CHANGE THAT STICKS

Strengthening Trust Through Partnership in Designing, Implementing, and Measuring Change

Sheri Bair
Katie Crawford
Pert Lin
Alexis Olson

October 18, 2017
ALL LIVES HAVE EQUAL VALUE

we are impatient optimists working to reduce inequity

Survive and Thrive
Empower the Poorest
Combat Infectious Diseases
Inspire Action

© Bill & Melinda Gates Foundation
OUR HISTORY

1994
Bill Gates, Sr. starts small foundation at his son’s request

1997
Bill & Melinda are inspired to act due to children dying from rotavirus

2000
The Bill & Melinda Gates Foundation was founded

2006
Warren Buffett pledges $31 billion

2017
28 Strategies
150+ countries
1,400+ employees

AMBITION

RAPID GROWTH

RADICAL CHANGE

© Bill & Melinda Gates Foundation
WE WORK WITH PARTNER ORGANIZATIONS AROUND THE WORLD TO REDUCE INEQUITY

Program Strategies 28
Value of Grants $4.3B
Countries 158
Employees 1,453

Grantees 1,176
No. of Grants 1,574
U.S. States 47
Alumni 1,220

For the Year ended December 31, 2016. Amounts in thousands of U.S. dollars. Value of Grants total represents grants only.
Adapting to rapid growth led to operational inefficiencies, disjointed tools, team silos, and a cultural norm of treating symptoms rather than addressing root cause.
ROADBLOCKS

- Outsourced problem solvers
  Built + implemented by consultants

- Over-customized solutions
  No standard process existed = building for the 80% wasn’t an option

- Limited engagement with stakeholders
  Non-iterative approach
ROADBLOCKS

- Didn’t engage sponsors appropriately
  No clear commitment to collective success

- Too much all at once
  Projects part of broader “operational initiative” with competing interests and resources
Solve the right problems with the right people

Build solutions for the 80%

Engage early and often

Use sponsorship to reinforce and model change

Recognize change is an iceberg
BUSINESS DESIGN TEAM

CORE COMPETENCIES

▪ Lean/Process Design
▪ Human-Centered Design
▪ Program/Project Management
▪ Change Management
▪ Facilitation

SOLVE THE RIGHT PROBLEMS WITH THE RIGHT PEOPLE
▪ Worked with two very different teams – but didn’t ‘boil the ocean’
▪ Co-designed solutions
▪ Tested before the solutions were perfect + iterated as needed
▪ Measured with intention
▪ Scaled when ‘good enough’ + committed to continuous improvement
Agents for change representing their divisions
Support collective success
Help design and deliver change messages at all levels
Provide “pulse checks” for areas of improvement or increased support
Expand change management capacity

USE SPONSORSHIP TO REINFORCE AND MODEL CHANGE
A SYSTEM OF CHANGE

RECOGNIZE CHANGE IS AN ICEBERG

- Co-design with representative groups from the very beginning
- Continued testing of new ways of working through iteration
- Not just a system replacement - it includes system, process and behavior changes
A NEW APPROACH

Not like this...

Like this!

WE ARE HERE
Solve the right problems
with the right people

Recognize change
is an
iceberg

Build solutions for the 80%

Engage early and often

Use sponsorship to
reinforce and model change

© Bill & Melinda Gates Foundation
IF YOU WANT TO GO FAST, GO ALONE.
IF YOU WANT TO GO FAR, GO TOGETHER.

- AFRICAN PROVERB
Solve the right problems with the right people
Build solutions for the 80%
Engage early and often
Use sponsorship to reinforce and model change
Recognize change is an iceberg
Think of a project, present or past, and identify...

| Which of these keys to success did you use? Did your project benefit? |
| Which of these keys to success were you missing? How might employing those have changed the outcome? |

What are other keys to success that would help you that we didn't identify? How would you go about implementing them?

_____________________________________________________________________________________________________________________________
_____________________________________________________________________________________________________________________________
_____________________________________________________________________________________________________________________________
_____________________________________________________________________________________________________________________________