**Agenda & facilitation steps**

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| Timing | **Workshop elements** | **Preparations** |
| 20 min | Opening session | * Slides * Projector * Sound system for videos * Flipchart or Whiteboard * Paper - for flipchart and teams * Pens - for flipchart and team members * Post-it notes * Copies of the Challenge note * Refreshments & Lunch   Practice steps with your fellow team members |
| 20 min | Clarifying the challenge |
| 25 min | What is a 100-Day Challenge? |
| 10 min | The Journey of the 100-Day Team |
| 10 min | The work we will be doing today |
| 15 min | Comfort Break |
| 90 min | Setting our 100-Day goal |
| 30 min | Shaping our Team Agreement |
| 45 min | Lunch Break |
| 90 min | Developing our 100-Day Workplan |
| 15 min | Comfort break and prepare for feedback to Challenge Strategist |
| 60 min | Feedback and Close-up |

**Timing is a guideline** - it could be shorter or a bit longer, depending on the topic and the team. if you start at 9:00 you should be done by 16:00.

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| Below is a **step-by-step guide** for presenting this segment of the agenda. This step-by-step guide matches the slides in the presentation deck that is provided in the Guidance Note on Week Minus 1. This is intended for and addressed to the Team Coach. But it could be used by anyone leading this segment of the agenda. |

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| **Opening session - Welcome and Warm-up (15-20 min)** |
| 1. **Welcome everyone**, including the Challenge Strategist and other leaders and share the workshop agenda. 2. **Warm-up exercise** to create an energised environment. Use whatever works for you. One suggestion is to ask everyone to pair up with someone else to share perspectives on these two questions and then call on some participants to share highlights in the plenary.  * What do I hope will happen today? * What special skill outside my job am I bringing to the Team?  1. Share the **ground rules** of the workshop and ask if the team wants to add any. |
| **Clarify the Focus of the Team (15-20 min)** |
| 1. Ask the **Challenge Strategist** to provide a 5-minute overview:  * Setting the context – localising the strategy * Recap the focus area and explain why it was chosen. * Clarify why these team members were chosen. * Clarify what is expected of the team.  1. **Questions and answers:** Allow the team members time to think of questions, and to write these down on post-it notes. Then as a Team Coach, read each question and invite the Challenge Strategist and/or other leaders to respond. 2. **Thank** the leaders for making the time and for their willingness to be ‘put on the spot’. Remind them to re-join the team to give feedback on the goal and the plan during the last session of the workshop. And make sure to let them know they are welcome to stay a little while longer if they have time. |
| **What is a 100-Day Challenge? (25min)** |
| 1. Explain that the 100-Day Challenge is a special type of project. Show the slide entitled: **What is a 100-Day Challenge?** 2. “So let’s explore what is different about it…”. Show part 1 of the intro video. Pause after the video and ask participants to **share experiences** that they may have had in similar crisis situations and how performance and behaviour changed in these. 3. Summarise what is unusual about a 100-Day Challenges by showing the slides on “**unusual behaviours**”. 4. **Unique Features:** Show the second video about the events and enabling environment. |
| **The Journey of the 100-Day Team (10min)** |
| 1. “So you may be asking, what are we going to do over the next 100 days, and what is our role?” Share the slide on the **events in the 100-Day Challenge**, and indicate that with the Start-Up workshop today, the 100-day countdown will start tomorrow. 2. Share the slide on the team to **clarify the roles of Challenge Strategist,** Team Members and Team Coach. This is a good slide to use for the next step of transitioning. |
| **The work we will be doing today (10min)** |
| 1. “So you may be asking, what do we need to do today?”  * “We will set our 100-Day Goal. * We will create a Team Agreement on how we, as a team, will work together for the next 30 days. * Based on our goal, we will develop our 100-Day Plan.”  1. “This is the work we will be doing today. But before we shape our 100-day goal, let’s pause to see what questions you may have about 100-Day Challenges and how they are similar and different from regular projects.” 2. If you feel there is confusion and people are not sure what to ask, invite them to take 5 minutes in small groups to talk about the videos and identify questions that they would like clarification on before proceeding to the next agenda item. |
| **Setting our 100-Day Goal (90 min)** |
| “Setting the 100-Day Goal is the most important step in the Start-Up Workshop. Committing to a shared goal, especially one that feels scarily ambitious, binds the group together and sets the stage for them becoming a team. This Learning Deep Dive is primarily addressed to the Team Coach. Naturally, others can use it if they are filling in for the Team Coach.  **STEP 1 -** **Build out the logic of SMURF goals** (Smart, Measurable, Unreasonable, Results-oriented, Fast), by engaging team members in two exercises:   1. **Tennis Ball exercise.** This helps the Team experience and appreciate the power of a group of people committing to unreasonable yet believable goals. It drives home the ‘U’ in SMURF. Download the facilitation guide on the Tennis Ball Exercise to help you and you will also learn about this in the Face-to-Face training. 