

Re-launch is a two-part process involving leadership stakeholders and the 100-Day team. This can be done in two back to back workshops on the same day, or the two workshops can be separated out by a few days or a week or two.

Agenda and Time guide

Part 1 - Sustaining the Gains

Time guide	Workshop element	Why do this
10 min	Opening	
40 min	Sustainability Recommendations	Ensure that the wider group of leadership stakeholders (beyond those that showed up at the Landing Workshop) understand the work the team did in the 100 days, and the rationale for each of the Sustainability Recommendations
20 min	Confirming Sustainability Target	The sustaining target provides a north star for the system as a whole to remain focused on improving the system, in the long term. Without it, stakeholders risk implementing activities in a reactive or arbitrary way without a compass to steer them towards the ones that are most relevant and impactful
15 min	Break	
60 min	Shifting the System: Leadership Commitments	Lock in commitments to make shifts in the system that would enable the performance to be sustained at the targeted level
20 min	Agreeing on Accountability Mechanisms	Integrate the commitments into an existing management process, to ensure there is follow up and peer accountability, without overburdening the system with a new process involving additional meetings
10 min	Closing	

Part 2 Agenda - Expanding the Scope

Time guide	Workshop element	Why do this
10 min	Opening	
30 min	Deciding on the Way Forward	Engage Leadership stakeholders in a strategic discussion about using 100-Day Challenges as building blocks for long term strategies and goals

Use only ONE of the following 3 sessions, depending on the direction the team takes at the Landing Workshop		
60 min	Option 1: Scoping out Adjacent 100-Day Challenge	Engage leaders in making key decisions related to the next 100-Day Challenge
	Option 2: Preparing for Lift-Off of Scale-up 100 Day Challenges	Engage leaders in thinking strategically about the design of Scale-up 100-Day Challenges, and preparing for these
	Option 3 Preparing for “Strategy as Portfolio of 100-Day Challenges’ Orientation Session	Give leaders a taste of the shift to a 100-Day Challenge centric management, and help them prepare for a deeper dive into this topic
30 min	Creating the Enabling Environment for 100-Day Challenge Work	Engage Leaders in thinking about the role they can play in creating the Enabling Environment for 100-Day Challenge work in their own Organizations
10 min	Closing	

Part 1 - Sustaining the Gains

Elements and Facilitation Steps	
40 min	<p>Sustainability Recommendations</p> <p>1. The Story of the past 100 Days (20 min)</p> <p>The team (and mentors) describe the work of the team in a story-like fashion, mostly for the benefit of leaders who may be new to the whole journey. Describe this from the perspective of a team member, more a fireside chat than a formal presentation.</p> <ul style="list-style-type: none"> - We received this challenge note from x. We were wondering: what is this about? 100 days? They must be crazy... - Met at the Lift-off workshop. Not sure how it happened, but we committed ourselves to an insanely ambitious goal. - ... - To be honest, we had to cut many corners and do lots of workarounds to achieve this goal - The performance cannot be sustained... unless we make some changes in the system. - Here’s our best guess at what these changes need to be, and why we believe they are critical. - If these changes are made, we believe performance can be sustained at this level. - It is now up to you all to decide how to move forward on this. <p>2. Digging into the Story (20 min)</p> <ul style="list-style-type: none"> • Send participants into random breakout groups of 4-5, with the assignment to talk about the

