

The 4DX Strategy

An Effective Strategy for Implementing Change

Discipline 1: Focus on the Goal

Develop and implement a formal education program for surgical technology educators by May 2026.

This WIG will ensure educators are well-prepared to transition from clinical roles to teaching positions effectively.

Discipline 2: Act on Lead Measures

- Designing an educator training curriculum based on ARC/STSA guidelines.
- Securing partnerships with the Association of Surgical Technologists for professional development credits
- Conducting a pilot training program with 5 educators to refine the curriculum.

Discipline 3: Keep a Scoreboard

- Percentage of curriculum development milestones completed.
- Number of educators enrolled in the pilot program.
- Participant satisfaction scores from feedback surveys.

Discipline 4: Create Accountability

Weekly accountability meetings with the implementation team will review progress on lead measures, address obstacles, and refine strategies as needed.

Implementing the 4DX Strategy

Discipline 1: Focus on the Wildly Important

The first discipline of the 4DX framework is to identify and focus on the Wildly Important Goal (WIG) that drives the most meaningful impact. For this project, the WIG is to develop and implement a complete formal education curriculum for surgical technology educators by May 2026. This is consistent with the critical need to prepare educators moving out of clinical practice and into the classroom, who would provide quality instruction to the future workforce of surgical technologists. As McChesney et al. (2016) emphasized, focusing on one or two key priorities increases the likelihood of success, as it allows us to prioritize long-term goals over the distractions of daily tasks.

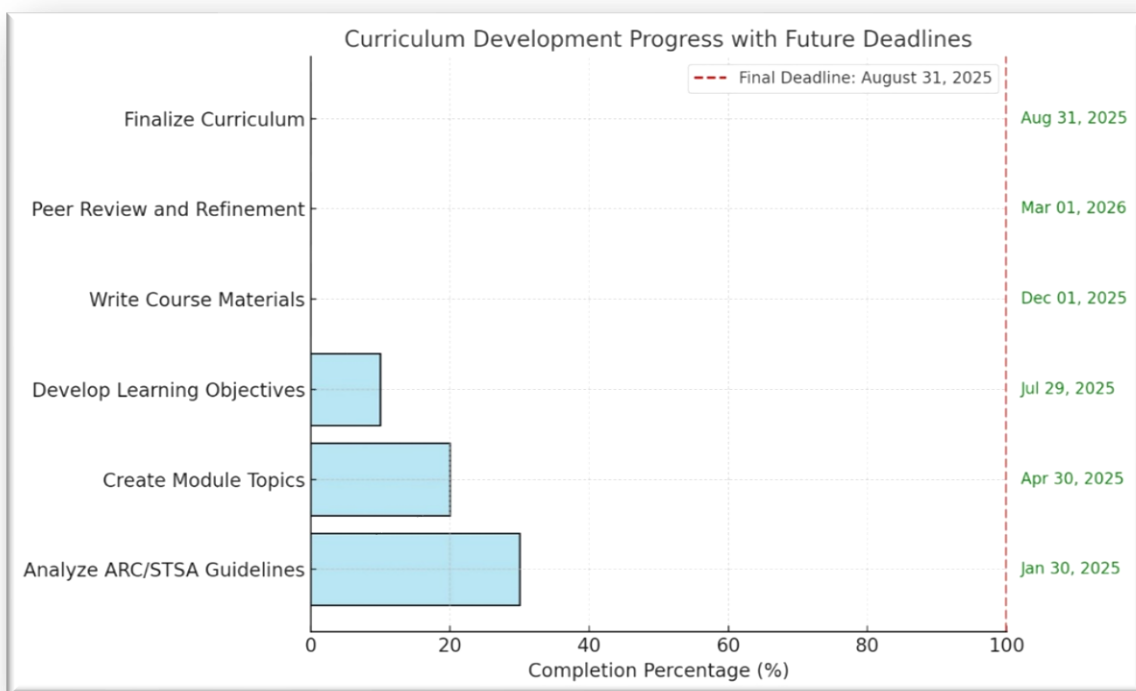
Discipline 2: Act on the Lead Measures

While all of these components ultimately help organizations achieve their wildly important goal (WIG), to reach the WIG, organizations must have someone accountable for lead measures, taking actionable steps that will lead them toward progress on the WIG. The lag measure for this initiative is the complete formal education curriculum in place as of August 2025. So, those lead measures might include (1) completing the curriculum framework based upon the ARC/STSA guidelines by February 2024, (2) piloting the curriculum with a handful of students by May 2026, and (3) gathering feedback from stakeholders to refine the framework. Lead measures are especially potent because they are within direct influence of the team, and they are predictive of success for the WIG (McChesney et al. This approach ensures that the entire team

remains aligned with the goal, focused on the desired outcome, and committed to measurable and actionable steps.

Discipline 3: Keep a Compelling Scoreboard

A scorecard that compels action is absolutely necessary to keep the team focused and accountable. As McChesney et al. (2016) argue, “people play differently when they’re keeping score” (p. 12). In this project, a score card will provide a visual display of the percentage completion of important stages of the curriculum development process such as first reading guidelines, developing module topics and refining materials. It will also provide deadlines for every milestone and show progress with the simple and easy to read bar chart format. This updated scoreboard will be published weekly in the team meetings as a public measure so that all team members are aware of their contributions towards the WIG.



