FAQs | HELPFUL GUIDE FOR COMMUNITY LEADERS

rapid results institute

What is a **100-Day Challenge**?

Are we ready to embark on this work?

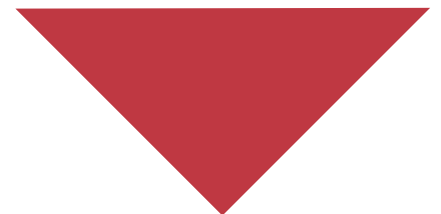What are the **community's requirements**?

How do we **construct the challenge** area?

What is **the rhythm** of the 100-Day Challenge?

What are **the roles** of those involved in this work?

What happens **after the challenge**?

What is **Rapid Results Institute**?

What is a **100-Day Challenge**?

Rapid Result Institute's 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 execution**. 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 they create a "safe space" for the team to experiment and learn.

100-Day Challenge: 3 Phase Work Program

An RRI Catalyst supports a community through the three phases of this journey, including facilitating five workshops.
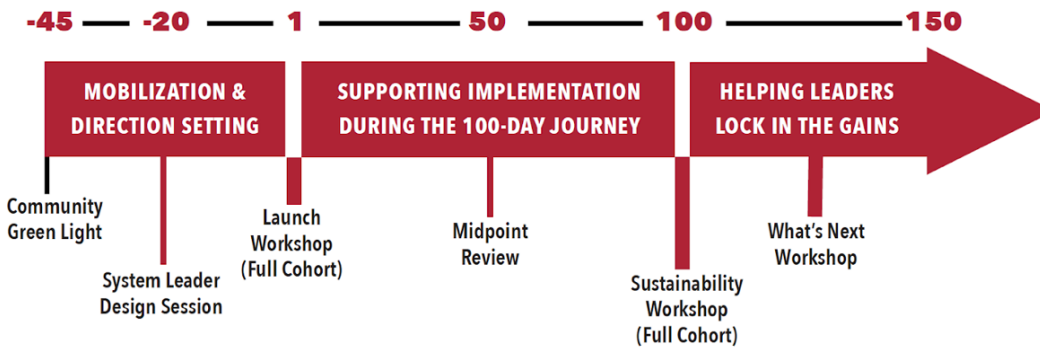
Net Impact of 100-Day Challenges:

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 are beginning to result in shifts in the systems.

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.

How do we know if **we are ready** to embark on this work?

Embarking on a 100-Day Challenge is not for the faint of heart. It takes a small coalition of leaders who are ready to work on the issue in a new way, and who are willing to move forward without having all the answers in advance. **There is no 'right time' to do 100-Day Challenges.** There are always individuals who genuinely believe it is better to wait until (fill in the blanks) occurs before starting, but waiting for full consensus is not a recommended strategy. Also, steamrolling community leaders into this work is not recommended either. Therefore, it is best to start with a coalition of interested leaders, even if it is a small group.

Some themes to consider that affect readiness for this work:

- **Leadership**: 100-Day Challenges require a small group of leaders ready to embrace innovation and change. A core group of leaders can champion the team's work and protect the space for them to innovate, collaborate, and execute. Not all leaders need to be on board to start the 100-Day Challenges

- **Resources:** Major changes in resources can provide opportunities to rethink systems but also could create turmoil. A 100-Day Challenge focuses on utilizing existing resources. Beyond a small budget for team travel and accommodation to two workshops, implementing a 100-Day Challenges does not require new resources. In fact, communities have indicated that implementing a 100-Day Challenge unlocked previously hidden local resources and supported better utilization of existing and new resources.

- **Multiple Initiatives:** 100-Day Challenges can be opportunities to align multiple initiatives and accelerate impact.

- **Performance Data** helps inform teams when setting goals and tracking progress from baselines. Teams can also start without having all the data, and use the first few weeks to set up better data tracking mechanisms.

- **Hunger for Results:** There is a readiness for a 100-Day Challenge when there is a nagging sense that we can do better and when we aren't seeing the results. A 100-Day Challenge is a call to action to figure out and urgently take the first steps towards bridging the gap between vision and current impact.

What is **required from the community**?

A small group of leaders, maybe two or three individuals, who are willing and able to convene their colleagues and get the process rolling. RRI Catalysts can provide guidance and support on this.

System Leaders who are willing to:

– step back and create the space for the 100-Day Challenge Team to set their own goal, develop their own plan, make decisions, and make mistakes. Leaders will identify, in advance, the focus area for the Team to work on.

– allocate time for their staff to be on the 100-Day Team and, on average, to spend 4-6 hours a week on this work. Note: 100-Day Teams are comprised of 12 to 14 individuals.

Funding to support the 100-Day Challenge Team and the Sponsors to come together for a two-day Launch Workshop and two-day Sustainability Workshop in a central location for all the communities in the cohort.

