

BILL & MELINDA
GATES foundation

Transformation Design: Using Lean Internally to Help Maximize Impact Externally

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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*



\$36.7B

Total charitable payments to date (thru 2015)

\$4.2B

2015 charitable payments

1,376

2015 employees worldwide

OUR HISTORY

Ambition

*Rapid
Growth*

*Point of
Reflection*



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



2016

30 Strategies
100+ countries
1,400 employees

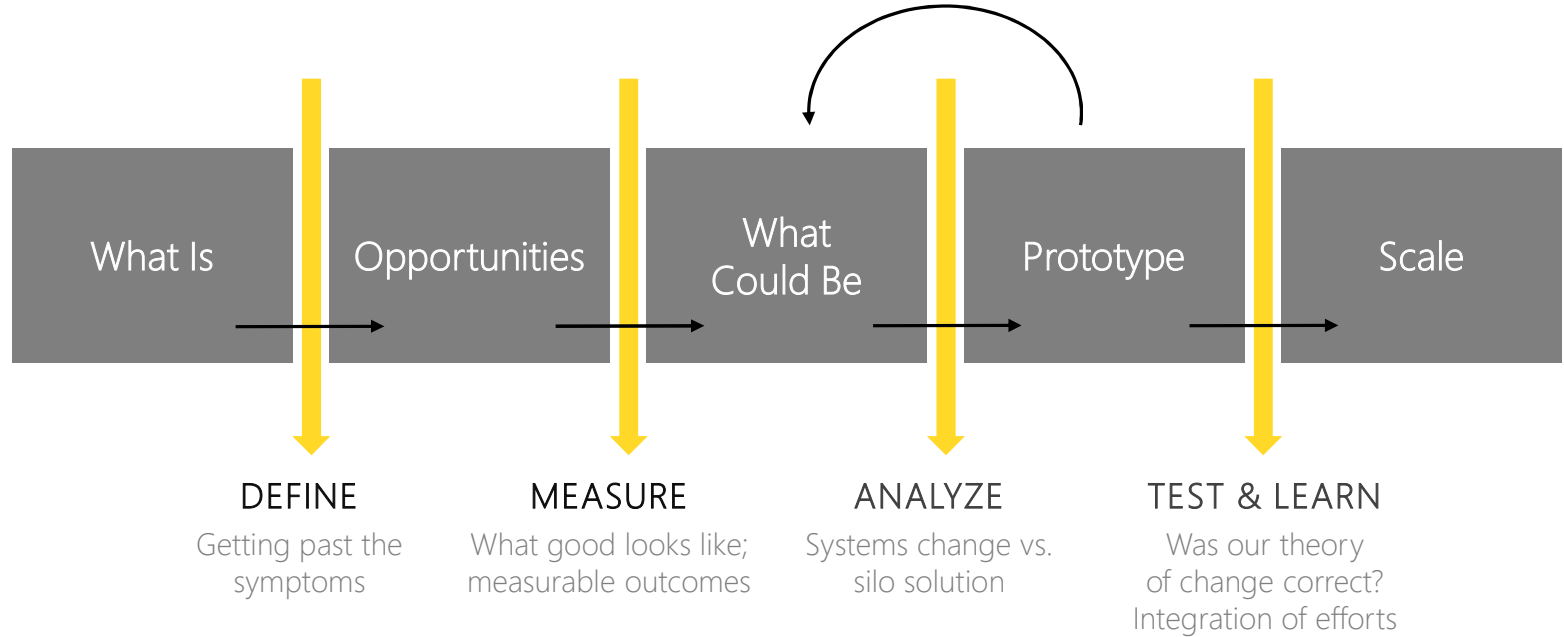
OPPORTUNITY

Defining the problem so that everyone understands

Adapting to rapid growth led to operational inefficiencies, disjointed tools, team silos, and a cultural norm of treating symptoms rather than addressing root cause.