2. **Jeha & the King’s Donkey story**. This drives home the ‘R’ in SMURF. This is essential to avoid the Team regressing from a results-oriented impact indicator goal (e.g. “increase the number of survivors who report gender-based violence” to an activity-oriented goal (e.g. conduct an awareness campaign on GBVF on campus). If you feel there is still ambiguity about what the R means in SMURF, use the A/B exercise to challenge the team to compare different types of goals. You did the answers to the before in the Deep Dive in Week Minus 4 “Developing a short list of Focus areas” 3. **Emphasise the differences between SMART** (Specific, Measurable, Achievable, Relevant, Time-bound) and **SMURF goals**. Not all SMART goals are Results-Oriented. SMURF goals always are. SMART goals are Achievable. SMURF goals are unreasonable and bordering on the impossible!   **STEP 2: Shaping the Team's 100-Day Goal.**   1. As part of your preparation for the Start-Up Workshop, you prepared two or three **SMURF Goal templates** that match the Focus Area (impact indicator) in the Challenge Note. Here are the 100-Day goal templates for different focus areas. You can download a copy. **Present the 100-Day Goal templates** to the team. Ask them to discuss these to see if which one they are comfortable with. If need be, customise one of these with them. Making sure they agree on how progress towards the goal will be measured. (20 min) 2. For the selected template, ask the team to fill in the blanks with numbers or percentages that represent how ambitious they would like to be in the next 100 days. After some initial discussion, you can ask each team member to write down a number or a percentage on a post-it note; then, they can share these and discuss. Use voting if need be. Remember that we are not seeking consensus but rather the willingness of each team member to work towards achieving this Goal. Naturally, if they feel that it is “pie in the sky”, they will not take it seriously. They need to believe that it is possible to achieve it, however remote that possibility may be. Leave room for discussion and argument. It is essential that everyone feels heard before agreeing on a 100-Day Goal. Keep reminding the team that the leaders encouraged them to set highly ambitious goals. Remind them about the goals they heard about in the videos.   **STEP 3 - Refining the goal.** More often than not, the team will be so eager to move on to the 100-Day Plan that they fail to ask important questions about their 100-Day Goal (15 min):   * Compared to the baseline, does the goal feel really “unreasonable”? * When will we start measuring progress towards the goal? And how often will we measure progress after that? * Is the goal framed as “In 100 days,… OR “Within the last month of the 100 days…?” Which framing is most suitable? * What are the possible adverse consequences of pursuing this goal? What are ways to mitigate these?   This step will help you guide the team as they discuss these questions so they can refine and, if need be, adjust their 100-Day Goal. After the preliminary goal is set, we suggest that you congratulate the team on completing the toughest part of the Start-Up workshop, and that you give them a short break. |
| **Shaping our Team Agreement (30min)** |
| Now that the team has set their goal, you will help them to create a team agreement. This is intended for and addressed to the Team Coach. But it could be used by anyone leading this segment of the agenda.  **STEP 1: Electing Team Leader**   1. **Share the Team Leader Role:**  * Helps the team stay organised and focused on the Goal * Coordinates, as needed, with the Challenge Strategist * Leads weekly team meetings  1. **Elect the Team Leader:** Let Team members know that they will practice self-governance for 100 days. Part of this is electing their own Team Leader. Ask each Team member to submit 1 or 2 names on a post-it note (they can nominate themselves). Count the votes discretely and ask the selected leader if he or she accepts. Announce and celebrate.   **STEP 2: Develop the Team's Operating Agreement**   1. Develop a **Team Operating Agreement** to help establish how the team will work together. Ask the team to decide on the questions in the slides. 2. **Before the team discusses the first question about roles**, explain to the team what is expected from each role:  * **Data Geek**: Updates performance data in the goal tracker. * **Storyteller**: Coordinates with the World of Impact communications team to relay the team’s stories of success and struggles.  1. The Team Leader can begin to take charge at this point, and she can ask specific team members if they would like to play each of these roles. |
| **Developing our 100-Day Workplan (90min)** |
| If the 100-Day Goal is the equivalent of the Team’s mission and purpose, the Work Plan is the equivalent of its strategy. This Learning Deep Dive is primarily addressed to the Team Coach. Naturally, others can use it if they are filling in for the Team Coach. We suggest you use 5 steps to help the Team develop its 100-Day Plan.  **STEP 1 - Generating Ideas (15 min)**  Start by brainstorming on a flip chart using Post-it notes.   * Hand each team member a packet of post-it notes and a pen. Ask them to think about actions, ideas, or strategies that can help them make progress towards the 100-Day Goal. Ask them to write one action/idea/strategy on a post-it note. * After a brief period of idea generation, ask the group to look at the wall of Post-it notes to see if this inspires additional ideas. You can do another round of individual “ideation” with post-it notes. If the ideas are all related to doing things a little better, challenge them to come up with completely new ideas.   