til:**

**sys@innox.dk og martin@innox.dk**

**Senest den mandag den 27 november.**