Implementation Policies and Practices

Broader Organizational Features
(e.g., organizational climate, culture, HR policies/practices)

Implementation Climate

Implementation Effectiveness

Innovation Effectiveness

Strategic Accuracy of Innovation Adoption

Innovation-Values Fit

Legend
Dashed lines indicate relationships discussed by Klein and Sorra (1996), but not discussed in this article.

a. Strategic accuracy of innovation adoption (not discussed in this article) refers to the innovation’s ‘fit’ with the strategic problem its adoption is intended to solve.

b. Innovation effectiveness (not discussed in this article) refers to the benefits an organization receives as a result of its implementation of a given innovation.