CHANGE THAT STICKS

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

Sheri Bair
Katie Crawford
Pert Lin
Alexis Olson

BILL & MELINDA GATES foundation

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ALL LIVES HAVE EQUAL VALUE

we are impatient optimists working to reduce inequity

Survive and Thrive	**Empower the Poorest**	**Combat Infectious Diseases**	**Inspire Action**

AMBITION

RAPID GROWTH

RADICAL CHANGE

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

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.

- **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

- 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

KEYS TO SUCCESS

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

SOLVE THE RIGHT PROBLEMS WITH THE RIGHT PEOPLE

CORE COMPETENCIES

- Lean/Process Design

- Human-Centered Design

- Program/Project Management

- Change Management

- Facilitation

BUILD SOLUTIONS FOR THE 80%
ENGAGE EARLY AND OFTEN

- 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
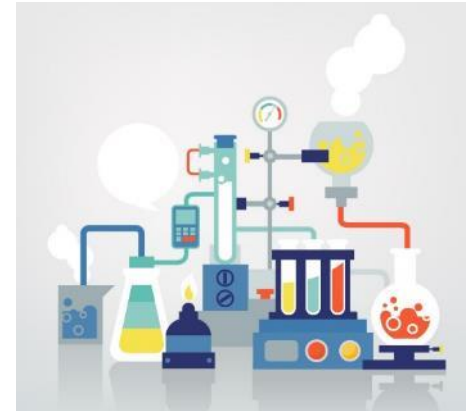
USE SPONSORSHIP TO REINFORCE AND MODEL CHANGE

- 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

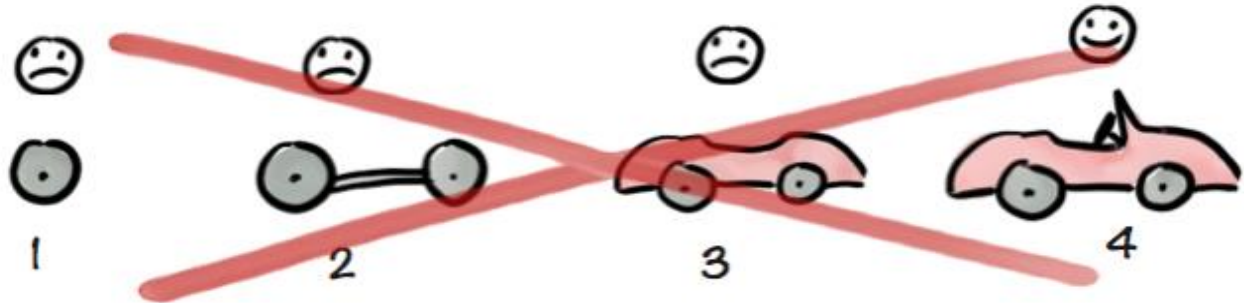- Expand change management capacity

- 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
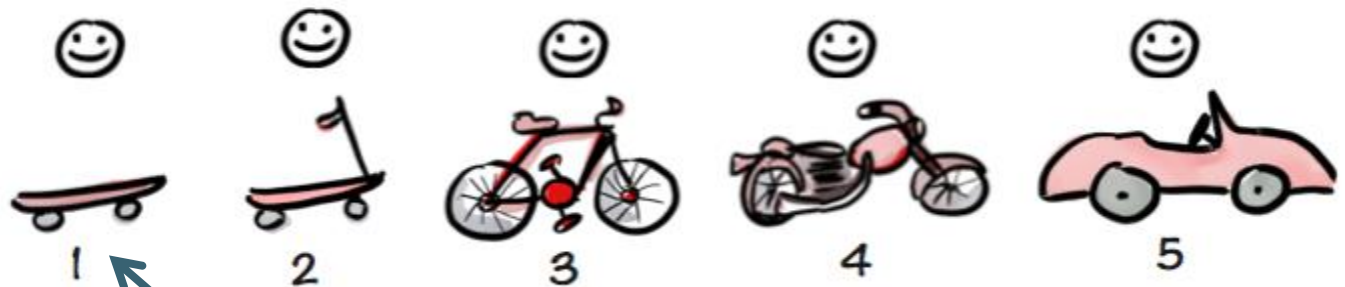
BEHAVIORS

PROCESSES   SYSTEMS
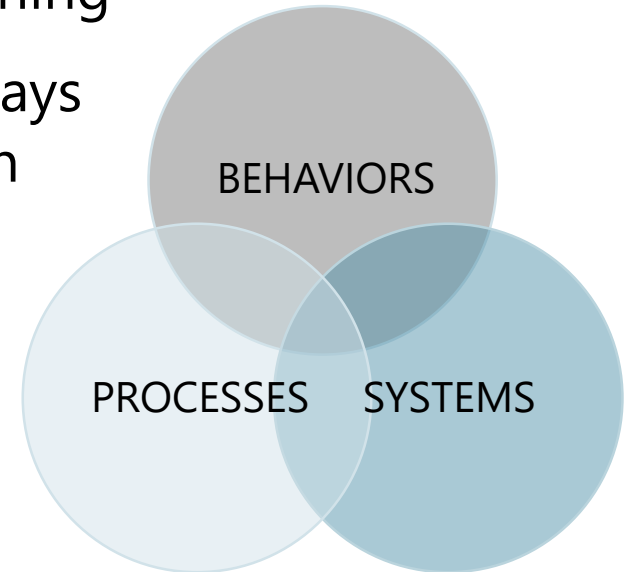
Not like this...

Like this!

WE ARE HERE

Outsourced problem solvers → Solve the right problems with the right people

Over-customized solutions → Build solutions for the 80%

Limited engagement with stakeholders → Engage early and often

Didn't engage sponsors appropriately → Use sponsorship to reinforce and model change

Too much all at once → Recognize change is an iceberg

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?

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