

100 Day Challenge Planning Guide

100-Day Challenges are a best practice approach used by organizations and communities around the world to create the kinds of systemic changes needed in communities (Matta & Morgan, 2011).

- A 100-Day Challenge focuses on achieving an ambitious and concrete result within 100 days.
- A team works together to define, design, and implement each Challenge. Generally, the best teams: (1) represent the diversity of the community; and (2) are made up of committed individuals whose roles align with the actions needed to achieve the 100-Day Challenge.

*To ensure alignment across all 100-Day Challenge Teams and progress toward shared goals, **the 100-Day Challenges should be strategically aligned with the Shared Vision.***

Planning Guide & Implementation Support Overview

The 100-Day Challenge teams will learn and follow an action learning process that will guide their problem solving, action, and learning processes. This guide describes the steps a team can take to implement a successful 100-Day Challenge. Use this in conjunction with the 100-Day Challenge Action Plan Template (see pages 12-13 of this guide).

100-Day Challenge Action Learning Process



*If we hope to realize our ambitious outcomes, **diverse partners and families have to become engaged in helping to define, design and implement needed changes.** 100-Day Challenges provide a way to engage diverse stakeholders in making quick, powerful changes.*

Matta, N., & Morgan, P. (2011). Local empowerment through rapid results Stanford *Social Innovation Review*. (Summer), 51-55



MEETING I

Get Organized

At the start of the meeting, take a few minutes to:

- Have the team lead(s) convene the meeting and introduce himself/herself/themselves.
- Have each team member introduce himself or herself and explain why they joined this 100-Day Challenge team.
- Identify a scribe. Some of the steps you will complete today will require writing on a flip chart and in the Action Plan document. Decide who will take on that task for the team.
- Make sure each team member has the following materials: the Shared Vision; a copy of the 100-Day Challenge Action Plan (page 13 of this guide); the Conducting a Root Cause Analysis handout (page 16 of this guide); and this 100-Day Challenge Planning Guide.
- Complete the Team Roster Form. A facilitator will collect this roster shortly.

Step 1: Link your 100-Day Challenge idea to the Shared Vision.

- Review the Shared Vision with the group
- Identify the 100-Day Challenge idea the team will work on, and link it to the corresponding **Shared Vision element**.

EXAMPLE

- **Shared Vision Element:** Easy Access to Needed Services
- **The 100-Day Challenge Idea:** Easier Access to Services

Step 2: Conduct a Root Cause Analysis.

- Use the *Conduct a Root Cause Analysis* handout in this guide to complete a root cause analysis of the 100-Day Challenge, and prioritize 3-5 root causes to tackle in the design process.



Step 3: Determine the specific goal for your 100-Day Challenge.

- With the 3-5 root causes you have prioritized in mind, identify the specific goal your team will achieve within 100-days. Another way to think about this goal is as the specific change your team wants to bring about through your 100-Day Challenge.
- Identify the **Shared Vision outcome** to which your 100-Day Challenge is linked.
- Complete Step 3 in the Action Plan (see page 11).

EXAMPLE

- **Shared Vision Element:** Easy Access to Needed Services
- **The 100-Day Challenge Idea:** Easier Access to Services
- **Prioritized Root Cause:** No defined protocols to guide effective transitions
- **100-Day Challenge Goal:** Within 100-Days our team will define protocols to guide effective transition and help families get to the services they need.
- **Shared Vision Outcome:** Service navigation support available to all families

Step 4: Start your team’s 100-Day Challenge Action Plan.

- Determine the specific actions the team will take prior to your next meeting (in approximately two weeks). Base this Action Plan on the results of your team’s discussion of the topics in the sections below. Complete Step 4 in the Action Plan (starting on page 11) to document your next steps and team member responsibilities.
 - **Validate/Improve Root Cause Analysis:** Reflect on the results of your root cause analysis to identify what else the team needs to learn to design strategies to address the problem. While your team may know a fair amount about the problem, it’s likely there’s still more that would be helpful for the team to understand before creating strategies.
 - **Locate Relevant Local Data to Inform Understanding of the Problem:** Identify local data available to help you understand your targeted problem and related inequities.
 - **Include Diverse Perspectives:** Consider how your team can engage diverse perspectives to understand and address the problem. Below is a table showing four perspectives you should consider engaging related to your 100 Day Challenge:

Residents	Children, youth, and adult residents <u>directly</u> experiencing the problem
Providers	Public and private service providers working with those experiencing the problem
Supporters	Stakeholders involved in resident-led, faith-based, and neighborhood organizations, along with local businesses. Individuals delivering informal supports.
Decision-Makers	Funders, local institution/organization leaders, or local officials who <u>make decisions</u> over changes and resource allocations

- **Tap into Existing Community Efforts, Opportunities and Assets:** Identify what the team knows about the alignment between existing community efforts, opportunities, assets, and the problem. Consider whether you have additional questions to add to your list, or other people you want to talk to about these community resources.
- **Seek Additional Team Members and Other Resources:** Decide if you should recruit and orient other team members before your next meeting. Consider what else your team might need to support its success.