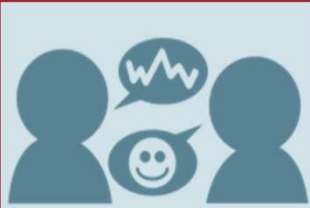
LEAN APPROACH

*Do Lean,
just don't
talk about it*

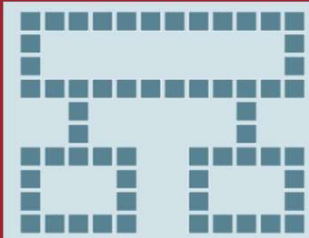


APPLICATION

Lean as part of how we discover what we want to tackle



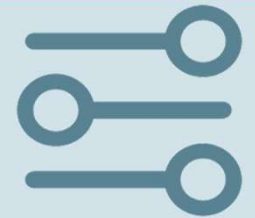
Voice of the Customer



Affinity Themes



Root Cause

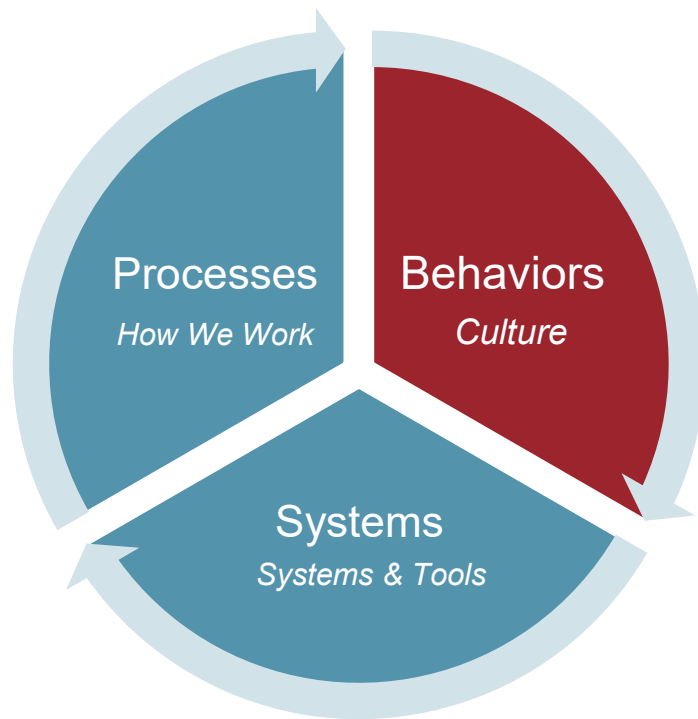


Weighted Selection

LEADERSHIP ENGAGEMENT

WHY PROTOTYPE?

Changing the way we do change



Test Card

Strategyzer

Test Name	Deadline
Assigned to	Duration

STEP 1: HYPOTHESIS

We believe that

Critical:

STEP 2: TEST

To verify that, we will

Test Cost: Data Reliability:

STEP 3: METRIC

And measure

Time Required:

STEP 4: CRITERIA


We are right if

PROTOTYPE PROGRAM




COMPONENTS

*Prototype Program
Keys to
Success*



Set Up & Govern




Assess for Intake & Entry



Co-Design



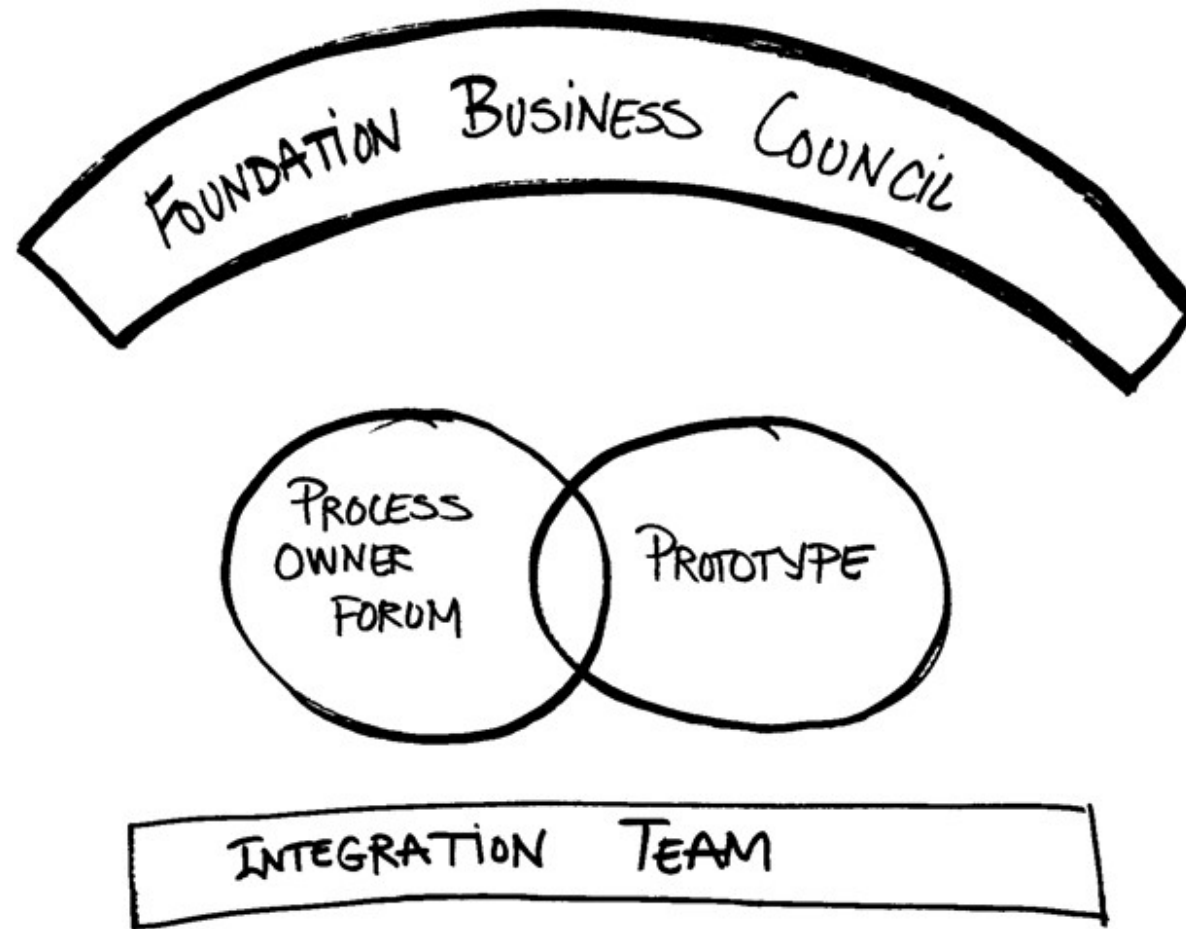
Test & Support



Measure & Learn

SET UP & GOVERN

*Make sure
governance is
understood;
communicate
early and
often*



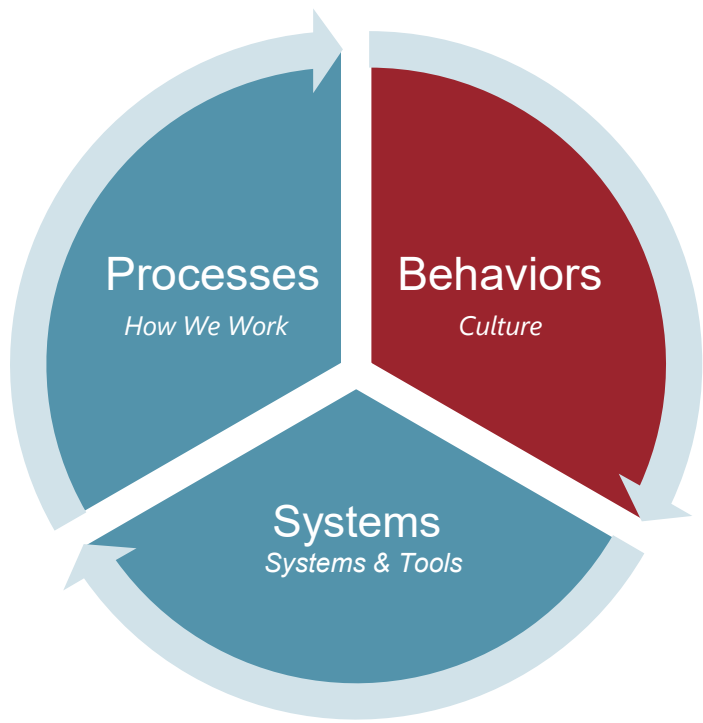


INTAKE & ENTRY

Test a system of change

Pick your partners wisely

WHAT TO TEST?



WHO TO TEST IT?

