# [3. FROM VISION TO ACTION: IGNITING THE PASSION AND IMAGINATION OF AN ORGANIZATION TO INTRODUCE POSITIVE CHANGE (IS31-1)](https://www.construction-institute.org/from-vision-to-action-igniting-the-passion-and-imagination-of-an-organization-to-introduce-positive-9255871e767c36371db0fdb3e904e236)

**Report Summary:** Continuous improvement is the essential component of long-term success. Whether viewed as innovation, progress, or competitive edge, the introduction of new ideas creates a sustainable advantage for engineering, procurement, and construction (EPC) organizations. However, to achieve success, organizations must recognize that introducing new ideas requires the stimulation of interest and curiosity within the organization. Maintaining this motivation throughout the process of implementing innovations is critical to propelling continuous improvement. The ongoing challenge for organizations is to inspire, foster, and expand the passion for innovation and new practices throughout this process.

Having conducted a literature search, survey, structured interviews, and a series of case studies, the research team found empirical evidence of a gap between the initial step of establishing a vision for new practices and the overall implementation process. The findings culminated in the development of two implementation resources: (1) [Implementation Strategy (IS) 31-2](https://www.construction-institute.org/the-implementation-process-action-tool), The Implementation Process Action Tool: Igniting the Passion and Imagination of an Organization to Introduce Positive Change, which is a guide that provides a qualitative and a quantitative foundation for moving from vision to action, and (2) [IS 31-3](https://www.construction-institute.org/the-vision-to-action-hot-list), The Vision to Action Hot List, a laminated reference for motivating executive management to consider new ideas and then act on them.

The journey across the vision-to-action gap requires organizations to take the following distinct steps:

* Prepare to cross. Focus on management buy-in and development of the appropriate vision for implementation.
* Get on the bridge. Establish metrics and statements of necessity to ensure the organization’s understanding of reasons that the implementation is needed and how it will be evaluated.
* Start the journey. Ensure that a team is in place to guide the implementation process and to gather resources to support the implementation.
* Check the supports. Determine whether the appropriate cultural, managerial, and technical supports are in place for successful implementation.
* Conduct the main crossing. Ensure that the organization has a defined plan and roadmap for completing the implementation effort.
* Address the barriers. Determine whether the implementation will encounter common barriers and if the team is prepared to address these barriers.
* Exit to action. Ensure that the organization can communicate its action, how it will build on this action, and reasons that the new practice is important to the organization.

**Key Takeaways:**

## (1) Prepare to cross the bridge from vision to action. Focus on management buy-in and development of the appropriate vision for implementation.

## (Project Phase: Prefeasibility through Operate Facility)

* Identify key stakeholders who will be impacted by the Construction Industry Institute (CII) research implementation.
* Engage with these stakeholders to gain their understanding and support for the project.
* Develop a clear and compelling vision statement that outlines the benefits and goals of the CII research.
* Communicate this vision to all relevant parties, including employees, clients, and partners.
* Obtain commitment from senior management to provide necessary resources and sponsorship for the implementation.

## (2) Get on the bridge. Establish metrics and needs statements to ensure the organization’s understanding of reasons that the implementation is needed and its evaluation process.

## (Project Phase: Prefeasibility through Operate Facility)

* Define key performance indicators (KPIs) that will measure the success of the CII research implementation.
* Identify specific business objectives that the implementation aims to achieve, such as cost savings or improved project delivery times.
* Develop a clear needs statement that outlines the reasons the organization needs to implement the CII research and its potential benefits.
* Establish metrics for evaluating the effectiveness of the implementation, including measures of process improvement and return on investment.
* Communicate these KPIs, objectives, and metrics to all relevant stakeholders to ensure that everyone understands the measures and the reasons for them.

## (3) Start the journey. Ensure that a team is in place to guide the implementation and to gather resources to support the implementation.