Sponsors who can dedicate up to 5 hours per week to prepare for the Launch Workshop and then guide during the Challenge.

How do we **construct a challenge area** for the 100-Day team?

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

Overview of the Process

Expression of Interest:
At the start, the Expression of Interest form inquires about initial thoughts on a challenge to be the focus of the 100-Day Challenge.

Explore Challenge:
The Rapid Results Catalyst will work with Community Conveners to explore the challenge and prepare for the System Leader Design Session

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

Challenge Note:
A Challenge Note summarizes the focus and boundaries established in the System Leader Design Session and is shared with the 100-Day Team

Launch Workshop:
At the Launch Workshop, the 100-Day Team sets the 100-Day Goal based on the challenge they were given.

Clarification:

- The challenge is set by System Leaders and requires collaboration, has space for innovation, and can be translated by the team into a 100-Day Goal.

- The 100-Day Goal is set by the 100-Day Team and has a target indicator that can be tracked, feels ambitious, and meets the challenge.

The Challenge needs to strike a balance between not narrowing in so much that the team doesn't feel ownership of the goal that they set, nor making it so broad that it is impossible to focus and achieve tangible results in 100 days. Therefore, the challenge can not be to house 50 youth in 100 days (too narrow) nor can it be to build a coordinated entry system and end and prevent youth homeless (too broad).
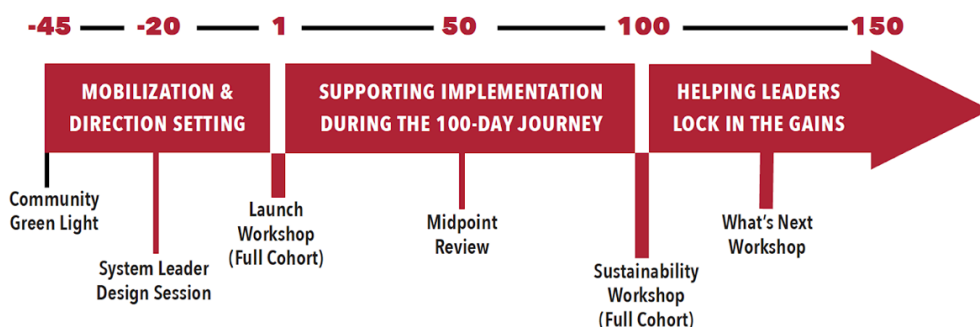
What is **the rhythm** of the 100-Day Challenge?

A full cycle of the 100-Day Challenge, including the pre and post 100-day work, lasts 5-6 months. There are initial scoping conversations, followed by five workshops:

- **Getting Started:** Conversations between the Community Conveners and RRI Catalysts to set the stage for the 100-Day Journey.

- **System Leader Design Session:** A 4-6 hour onsite work session with System Leaders to decide on a challenge, identify members for the 100-Day Challenge Team, and elect Sponsors from the System Leaders to work closely with the team.

- **Launch Workshop:** Two-day workshop where the 100-Day Challenge Team sets their 100-Day Goal, builds their work plan, and elects a Team Leader or two. Sponsors join the Team for the Launch Workshop. Day 1 of the 100 days begins the day after the Launch Workshop. If communities are organized in a cohort of 3-5 communities, teams from these communities will travel to a single location for the Launch Workshop.

- **Mid-Point Review Workshop:** A half-day workshop held locally for the Team to reflect on what has happened in the first 50 days and to adjust plans for the 50 days that follow.   Sponsors are asked to join the team for the latter part of the workshop.

- **Sustainability Workshop:** Two-day workshop after Day 100 for the Team to celebrate accomplishments, determine how to sustain and scale results, and discuss the way forward. Sponsors join the team at the Sustainability Workshop. If communities are organized in a cohort, teams from these communities will travel to a single location for the Sustainability Workshop.

- **What's Next Workshop:** A half-day workshop held locally where System Leaders hear from the 100-Day Team and Sponsors, make commitments for plans to lock in the gains achieved in the 100 days, and consider the implications for the long-term.

-45 —— -20 —— 1 ———— 50 ———— 100 ————— 150

MOBILIZATION & DIRECTION SETTING | **SUPPORTING IMPLEMENTATION DURING THE 100-DAY JOURNEY** | **HELPING LEADERS LOCK IN THE GAINS**

Community Green Light

System Leader Design Session

Launch Workshop (Full Cohort)

Midpoint Review

Sustainability Workshop (Full Cohort)

What's Next Workshop

What are **the roles** involved in this work?

