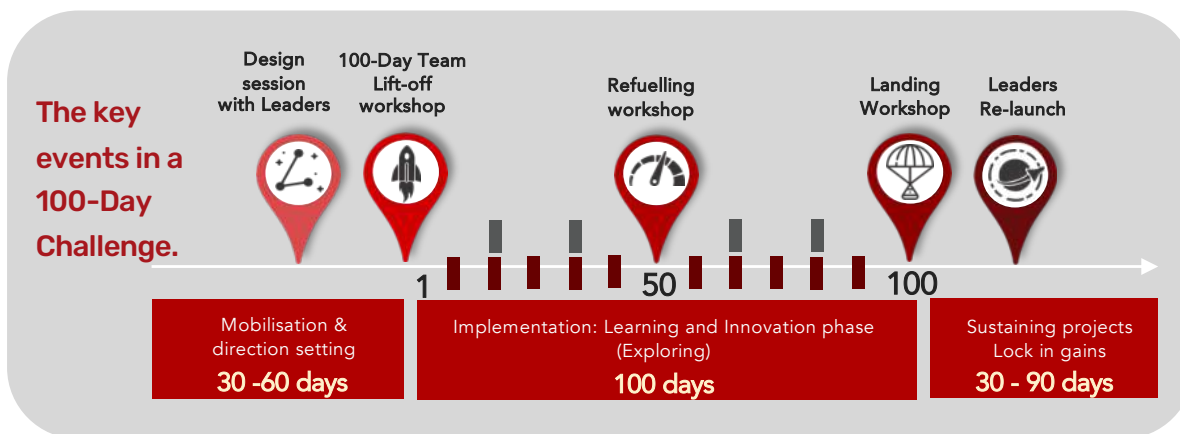# the world of impact | FAQ | 100-Day Challenge

100-Day Challenges are structured journeys for frontline teams and leaders that are designed to inspire and enable intense collaboration, continuous innovation, and fast and disciplined implementation. Teams start this journey by setting unreasonable 100-Day Goals and developing innovative plans to achieve these.

To set the stage for the journey, leaders shape and present a challenge to the team, and create a "safe space" for the team to experiment and learn. A further Sustaining Phase, involving System Leaders and 100-Day Challenge team members, ensures that the gains are sustained after the 100-Days.

100-Day Challenge: 3 Phase Work Programme

The key events in a 100-Day Challenge.

Design session with Leaders · 100-Day Team Lift-off workshop · Refuelling workshop · Landing Workshop · Leaders Re-launch

1   50   100

Mobilisation & direction setting **30 -60 days**

Implementation: Learning and Innovation phase (Exploring) **100 days**

Sustaining projects Lock in gains **30 - 90 days**

Net Impact of 100-Day Challenges:

1 dramatic increases in performance which are inspired by an unreasonably ambitious 100-Day Goal

2 insights about patterns in the systems that enable or limit performance. These insights begin to result in shifts in the systems, which leaders embed and amplify in post-100-Day actions.

3 transformative experiences for the team members and leaders involved, which include deeper connections with each other, a stronger sense of agency and confidence in leading change, and appreciation for the power of working in a purposeful, autonomous, and agile team.

Rhythm of the 100-Day Challenge

A full cycle of the 100-Day Challenge, including the pre and post 100-day work, lasts several months. There are initial scoping conversations, followed by six workshops. When organisations move through the 100-Day Challenge together, the Leader Design Session, the Lift-off Workshop and the Landing Workshop involve all the stakeholders. Each team sets up regular (weekly or biweekly) virtual or in-person meetings to review progress and update action plans.

The first workshop is the Design Session, where System Leaders agree on the focus and boundaries of the Challenge. A strong Challenge requires collaboration and innovation, and it can be translated by the team into a 100-Day Goal. During the workshop, they also elect Mentors to work closely with the team and begin to identify members for the 100-Day Challenge Team.

The 100-Day team Lift-off workshop starts the 100-Day implementation phase, where teams set their 100-Day goals and develop their 100-Day plans, including innovations they will test. Teams also elect team leaders, and decide on their governance structure (Team Operating Agreement) during the next 100 days. Teams will experience self-governance, inclusive decision-making, and other new ways of working that signal that it is NOT business as usual.

The day after the Lift-off workshop is day one of the 100 days. When the team begins to make progress on their goal through rapid experimentation, intense collaboration, and disciplined execution. During the exploration, Leaders gain insight into the systemic issues that need to be tackled to sustain and scale the impact that the team generates in the initial 100 days.

The Refuelling workshop, in the middle of the 100 Days, is a space to reflect on what has happened in the first 50 days and to adjust plans for the following 50 days.