In approximately two weeks, your team will reconvene. At this meeting, your team will:

- *Establish Team Working Agreements*
- *Orient any new team members*
- *Review the information gathered to inform the development of strategies*
- *Affirm and/or refine your 100-Day Challenge Goal*
- *Develop your strategies*
- *Finalize your Action Plan*

Step 5: Affirm and/or refine your team’s 100-Day Challenge Goal.

- Affirm and/or refine your team’s 100-Day Challenge goal based on what the team has learned. Document any changes and/or refinements to your goal statement in Step 3 of the Action Plan.
- Review all the information and data your team gathered about the root cause(s) prioritized as most *powerful* and *feasible* at your last meeting.
- Determine if any themes have emerged from the information the team gathered about the prioritized root cause; this information will guide strategy design.

Example

Your team talked to 10 families, 4 service providers, and 1 organizational lead. Each of those individuals shared, from his/her perspective, the need for one “place” local families could go to learn about child development. The need for one place is a theme.

Step 6: Design powerful strategies to target a root cause.

- Design strategies to address the prioritized root cause(s). Ensure strategies address the expressed needs and concerns of those who are directly experiencing the problem.
- Make your strategies feasible and as easy as possible for your team to use. Two strategy design approaches to consider include:
 - embedding strategies into everyday routines, procedures, protocols, and paperwork team members are already using
 - making strategies user-friendly, simple, and easy to implement with existing team resources.
- Anticipate and address potential implementation barriers as strategies are developed. Consider who might resist your strategies and how you could build their readiness. Consider who will need to hear about your strategies to be supportive.
- Check your draft strategies against the *Powerful Strategies Checklist* below.

Powerful Strategies Checklist

Will these strategies:

- Shift your prioritized root cause?
 - Create lasting changes in this root cause?
 - Ultimately lead to the goal your team is targeting?
 - Be feasible and reasonable for the team to carry out?
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- Write your best and most powerful strategy idea(s) in the Step 6-8 section of the Action Plan.

Step 7: Develop your team's Action Plan for the next 100-days.

- For each strategy, identify the key activities that each team member or members will carry out to achieve your 100-Day Challenge goal.
- Define the milestones at the 30, 60 and 90-day mark. Milestones are what you will achieve related to each activity. These are checkpoints for the team to use to see if they are making progress according to the planned timetable.
- Identify how the team will track overall progress in effectively implementing each strategy. Consider how the team will hold itself accountable for the activities team members commit to carrying out and how it will handle inevitable setbacks or challenges.
- Complete the rest of Step 6-8 section in the Action Plan.



Your team has 100-days to achieve your Challenge through the dedicated and intentional implementation of your Action Plan. Below is a timeline of the team’s work during this period of time.

100-Day Challenge Timeline

First 30 Days	Establish Working Agreements for the team Gather information to inform strategies Affirm 100-Day Challenge Goal Finalize team membership & Action Plan Seek support from key stakeholders
Days 30-60	Implement the Action Plan Gather information to track progress Refine and adjust the Action Plan to maintain steady positive progress
Days 60-90	Gather information to track progress Refine and adjust the Action Plan to maintain steady positive progress Continue implementation of the Action Plan
Days 90-99	Complete the Action Plan Prepare for 100-Day Challenge Celebration

Your team is encouraged to take advantage of implementation supports such as:

- **Administrative supports:** to help coordinate the team’s meeting schedule and calendar updates, as well as assist with tracking timely implementation of the team’s Action Plan.
- **Consultation supports:** to help with problem solving around strategy design, implementation or learning barriers.
- **Project Online Platform (e.g., Basecamp):** to help the team share files, calendars, and communications related to the 100-Day Challenge.



The 100-Day Challenge process includes a strong focus on team-based learning. To do so, your team needs to convene regularly to reflect and take stock of implementation progress. Based on how implementation is going and what the team is learning along the way, your team may choose to adjust, refine, or change its Action Plan.

Step 8: Take stock of implementation, learn and adjust.