	<p>story and come back ready to offer up quick reactions, and also clarifying questions. If possible spread the team members between the groups.</p> <p>After they come back, open the floor for comments and questions. Team members or mentors can answer the questions as they come up. (Coach team in advance on ways to answer questions briefly, and also in ways that invite others in versus in a defensive way.</p>
<p>10 min</p>	<p>Confirming Sustainability Target</p> <ol style="list-style-type: none"> Review Proposed Target (10 min) Team explains how they arrived at their recommended target, and how this fits with related performance indicators in the system. For example, if the target is related to response time to calls for assistance by the police related to GBVF, a related performance indicator may be response time to other types of calls of assistance. Ask for clarification questions by leaders. Lock in the Target (10 min) Ask each participant (other than team members) to write down a number, and then anonymously reveal this at the same time. This can be done through a word cloud on Mentimeter or through writing numbers on slips of paper that get pooled together and read out loud Help get the group to convergence through taking the median or the average, testing for agreement, and doing successive iterations of this.
<p>60 min</p>	<p>Shifting the System</p> <ol style="list-style-type: none"> Review Team Recommendations (20 min) <ul style="list-style-type: none"> The team elaborates on the story they conveyed in the first session, focusing in more depth on system shift recommendations. These could be organised in a matrix with the following headings: <ul style="list-style-type: none"> Row headings <ul style="list-style-type: none"> Policy/process changes Training on new skills New roles and accountabilities Toolkits and guidance notes to be developed and disseminated Other Column headings <ul style="list-style-type: none"> New Normal Team Actions Leadership Recommendations Then the team can describe each Leadership Recommendation in more detail: The team can use the three W's to elaborate on each recommendation: <ul style="list-style-type: none"> Why this is important What it takes to make it happen When to make it happen The Leaders then ask clarifying questions

	<p>2. Discuss and Decide on Each Recommendation (25 min)</p> <p>Ask leaders to “sign up” to work on one or two Recommendations.</p> <ul style="list-style-type: none"> ● Split into breakout groups, each focused on one recommendation. ● Make sure a couple of team members ● are in each group. ● The assignment is as follows: <ul style="list-style-type: none"> ○ Discuss and clarify further, as needed ○ Make a decision - whether to proceed with it or not. ○ If not, explain why and suggest an alternative. ○ If yes... <ul style="list-style-type: none"> ■ Map out a high-level implementation plan ■ Designate a leadership champion who will drive this ■ Decide on timing for this <p>3. Make Commitments (15 min)</p> <ul style="list-style-type: none"> ● In the plenary, each group presents its proposed decision, leadership champion, and timing. ● Ask others to give the thumbs up or down. <p>If there is disagreement, facilitate a brief (3 min) exchange of perspectives, and then ask the dissenting leader to join the subgroup presenting in a follow-up session to discuss further and decide.</p>
20 min	<p>Agreeing on Accountability Mechanisms</p> <p>1. Explain the Rationale (5 min)</p> <p>One way to do this is to make the analogy between management processes and social media platforms. The aim of both is to engage people and regulate their interactions.</p> <p>People resist getting on a new social media platform. One more feed to check and get notification from. To learn how to use. To remember a new password. And so on. So much easier if you say “we are forming a new group on facebook or whatsapp”, versus “we are designing a whole new platform for you to use to communicate with each other.”</p> <p>Similarly, we prefer that you piggyback on existing management processes than to create new ones that are specifically tailored for the sustaining target and the sustainability commitments.</p> <p>2. Adopt and Adapt a Management Process (15 min)</p> <p>Ask about monthly forums that involve most leadership participants. Once the group lands on one, outline and discuss the adaptations that need to be made:</p> <ul style="list-style-type: none"> ● Add an agenda item on the sustaining target. This could be 30 min in the next 3-6 months (while the leadership recommendations are being implemented), then shifting to 15 minutes (with longer feedback of 30 min at quarterly meetings). ● Who else needs to be invited to this part of the meeting? <ul style="list-style-type: none"> ○ All leadership champions of leadership recommendations ○ 100-Day team co-leaders ○ Who else?

	<ul style="list-style-type: none"> Who will present the overall progress on the performance target? Note: this individual will become the de facto team leader for the ‘virtual’ sustaining project you all just created. <p>If the leader who holds the agenda for this monthly meeting is not in the room, ask for one or two leadership volunteers to reach out to the meeting coordinator to negotiate these adaptations. They can either add the slot to the agenda or append this agenda item at the end of the meeting, so some participants in the regular meeting have the option to leave as others (e.g. 100-Day team co-leaders) join.</p>
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Part 2 - Expanding the Scope