## (Project Phase: Prefeasibility through Operate Facility)

* Assemble a cross-functional team to guide the implementation and gather resources.
* Identify key stakeholders who will be impacted by the change and involve them in the planning process.
* Develop a project charter that outlines the scope, goals, and objectives of the implementation effort.
* Determine the necessary skills and expertise required for successful implementation and recruit and train personnel accordingly.
* Establish clear roles and responsibilities among team members to ensure effective communication and collaboration.

## (4) Check the supports. Determine whether the appropriate cultural, managerial, and technical support are in place for successful implementation.

## (Project Phase: Prefeasibility through Operate Facility)

* Assess whether the organizational culture is conducive to change and willing to adopt new practices.
* Evaluate the availability of necessary managerial resources, such as personnel with relevant expertise.
* Verify that technical infrastructure and equipment meet the requirements for successful implementation.
* Determine if any existing policies or procedures need to be updated or modified to accommodate the research implementation.
* Identify potential barriers to adoption and develop strategies to overcome them.

## (5) Identify the main crossing. Ensure that the organization has a defined plan and roadmap for completing the implementation effort.

## (Project Phase: Prefeasibility through Operate Facility)

* Develop a comprehensive project plan that outlines key milestones, timelines, and resource allocation.
* Establish clear roles and responsibilities among team members to ensure effective communication and collaboration.
* Identify potential risks and develop mitigation strategies to minimize the impact of those risks on the implementation process.
* Create a detailed budget and financial plan for the implementation effort, including contingency planning.
* Define measurable performance indicators and key performance metrics to track progress and evaluate success.

## (6) Address the barriers. Determine whether the implementation will encounter common barriers and if the team is prepared to address these barriers.

## (Project Phase: Prefeasibility through Operate Facility)

* Identify potential barriers that may hinder successful implementation, such as resistance to change or lack of resources.
* Develop a contingency plan to mitigate each identified barrier, including strategies for overcoming obstacles and addressing concerns.
* Establish open communication channels with stakeholders to ensure the timely identification and resolution of issues.
* Foster a culture of collaboration and continuous learning within the team to adapt to changing circumstances and address emerging barriers.
* Conduct regular risk assessments to monitor progress and adjust mitigation plans as needed.

## (7) Exit to action. Ensure that the organization can communicate its accomplishments, ways it will build on new actions, and reasons that the new practice is important to the organization.

## (Project Phase: Prefeasibility through Operate Facility)

* Develop a clear and concise communication plan that outlines accomplishments and any implemented new practices.
* Identify key stakeholders who need to be informed about the new practices.
* Prepare a brief report that highlights the benefits of the new practice and its importance to the organization.
* Schedule regular updates with senior management to ensure that progress is tracked and communicated effectively.
* Create a visual representation (e.g., an infographic) that illustrates ways that the new practice will improve organizational performance.

## [(8) Tool: Implementation Process Action Tool (IMPACT) (IS31-2)](https://www.construction-institute.org/the-implementation-process-action-tool)

## (Project Phase: Prefeasibility through Operate Facility)

* Define ‘vision to action’: Establish a clear vision to initiate organizational change and bridge the gap between planning and effective implementation.
* Use IMPACT: Apply IMPACT to evaluate organizational readiness for implementation through a structured, phased approach.
* Assess progress: Use IMPACT’s seven phases to monitor readiness, identify potential weaknesses, and highlight improvement areas.
* Analyze and improve: Conduct weakness analysis and obtain recommendations that are tailored to strengthen the transition from vision to action.
* Promote collaboration: Share the IMPACT results organization-wide to foster discussion, integrate feedback, and set specific action items for improvement.

## [(9) Tool: The vision to Action Hot List (IS31-3)](https://www.construction-institute.org/the-vision-to-action-hot-list)

## (Project Phase: Prefeasibility through Operate Facility)

* This implementation resource provides a list of key items from the IS 31 research data that can guide innovation champions through the vision to action process. This short-form tool brings into focus the ideas gathered throughout this and previous research efforts, to ensure that any organization can successfully implement innovative processes and practices.