- Convene regular meetings (at least every two weeks) via phone or in person.
- Take stock of progress, using questions like:
 - How is the implementation of our Action Plan going?
 - Are we following our working agreements?
 - Are we on track and/or off track in achieving our 100-Day Challenge goal? If we're off track, what do we need to do to get back on track?
 - What implementation supports do we need to take advantage of?
- Take advantage of available **Implementation Supports**.
- Your team may need to revisit its selected strategies and revise or reformulate the Action Plan. Updating and revising the Action Plan can occur at any time during the 100-day time period. Regular team meetings and reflective conversations focused on what your team is learning will help you know when it's time for a course correction.

Step 9: Identify the results of your team's 100-Day Challenge.

- Around the 90-day mark, take stock of whether your team has reached or will reach its 100-Day Challenge goal.
- Use the 90-Day Meeting Questions to guide this conversation. Some questions may be:
 - What is the story our team will tell at the 100-Day Challenge celebration event?
 - To what extent did our team's strategies and activities address the targeted problem?
 - What worked and why? What did not work and why not?
 - What did our team learn?
 - How can our work inform the implementation of the Shared Vision?
- Your team's responses to these questions will inform its presentation at the 100-Day Challenge Celebration.

100-Day Challenge Process Summary

Define Your Challenge	
1. Link your 100-Day Challenge idea to Shared Vision.	<ul style="list-style-type: none"> • Connect to Shared Vision Element
2. Conduct a Root Cause Analysis	<ul style="list-style-type: none"> • Complete Root Cause Analysis process
3. Determine the goal for the 100-Day Challenge	<ul style="list-style-type: none"> • Identify the goal (specific change) to be achieved within 100-days • Connect to a Shared Vision Outcome
4. Start your team's Action Plan	<ul style="list-style-type: none"> • Identify what else team needs to learn to develop strategies • Identify additional needed team members and other resources • Document next steps and Team member responsibilities
Design a Solution	
5. Affirm and/or Refine the 100-Day Challenge goal	<ul style="list-style-type: none"> • Review information the team gathered toward the development of the best strategies • Affirm and/or refine the 100-Day Challenge goal statement based on what the team has learned
6. Design Powerful Strategies	<ul style="list-style-type: none"> • Review information gathered by team to inform strategy development • Design strategies to target prioritized root causes • Use powerful strategies check-list
7. Develop your team's Plan of Action for the next 100 days	<ul style="list-style-type: none"> • Identify key activities and milestones for each strategy • Determine how progress will be tracked
Implement your Plan	
First 30 Days	<ul style="list-style-type: none"> • Finalize Team Membership & Action Plan • Seek support from Key Stakeholders
Days 30-60	<ul style="list-style-type: none"> • Implement actions • Gather information to track progress • Refine and adjust the Action Plan
Days 60-90	<ul style="list-style-type: none"> • Track Progress • Adjust and complete actions
Days 90-99	<ul style="list-style-type: none"> • Complete Challenge • Prepare for 100-Day Challenge Celebration
Learn and Adjust	
8. Track Implementation progress	<ul style="list-style-type: none"> • Convene regular meetings • Take stock of progress • Use Implementation Supports • Revise Action as needed
9. Identify the results of your Team's 100-Day Challenge	<ul style="list-style-type: none"> • Prepare team presentation for 100-Day Challenge Celebration

STEP 1: Link 100-Day Challenge to Shared Vision

Challenge Idea:

Shared Vision Element:

STEP 2: Conduct a Root Cause Analysis

Problem Statement for Root Cause Analysis:

Who Is Most Affected by the Problem:	Settings/Locations the Problem is Most Prevalent:
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Root Causes Prioritized:				
Root Cause	Root Cause	Root Cause	Root Cause	Root Cause

STEP 3: Determine 100-Day Challenge Goal

Within 100-Days the Team will...

Shared Vision Outcome/Indicator:

Step 4: Initial Team Action Plan

Initial Team Action Plan

Actions	Team Member(s) Responsible	Completion Date
Validating/Improving Root Cause Analysis:		
Locating Relevant Local Data to Inform Understanding of the Problem:		

Actions	Team Member(s) Responsible	Completion Date
Including Diverse Perspectives:		
Tapping into Existing Community Efforts, Opportunities and Assets:		
Seeking Additional Team Members and Other Resources:		

Action Plan for 100-Day Challenge

Prioritized root cause:

Strategy I:

Activities	Team Member(s) Responsible	Resources Needed	30 Day Milestone	60 Day Milestone	90 Day Milestone

Tracking Progress: What information can you collect at the 30, 60, 90-day mark to assess your progress?