Elements and Facilitation Steps	
30 min	<p>Deciding on the Way Forward</p> <ol style="list-style-type: none"> Reviewing the options (15 min) Give leaders an overview of the possible paths forward, using examples to make this concrete. The aim is for them to begin to see that 100-Day Challenges are not just to ‘jump-start’ change or to catch up after you have fallen behind, but they are a way to manage - that goes back and forth between strategy and action until the vision of the future has become a reality. You can show the animated video to leaders to provide concrete examples, and then use the slides to wrap a conceptual framework around these examples. Deciding on the Way Forward (15 min) <ul style="list-style-type: none"> Ask the mentors to share with other leaders the team’s recommendation on the way forward. Open this up for questions and discussion Bring the discussion to a decision through testing for convergence on the team’s recommendation or on alternative suggestions. Use voting if need be.
60 min	<p>Option 1 Scoping out Adjacent 100-Day Challenge</p> <ol style="list-style-type: none"> Sharpening the Focus area and Developing the Learning Agenda (30 min) The team presented a recommendation for the next 100-Day Challenge focus area. Ask the leaders to work in mixed groups of 4 (for 10-15 minutes), to discuss and come up with suggestions on the following: <ul style="list-style-type: none"> How do we sharpen this further? Do we need to narrow the focus? What additional guidance do we want to provide to the team? What do we, as key system stakeholders, expect to learn from this next 100-Day Challenge <p>As part of the session, ask participants to use individual post-it notes on three flip charts (or Jam-Board pages). One for each bullet above. Quickly go over these suggestions in plenary. And bundle similar post-it’s together.</p>

	<p>2. Designating mentors & selecting team members (20 min)</p> <ul style="list-style-type: none"> ● Refresh the memories of participants by going over the 100-Day Challenge journey and roles/attributes of mentors and team members. ● Ask for volunteers to step into the role of mentors. It could be two or three. ● Brainstorm with the leaders an initial list of team members. <p>3. Next Steps (10 min)</p> <ul style="list-style-type: none"> ● Mentors take the suggestions from session 1 and draft the Challenge Note (with help from Ambassadors). And they circulate this back for feedback to the participants in this session. ● Mentors, in consultation with other leadership stakeholders and support from Ambassadors, complete the roster of team members and clear their participation in the 100-Day team with their managers. ● Ambassadors set a date for the Lift-Off Workshop and prepare for it with the mentors.
<p>60 min</p>	<p>Option 2 Preparing for Lift-Off of Scale-up 100 Day Challenges</p> <p>1. What Performance Indicator to Focus on? (10 min)</p> <p>The team suggested that multiple 100-Day Challenges can be launched at once, building on the experience of the first 100-Day Challenge. Perhaps each of these is focused on a geographic zone (city or district, or catchment area of a school or health center).</p> <p>Since the pioneering team had already done the thinking to translate the challenge focus area (e.g. prevention of HIV/AIDS transmission in schools) to a specific performance indicator (use of condoms among students in 8th grade and above), this performance indicator would be the default that would be suggested to all the other teams.</p> <p>Open this up for discussion.</p> <ul style="list-style-type: none"> ● Based on the experience of the pioneering team, would it be useful to refine or modify this performance indicator (e.g. start in 7th grade, or broaden the prevention practices beyond the use of condoms)? ● Are there other related performance indicators we would like to suggest to the teams engaged in scale-up 100-Day Challenges (e.g. delaying initial sexual activity for students in 6th grade and below)? <p>Ask for specific suggestions and discuss the merits of these and the context in which they may apply. For example, the use of condoms may be a culturally problematic indicator in highly religious or traditional communities, and delaying initial sexual activity may be more appropriate in this context.</p> <p>This discussion will help frame the Challenge Note for the scale-up 100-Day Challenge teams, and it will influence the design of the goal-setting session at the Lift-off workshop.</p> <p>2. What Lego Set of Solutions to Offer to Scale-up Teams? (20 min)</p>