The Landing Workshop is at the end of the 100-Day Exploration phase. Teams celebrate accomplishments and reflect on lessons learned. Teams solidify plans to embed (institutionalise) the gains and develop sustainability recommendations for leaders.

Re-launch workshop is the opportunity for the wider leadership group to decide on commitments and accountabilities related to sustaining the gains and the role of the team moving forward. They also decide on the focus and timing of follow-on 100-Day Challenges.

Overview of the process

It is important to understand how the challenge posed by System Leaders and the 100-Day Goal set by the Team at the Lift-off Workshop are related and unfold over time.

Explore Challenge → **Leader Design Session** → **Challenge Note** → **Lift-off Workshop**

The Ambassadors works with System Leaders to explore possible focus areas for the Challenge and prepare for the System Leader Design Session.

The objective of the Leader Design Session is for all System Leaders to agree on the focus and boundaries of the Challenge.

The Challenge Note summarises the focus and boundaries established in the Leader Design Session and is shared with the 100-Day Team.

At the Lift-off Workshop, the 100-Day Team sets the 100-Day Goal based on the Challenge Note they received.

Note:

- The Challenge is shaped by System Leaders. A strong Challenge requires collaboration and innovation, and it can be translated by the team into a 100-Day Goal.

- The Challenge needs to strike a balance between being broad enough so team members feel that they have a real choice in setting their goal and narrow enough to enable the system leaders to choose 8-12 team members who would be able to make tangible and significant progress in 100 days (so if it feels like you need representatives from 20 departments or stakeholder groups to be on the 100-Day team, it is a signal that you need to sharpen the focus of the Challenge further).

- The 100-Day Goal is set by the 100-Day Team. A strong goal is inspired by the Challenge, has a clear indicator of success that can be easily tracked and measured, and feels truly ambitious (eyebrow raising ambitious).

System Leaders are senior representatives in the organisation or the systems, engaged in the issue at hand. At the Leadership Design Session, System Leaders decide on a focus area for the 100-Day Challenge, elect Mentors, and propose members for the 100-Day Challenge Team.

System Leaders play an active role during the Challenge. They ensure that Team members have the time and space to participate in the Challenge and bust down barriers the Team may encounter as they engage in experiments to improve the system.

To best support the Team, System Leaders will get regular updates via three workshops during the Challenge - where the Team will share performance updates, accomplishments, and problem areas.

System Leaders will also ensure the sustainability of the efforts of the Challenge through the Sustaining phase, which comes after the completion of the 100 days.

Mentors are the key guides and coordinators of the 100-Day Challenge. They are the bridge between the System Leaders and the 100-Day Team and work closely with the Ambassadors

Mentors play a key role in finalising the Challenge Note and ensuring team members are selected and briefed on their roles in the upcoming 100-Day Challenge. Mentors join the Team at all of the Workshops and co-lead the Re-launch Workshop with the Team Leaders - supported by the Ambassadors.

Team Leaders

At the Lift-off Workshop, the 100-Day Team sets their 100-Day Goal, creates its work plan, and elects its Team Leaders. Team Leader responsibilities include running and organising team meetings, liaising with Mentors and Ambassadors, managing team dynamics, and providing overall project management.

Ambassadors

Throughout the 100-Day Challenge, the Ambassadors (trained by The World of Impact) work closely with the Team Leaders, Mentors, and System Leaders to ensure that the proper conditions are set for intense collaboration, innovation, and implementation.

What is a 100-Day Challenge?

What is the rhythm of the 100-Day Challenge?

How do we construct the challenge area?

What are the roles involved in this work?

What happens after the initial 100-Day Challenge?

The initial 100-Day Challenge is the crucial point of departure. It shows what is possible, and it sets the stage for moving towards long term strategic goals of the community.

Building on our experiences, we developed a 2-3-month Sustaining Phase to increase the odds of sustaining momentum beyond the initial 100 days. The emphasis is on building and strengthening the systems that underpin performance - based on the insights gained in the 100-Day Challenge. This includes shifts in policies, resource allocations, processes, operating procedures, roles, skills, and accountabilities.

This project is launched at the Re-launch Workshop. During the Landing Workshop, the 100-day team develops the draft recommendations for the Sustaining Project and initial ideas for the project plan, and they share these with the system leaders in their Reverse Challenge Note. The System Leaders and the 100-Day team use this at the Re-launch Workshop to shape a goal(s) and plan of the Sustaining Project.

The Re-launch is an opportunity for the leaders to review the outcomes and lessons learned and to shape additional cycles of rapid innovation and system strengthening. These cycles could become an evolving map of the path towards achieving the organisation's and community's long-term goals.

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