Discipline 4: Create a Cadence of Accountability

The sixth discipline, creating a cadence of accountability, is about maintaining progress on the goals amid all the other things competing for our attention. Weekly WIG sessions will be a platform for the team to look at the scoreboard, review previous commitments, and make new ones. These sessions will be short and targeted, allowing team members to update on progress, share challenges and discuss possible solutions. McChesney et al. (2016) emphasizes the value of regular accountability in achieving execution, and these meetings create a cadence that ensures the team remains in sync with the WIG. To ensure that this accountability remains a motivating and positive aspect of the project going forward, there will be incentives including a wall of fame for team members that have made a significant contribution and when the project is completed have an awards ceremony to celebrate the team members' accomplishments.

The 5 Stages of Change

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Stage 1: Getting Clear

- **Key Actions:** Define the WIG clearly, ensuring alignment with the organizational mission and accreditation requirements.
- **Team Buy-In:** Present the plan to stakeholders and gather input to align the goals with their needs.
- **Influencer Model Integration:** Leverage respected leaders in the surgical technology field to champion the program and build credibility.

Stage 2: Launch

- **Key Actions:** Conduct a formal kickoff meeting introducing the 4DX framework and WIG to the team.
- **Training:** Provide training on the 4DX process and the roles of each team member.
- **Influencer Model Integration:** Use peer pressure (social motivation) by showcasing early adopters and success stories.

Stage 3: Adoption

- **Key Actions:** Monitor lead measures and encourage team collaboration through regular updates and communication.
- **Overcoming Resistance:** Address barriers through problem-solving and team feedback sessions.
- **Influencer Model Integration:** Use structural motivation, such as small incentives for achieving milestones.

Stage 4: Optimization

- **Key Actions:** Refine strategies based on what works best; enhance lead measures to ensure progress toward the WIG.
- **Data Analysis:** Use the scoreboard data to identify trends and improve outcomes.
- **Influencer Model Integration:** Highlight measurable success to motivate continued effort

Stage 5: Habits

- **Key Actions:** Institutionalize the practices of 4DX as standard operational procedures for future initiatives.
- **Sustainability:** Develop long-term goals and a succession plan for continued implementation.
- **Influencer Model Integration:** Establish professional development opportunities as a cultural norm.

Addressing the 5 Stages of Change

Stage 1: Getting Clear

This phase is about familiarizing the team with 4DX and identifying the Wildly Important Goal (WIG) — Reduce surgical technology program director turnover rates. This will help the team to jointly identify lead measures that are actionable, create a scoreboard that makes it simple to track progress, and put logistics in place for cadence of accountability. This groundwork alignment sets clarity for everyone involved.

Stage 2: Launch

During the launch stage, team members are introduced to the 4DX strategy via a fun kickoff meeting. And the WIG, lead measures, and scoreboard will be defined, and team members will be able to see how they contribute to making that happen. Focus on a flexible, collaborative plan that will be refined based on gathered feedback. Leadership will demonstrate accountability to promote trust and commitment.

Stage 3: Adoption

When the team starts achieving lead measures, resistance falls, and excitement rises. Regular WIG sessions together with a WIG scoreboard that all can see keep attention on the WIG and not let daily activities derail progress. This is also where the cadence of accountability must take hold to continue making things happen.

Stage 4: Optimization

Having put the 4DX process into place, the team now refines its execution. Members are more intentional and accountable in fulfilling their roles, and processes have been streamlined for greater effectiveness. Celebrations are critical for keeping the team focused, energized, and aligned toward the WIG.

Stage 5: Habits

The last stage embeds the 4DX disciplines into habits, resulting in the rhythm of execution and a culture of engagement. Through helping to finalize and implement the curriculum, the team gained experience working through 4DX that it can channel into addressing future WIGs and further advancing the field of surgical technology education.

The Synergy of the Influencer Model and 4DX

The Influencer Model takes the 4DX model a step further by dealing with the need to motivate change through key dimensions. Engaging educators in inspiring stories that demonstrate professional growth allows for personal motivation, as they identify with the initiative's goals to be a solution to a problem. Positive peer influence is enhanced by fostering peer work and advisory, thereby establishing a supportive network, a natural mode of strengthening efforts. Structural motivation does this by supplying resources, providing incentives, and recognizing accomplishments, so participants have what they need and feel rewarded and validated.

While the 4DX framework is an excellent program for achieving strategic goals, I believe the Influencer Model is a more effective tool for my innovation project due to the many stakeholders involved. The diversity of perspectives and priorities among educators,

administrators, and industry partners can make the structured, disciplined approach of 4DX challenging to implement. The Influencer Model's emphasis on addressing individual and collective motivations allows for greater flexibility and adaptability, making it better suited to navigate the complexities of my project. By aligning stakeholders through shared values, collaboration, and tailored incentives, the Influencer Model provides a pragmatic approach to achieving the desired outcomes.

Steps to the Successful Implementation Strategy

Such an initiative will require specific resources and strategies to succeed. Sufficient budget allocation will empower curriculum designing and educator training, whereas collaboration with industry experts and educational institutions will add credibility and expertise to the program. To track progress and quickly get information out there, we will use a digital platform to allow greater transparency and accessibility.

Stakeholders will receive periodic updates via email newsletters as well as at regular meetings to keep people engaged and aligned. Formats, including video, infographics will help to keep information clear and accessible. Progress will be assessed through metrics like the completion of pilot training programs, response from participants and stakeholders, and quantifiable progress made toward achieving complete implementation by the May 2026 deadline.

Conclusion

This strategy incorporates the strengths of the 4DX framework and the Influencer Model to effectively implement formal education for surgical technology educators. The Influencer Model offers a flexible and practical approach by focusing on motivational

factors and adapting to the complexities of diverse stakeholders. Combined with the structured accountability of 4DX, this comprehensive plan ensures that the initiative enhances the quality and sustainability of surgical technology education while addressing the unique challenges posed by multiple stakeholders.

References

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