	<p>The pioneering team would have tried several things and generated some insights on what works and what does not.</p> <ul style="list-style-type: none"> ● Ask the team to list these on post-it notes. ● Invite leaders to add or comment on these. ● Agree on team members to do a short write-up on each of these, outlining the context for this, the impact, the lessons, etc. Ask the designated team members to represent this graphically as well. <p>The notes will be assembled in a booklet that will be shared with the scale-up teams at the Lift-off Workshop. and the graphic representations will ideally be turned into a “poster gallery” at the Lift-off Workshop.</p> <p>It is important to present these as a menu to pick from and build on, and not as a cookbook recipe.</p> <p>3. Identify Team Mentors and Members (20 min)</p> <p>Based on the experience of the pioneering team, determine the optimal composition of the scale-up teams.</p> <p>This can start with the team listing the groups represented on it, and then discussing the questions:</p> <ul style="list-style-type: none"> ● Which other groups would we have liked to be represented on the team? ● Which groups that are currently represented could we have pulled into the team on an as-needed basis? <p>Leaders would then decide on the optimal composition of the mentors for the teams. If these are not in the room, ask one or more leaders to recruit and onboard them.</p> <p>4. Next Steps (10 min)</p> <p>Go over next step assignments. It would help to lock in a date for the Lift-Off workshop, which will naturally suggest target dates for each next step. Make sure there is one volunteer taking responsibility for each follow-up step.</p> <p>Follow up steps would typically include:</p> <ul style="list-style-type: none"> ● Shaping and finalising the Challenge Note ● Adjusting the design of the Lift-Off Workshop ● Recruiting the 100-Day teams ● Assembling the lego book for the teams ● Preparing the poster Gallery ● Handling the logistics of the venue; etc.
<p>30 min</p>	<p>Option 3 Preparing for “Strategy as Portfolio of 100-Day Challenges’ Orientation Session</p> <p>1. Mapping out the Strategy as Performance Indicators (20 min)</p> <p>Show the video of Gary Kaplan interviewed talking about the “Plan the Work, Work the Plan model of AXAXL. Follow that with a voice-over video that explains this further.</p>

	<p>Facilitate a discussion on whether the system is ready for this radically new, 100-Day Challenge, way of managing.</p> <ul style="list-style-type: none"> • To what extent will this work in our context? • How do we flip our strategy and planning processes so they become platforms for organizing 100-Day Challenge work? • Which parts of the systems can we do a ‘test & learn’ experiment in? <p>2. Assignment for Follow-up Learning Session (10 min)</p> <p>Agree on a time for a Zoom webinar with Gary Kaplan to learn more about this and to strategise together on how to make it happen.</p> <p>Ask leaders to do two assignments in preparation for this.</p> <ul style="list-style-type: none"> • Read the draft article, and share with the Ambassadors at least two questions about it in advance of the session • Have each leader draw up a map of the performance indicators that define the system, from a performance lens, and share this with the Ambassadors in advance (Ambassadors will use these to create an aggregate performance system map).
<p>30 min</p>	<p>Creating the Enabling Environment for 100-Day Challenge Work</p> <p>1. Leading with Confident Humility: Intellectual Understanding versus Embedded Habits of Thinking (15 min)</p> <p>Use the “3/4 right” exercise to illustrate the tendency to find fault rather than build on what is right and approach the ‘wrong’ answer with curiosity rather than judgment.</p> <p>Highlight that this is why creating the enabling environment is difficult: it requires leaders to shift behaviours, which intellectually we all can agree with, but in reality, these behaviours stem from deeply held beliefs about our roles as leaders.</p> <p>Build out from the above (‘leading with confident humility’) to the other elements of creating the enabling environment. Show the EE slide. Remind leaders that it is their role to create this environment for the 100-day teams, and ultimately in day-to-day work in their organisations as well.</p> <p>2. Working on our Enabling Environment (15 min)</p> <p>Ask the leaders to think individually (for 2 minutes) about one or two elements of the enabling environment that are the least likely to happen naturally in their own organisation. You can use a Mentimeter survey to get a profile of this in the system.</p> <ul style="list-style-type: none"> • Pair leaders up across different organisations. Give them 10 minutes to share the EE that feels most ‘unnatural’ in their organisational habitat. And to strategise together on how they can make it a more natural occurrence. • Invite leaders in plenary to debrief from this in a popcorn style: Any surprises? Anything ideas that emerged that you’d like to share with others in case they can try it? • Ask the pairs to set up a call with each other in 30 days to check on how they are doing on this.