The slides are examples of what the wall might look like if the Goal is to organise a dinner party for 20 friends that 80% of them will rate as the “most amazing party” they have ever been to in 100 days.  **STEP 2 - Cluster Ideas into Themes (10 min)**  Ask the group to start clustering the post-its that go together and to label each cluster with a heading (theme) that best describes the cluster. These themes help the Team divide and conquer (2-3 team members will focus next on a cluster and turn it into a thematic plan).  **Step 3 - Creating Thematic Plans (20 min)**  Before the session, you had created a blank timeline with several “swim lanes” on flip charts (see the diagram). Each swim lane will be used to turn a cluster of post-its into a thematic plan.   1. Solicit the help of the Team Leader to assign each cluster to 2-3 team members (sub-group). Then, ask each sub-group to review the post-it’s and turn these into an organised plan in one swim lane. The plan will be comprised of a few action steps that are written out on post-it notes and placed in the appropriate sequence and timing in their respective swim lane. 2. Each sub-group will label its swim lane with the theme of the cluster: Food, Music, Activities, Etc. The swim lane will capture all the action steps related to its theme. For example, the action steps in the Music theme could include:  * Ask invitees about their favourite music sets and the music they cannot stand. * Create a playlist based on the above research * Buy booster speakers to ensure sound quality * Set up the speaker system * Designate someone as the DJ so they adjust the music depending on the mood.  1. In some cases, the sub-groups can add a sub-goal to its swim lane. This typically relates to the 100-Day Goal but is focused on a particular theme. For example, when it comes to the music theme, the sub-goal could be: “At the end of the party, 75% of the guests will agree that their favourite piece of music was played, 100% of them will agree that there was no “annoying” music played, and 80% will agree that the music played fit the mood perfectly.” 2. Finally, the sub-group suggests a Team member who will be responsible for making sure that each action step happens. The name of the Team member is added to the post-it note.   **Step 4 - Synch up the Thematic Plans (20 min)**   1. The whole Team looks over all the swim lanes to see if the timing between them synchs up. For example, the party activities may need to be decided on before the decision on the food is finalised to ensure that the food lends itself to the types of party activities that are planned. So the step of deciding on party activities may need to be moved up in time to allow the food planning and preparation to proceed on time. 2. The Team also reviews the totality of the 100-Day Plan to determine if implementing all these actions will achieve the overall 100-Day Goal. If not, what is missing? What new themes need to be added? For example, if there are extreme introverts among the guests, we may need to create a “quiet space” that allows them to recover from all the interactions with others. Otherwise, their assessment of the party will likely be negative. If this is the case, the team might add a “please the introverts” theme, add a swim lane, and build a plan for the swim lane.   **Step 5 - Stress-Testing the Plan (15 min)**   1. The Team reviews the overall plan and adjusts action steps as needed. It is okay to have the swim lanes crowded in the first month and less crowded in months two and three. 2. Review sessions with the Challenge Strategist can be added to the Plan. 3. Ask the Team if they need to add actions related to the following:  * Communicating with key stakeholders? * Assessing the baseline or creating one if none exists? * Creating a way to track progress against the goal?  1. The Team Leader can volunteer or assign someone to transcribe the timeline into a work-planning template. |
| **Feedback and Close-up (60 min)** |
| 1. **Feedback to the Challenge Strategist:** The Team Coach welcomes the Challenge Strategist back, and the Team Leader reads out the 100-Day Goal and provides a few highlights of the 100-Day Plan. These might include:  * What is particularly exciting to the team about the plan (e.g. innovative ideas they want to test)? * What is worrisome? * What support do they need from the mentor and other leaders in the organisation? * What advice would they like from the Challenge Strategist? * Other team members can pitch in if time permits. The Challenge Strategist comments and responds.  1. **Onwards:** The Team Coach outlines the way forward:  * Weekly team meetings. * Weekly check-in between the Team Leader and Challenge Strategist * The Refresh Workshop, where the Team and the Challenge Strategist take a step back to reflect and adjust the plan as needed. * Scale-Up Workshop to celebrate and chart the way forward.  1. **Workshop Feedback:** The Team to complete the short workshop feedback survey to help identify improvements for the next workshop. 2. **Appreciations:** Team members think of others on the Team who have made a unique contribution during the workshop that merits acknowledgement and appreciation. It could be:  * They made it easy for someone else on the team to speak up. * They offered a brilliant idea. * They encouraged the team to think big. * They said something that others were thinking but were reluctant to say out loud.  1. **Closing Comments:** The Challenge Strategist makes a closing comment. Each team member can say a word or two that expresses how they are feeling at the end of the workshop. 2. **Group Photos:** Take a group photo, with and without the Challenge Strategist. Also, take photos of the 100-Day Goal and Plan (if on a flip chart), in case these get lost. |