



GUIDELINES FOR AN IMPLEMENTATION PROGRAM

Bureau of Engineering Research
The University of Texas at Austin

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The purpose of this publication is to make available to industry the results of research conducted by the Construction Industry Institute (CII). The publication does not necessarily represent the views of all CII member companies, but is offered as a contribution to the industry.

CII was founded in 1983 to improve the cost effectiveness of the nation's largest industry. The members, who represent a broad cross-section of owners and contractors, believe that many of the problems that limit cost effectiveness are common ones, and that real improvements can be best accomplished in a cooperative environment with the benefits being shared by the construction industry at large.

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**Guidelines
for an
Implementation Program**

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SUMMARY

Webster defines implementation as the “carrying out or accomplishment” of something, especially “to give practical effect to and ensure of actual fulfillment by concrete measures.” In order for any implementation to be effective there must be an effective management of change. Change is not easy in any organization nor is it comfortable. Often change causes major innovations and disruptions in the established procedures or norms. Implementation, then—the “carrying out” of change—must therefore be both practical and measurable.

By utilizing the guidelines in this pamphlet, a member company can be assisted in its implementation efforts with minimal disruptions in productivity and time and can produce measurable results in a reasonable timeframe. By stimulating the thinking of management personnel and assisting them in thinking through their particular needs, effective implementation can occur.

A company which is serious about implementation must successfully manage the changes needed within the organization and their results. These changes relate to the capability of one’s people, the effectiveness of the company’s systems, and the effectiveness of the leadership of its projects. Innovators and innovations must be welcomed by senior management and rewarded for their risk taking—not on their level of success. Implementation is the key to a company’s progress in the future—a commitment to implementation is the beginning of a successful future.