Prioritized root cause:

Strategy 2:

Activities	Team Member(s) Responsible	Resources Needed	30 Day Milestone	60 Day Milestone	90 Day Milestone

Tracking Progress: What information can you collect at the 30, 60, 90-day mark to assess your progress?

Gallery Walk Reflection

Coordination with other 100-Day Challenges

Identify other Challenges with which your team needs to connect, leverage and/or coordinate to minimize duplication of effort.

Challenges targeting similar root causes:

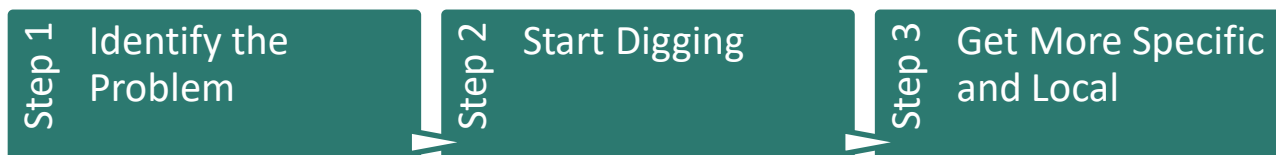
Challenges targeting similar organizations:

Challenges reaching out to similar stakeholders:

Conduct a Root Cause Analysis

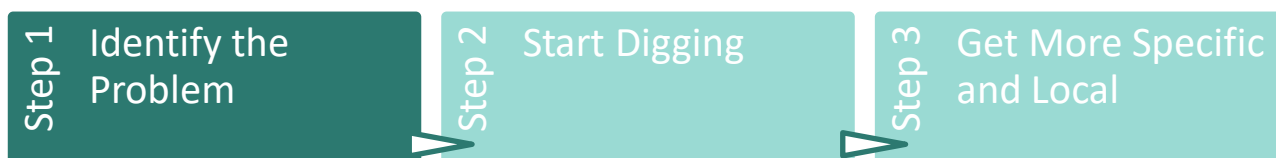
What is a Root Cause Analysis?

A **Root Cause Analysis** is a simple process that helps a team look beyond surface level reasons for why problems happen to understand the deeper underlying causes. Strategies that target root causes are more effective at reducing a problem rather than addressing only a symptom of that problem.



Root Cause Analysis Step-by-Step

Materials: Flip chart page, thin markers for each team member, one half-sheet of pink paper, yellow sticky notes for each team member, and masking tape.



- Start with your 100-Day Challenge idea.
- Turn your idea into problem statement. See the examples below.

Example 100-Day Challenge Idea: More families know about free developmental screenings available in the County.

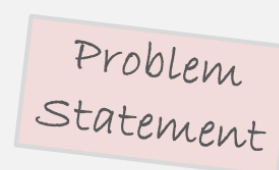
Problem Statement: Few families know that free developmental screenings are available in the County.

Example 100-Day Challenge Idea: Easier Access to Services

Problem Statement: Access to services is not easy.

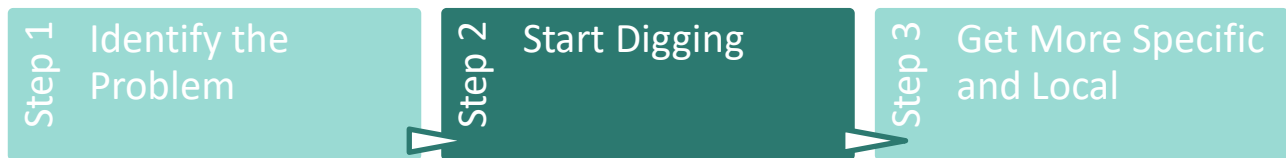
Example 100-Day Challenge Idea: All new parents are referred to parenting supports.

Problem Statement: Not all new parents are being referred to parenting supports.



- Write this problem statement on the half sheet of pink paper. Tape it to the top of a flip chart.
- Write your team’s problem statement in the first box in Step 2 in the Action Plan.

- **Develop a shared understanding** of the problem among the team members through a brief discussion of the questions below:
 - Who is most affected by this problem?
 - Where is this problem most prevalent, in what settings and locations in the community?
- **Document your team’s shared understanding by answering the questions in step 2 of the Action Plan.**



- Make sure each team member has some yellow sticky notes.
- Ask each team member to reflect on the questions below and write their responses on separate yellow sticky notes.
 - **Why** is this problem happening?
 - **Clarify details** for each cause (who, what, when, where, etc.)