100-DAY TEAM

TEAM LEADER

SPONSORS

SYSTEM LEADERS

RAPID RESULTS CATALYST
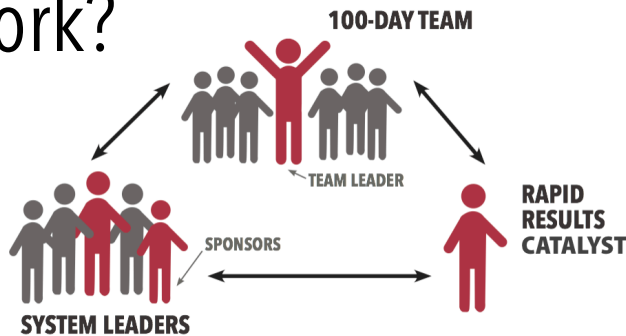
Community Conveners: As identified in the rhythm of the 100-Day Challenge, there are different roles involved and therefore the experience and the expectations are different for the different participants. If you are reviewing this document, then you probably play a leadership role in your community. We refer to the individual or individuals who complete the "Expression of Interest" form as the "Community Convener(s)." We see you as kicking off the process, confirming with other system leaders that they are ready to embark on this work, and helping the RRI Catalyst prepare for the first workshop, the System Leader Design Session. Preparations include providing an overview of the challenge / focus area and strategizing about which System Leaders should attend the System Leader Design Session.

System Leaders: At the System Leader Design Session, System Leaders come together to decide on a focus area for the 100-Day Challenge, decide on the make-up of the 100-Day Challenge Team, and elect Sponsors.

Sponsors are key guides and coordinators of this work. Heads up: Community Conveners are often elected as Sponsors. :)

After the System Leader Design Session, Sponsors play a key role in finalizing the Challenge Note and ensuring team members are selected and briefed on their roles in the upcoming 100-Day Challenge. This is the most time-consuming part of the Sponsor role.

The **100-Day Challenge team** is composed of frontline individuals who are passionate and knowledgeable about the Challenge area and who are open to new ideas and new ways of working. Sponsors join the team at the Launch Workshop. Sponsors are the bridge between the System Leaders and the 100-Day Team and work closely with the RRI Catalyst.

Team Leader: At the Launch Workshop, the 100-Day Team sets their 100-Day Goal, creates their work plan, and elects their Team Leader(s).

RRI Catalyst: Over the course of the 100-Day Challenge, the RRI Catalyst works closely with the Team Leader(s) and the Sponsors to ensure that the proper conditions are set for intensive collaboration, innovation, and execution. Sponsors join the Team at the end of the Mid-Point Review Workshop and for the entire Sustainability Workshop.

The 100-Day Challenge process concludes with a What's Next Workshop, which the Sponsors lead. The What's Next Workshop brings together the System Leaders and the 100-Day Team to review what happened, lock in the gains, and determine the path forward.

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100-Day Challenge

are we ready

community requirements

challenge areas

the rhythm

the roles

after the challenge

about RRI

What happens **after the 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 the tipping point, where momentum towards long-term aspirations becomes irreversible.

Continuing the journey towards this tipping point is by no means guaranteed after the initial 100 days. More often than not, **it requires deliberate leadership attention and energy**. Intense collaboration, continuous innovation, and fast and disciplined execution need to get embedded in all parts of the system, and need to become the norm and not the '100-Day' exception. New leadership habits need to be developed. The culture needs to shift.

The 100-Day Challenge is an emergent process. The accomplishments, shifts, and insights that emerge from the 100-Day Challenge create a new platform for action and for moving forward. At the What's Next Workshop, the System Leaders and 100-Day Team make decisions on the following:

- Actions that System Leaders will take to institutionalize process and practice shifts that were impactful during the 100 days.

- Role of the 100-Day Team moving forward

- Framework for continuing to collaborate, innovate, and execute as well as shaping and adjusting the longer term strategy and plans for ending youth homelessness.

RRI has developed follow-on programs to support the community, as needed, to support the above directions of travel.

What is the **Rapid Results Institute**?

We are Change Catalysts...

RRI is a non-profit social impact organization that has pioneered the use of 100-Day Challenges around complex social issues since 2006. RRI Catalysts have worked in over a dozen countries, including over a hundred communities in the United States around homelessness. We are proud that **our work endures** long after the initial 100-Day Challenge. Often there is a group of individuals and leaders who continue to drive and support work that has the ethos of 100-Day Challenges

Our Recent Work includes:

- Shifting how communities and federal agencies tackle veteran, chronic and youth homelessness in the US.
- Accelerating the implementation of justice system reform in Mexico
- Supporting communities in the UK in shaping and testing new models of social and health care.
- Building Government Accelerators in the United Arab Emirates to enable collaboration between government departments, private sector and civil society towards achieving the country's Vision 2021
- Improving workplace safety & health in supply chain companies in Brazil, Turkey, and China
- Accelerating the implementation of a conditional cash transfer system in Nigeria.

We are structured as a 501(c)3 non-profit organization and are registered in the State of Connecticut.