

KENDRA SIMMS

Implementation Capacity Framework™

From Initiative to Impact

Implementation succeeds when capacity is built, not assumed.

EXECUTIVE OVERVIEW

A public introduction to the five recursive domains that build willingness, ability, consistent use, evidence for decisions, and lasting organizational capacity.

UNPUBLISHED CONCEPTUAL FRAMEWORK

Public edition | September 2026

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Good ideas do not implement themselves.

Organizations often select a worthwhile practice, communicate expectations, deliver training, and assume reliable implementation will follow. The Implementation Capacity Framework™ rejects that assumption. It asks leaders to build the conditions between intention and consistent practice.

The diagnostic question

What has to become true for this change to work here?

WHAT THE FRAMEWORK BUILDS

Understanding, trust, skill, confidence, usable tools, supported practice, feedback, organizational learning, and internal ownership.

WHAT THE FRAMEWORK DETECTS

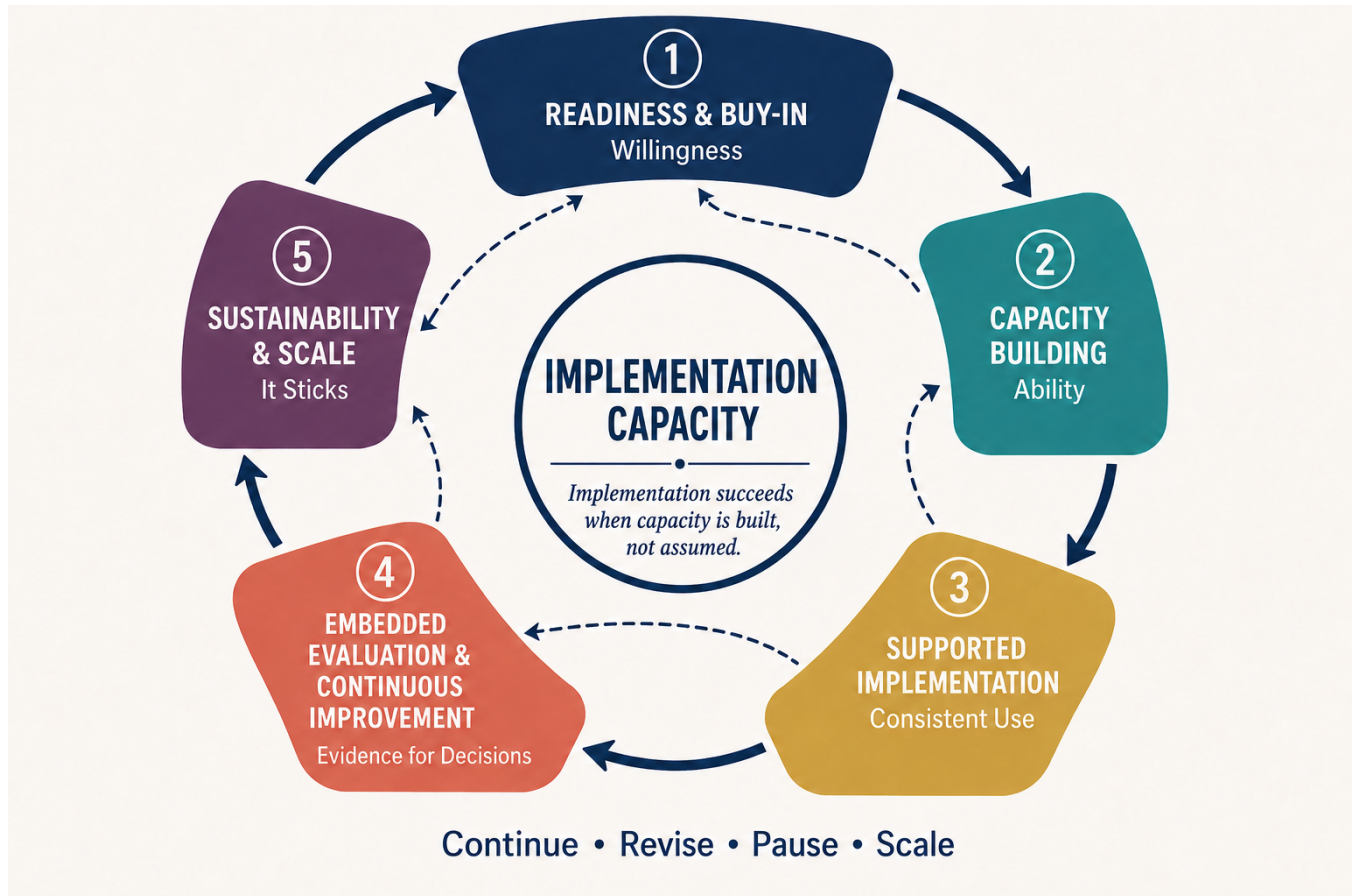
Initiative fatigue, silent compliance, inadequate practice, punitive monitoring, data without decisions, and premature scale.

A systems interpretation

Weak implementation should not automatically be interpreted as laziness, resistance, or poor performance. It may signal a gap in readiness, skill development, workflow design, leadership support, resources, technology, or organizational learning.

Five domains. One learning system.

The sequence provides orientation, not a rigid checklist. Evidence from any point may send an organization back to strengthen an earlier condition.



Solid arrows show general progression; dashed arrows show feedback and return pathways.

Movement backward can be evidence of learning.

When implementation reveals weak readiness, insufficient ability, unreliable support, or excessive burden, leaders return to the domain most capable of correcting the condition. The goal is not to complete five boxes. The goal is to build a system that can learn.

The five implementation conditions.



Willingness > Ability > Consistent Use > Evidence > Institutionalization

Evidence should change a decision.

Outcome data alone cannot explain whether a change was implemented well, equitably, feasibly, or sustainably. The framework pairs outcomes with implementation evidence.

01

Implementation

Who used the practice, how often, and under what conditions?

02

Quality

Were essential components present, correct, consistent, and delivered well?

03

Outcomes

Did the intended result improve meaningfully and remain stable?

04

Equity and Access

Who received access, who benefited, and who was underserved?

05

Experience and Burden

Was the practice useful, feasible, and manageable for the people carrying it?

06

Adaptation and Scale

What changed, why, and do evidence and capacity support expansion?

DECISION DISCIPLINE

Continue | Revise | Pause | Scale

Build capacity before demanding change.

The Implementation Capacity Framework™ helps leaders diagnose whether an implementation problem reflects readiness, capacity, support, evaluation, or sustainability conditions before assigning blame or adding another initiative.

CURRENT EVIDENCE STATUS

The framework is conceptually developed and operationally detailed. The complete five-domain framework has not yet been formally field-tested or empirically validated and should not be represented as a proven model.

About Kendra Simms

Kendra Simms is a special education educator, process-improvement practitioner, and Ed.D. candidate in School Improvement at The University of Texas at Tyler. Her work focuses on closing the gap between promising ideas and successful implementation through improvement science, systems thinking, and capacity building.



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