Below are some other ways to think about the “why” question.
 -*What is causing this problem to occur?*
 -*What community-based supports are not in place that allow this problem to continue?*

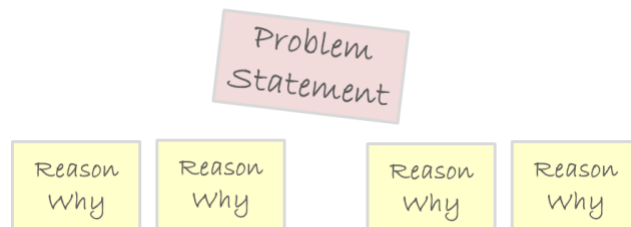
- Remind the team that the more **actionable** they can make their root causes, the better.

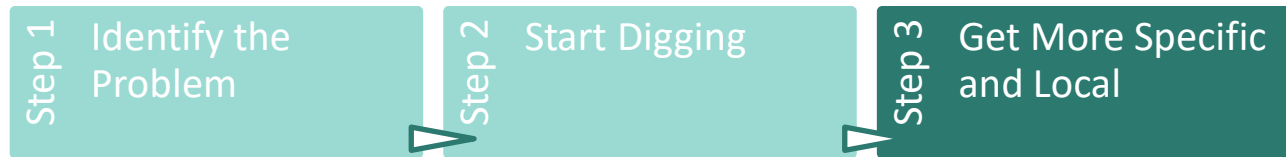
EXAMPLE

A root cause is **actionable** if it is specific enough that others could take action to address it.

<p>Actionable: Not enough safe parks on the south side of town where children can play and families can exercise.</p>	<p>Not Actionable: Unsafe neighborhoods.</p>
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- Spend about 5 minutes in individual reflection time.
- Have each team member share one root cause until all root causes are posted. (Once a root cause is stated, skip any duplicates.)
- Post these yellow sticky notes in a row under the pink problem statement.
- Group any related cases together.

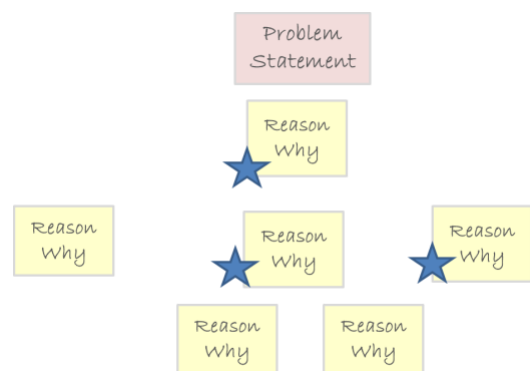




- Together, decide which 3 - 5 root causes are:
 - (1) **most powerful**, e.g., changing them would make a tangible difference; AND
 - (2) **feasible** for this team to change in 100 days.
- Mark each prioritized root cause with a marker. **Write these root causes in the Step 2 section of the Action Plan.**
- Of these prioritized root causes, **select the ONE you want to tackle as your challenge** because if addressed it will make real progress towards accomplishing your challenge idea. Of course, your group is welcome to select more than one root cause to tackle in your challenge if you want. **Circle this root cause(s) in Step 2 of the Action Plan.**

NOTE: If the root causes seem unmanageable at this point – meaning they seem too big to tackle within 100 days - then do another layer of the root cause analysis as outlined below.

- Remember, only complete root cause analysis a second time, if your root causes seem too big to tackle.
- For each prioritized root causes, ask one more time:
 - **Why** is this problem happening?
 - **Clarify details** for each cause (who, what, when, where, etc.)
- Remind the team that the more **actionable** they can make their root causes, the better.
- Record the responses on yellow sticky notes. Place these yellow sticky notes under the previous row for your team to review.
- Of these prioritized root causes, **select the ONE you want to tackle as your challenge** because if addressed it will make real progress towards accomplishing your challenge idea. Of course, your group is welcome to select more than one root cause to tackle in your challenge if you want. **Circle this root cause(s) in Step 2 of the Action Plan.**
- Congratulate the team for completing a root cause analysis!



Tips for a Successful Root Cause Analysis

- **Avoid jumping to solutions:** If this starts to happen, redirect your team back to the root cause questions.
- **Focus on place/system root causes:** If your team comes up with an individual level cause to the problem (e.g., pregnant women are not going to the doctor), consider continuing to ask “why” until you reach place conditions that are contributing to the problem (e.g. not enough OB/GYNs, unreliable public transportation, unreasonable paperwork burden for referrals, etc.). This will help the group design strategies to create more lasting, systemic change.
- **Keep track of learning:** Keep in mind that the team may identify additional root causes during the 100-Day Challenge. Your team Action Plan is a place to record these, even if your team is not addressing them in this Challenge.