Established Team & Leadership

Commitment to Experimentation

New Perspective

Motivated by Collective Success

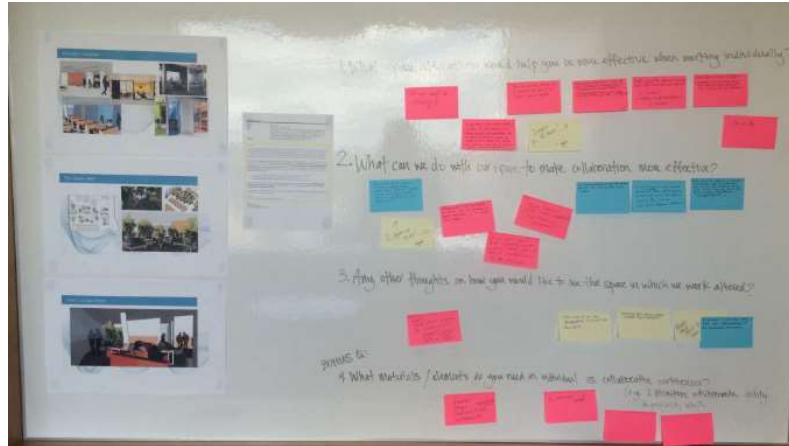


CO-DESIGN

Be bold in design – this is a prototype!

Engage at all levels

Be creative





TESTING!

FEEDBACK and ITERATIVE DESIGN

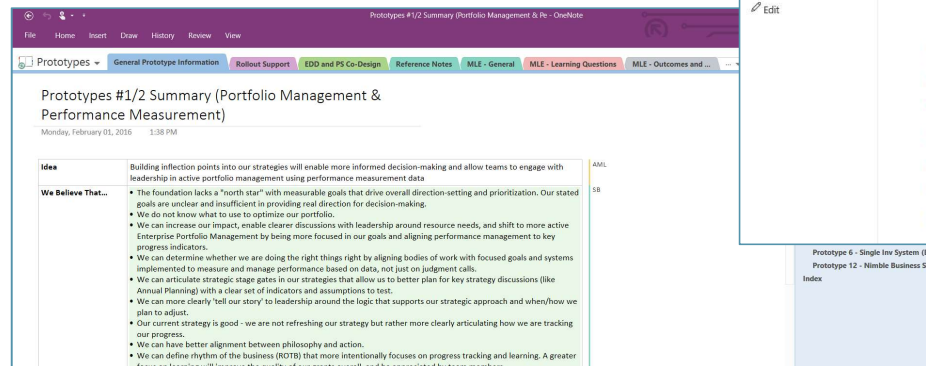
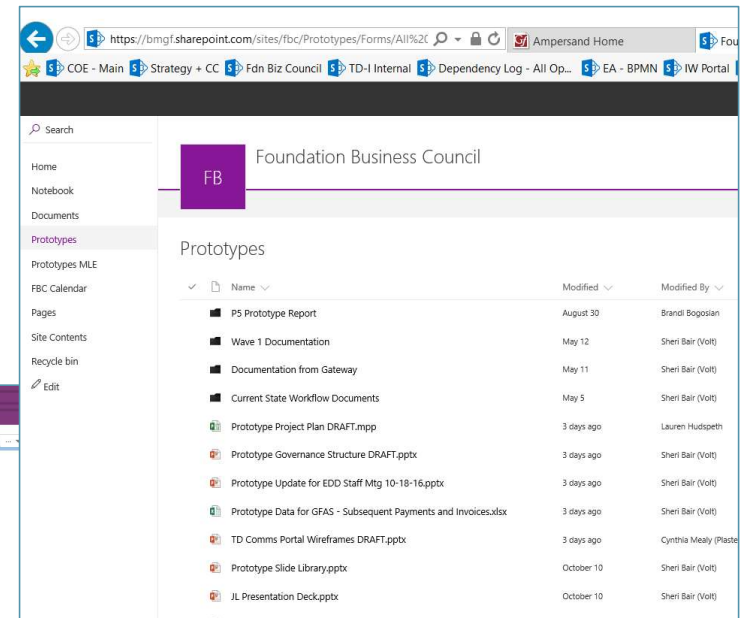
Adjust as you learn

Be transparent

Celebrate "failures"



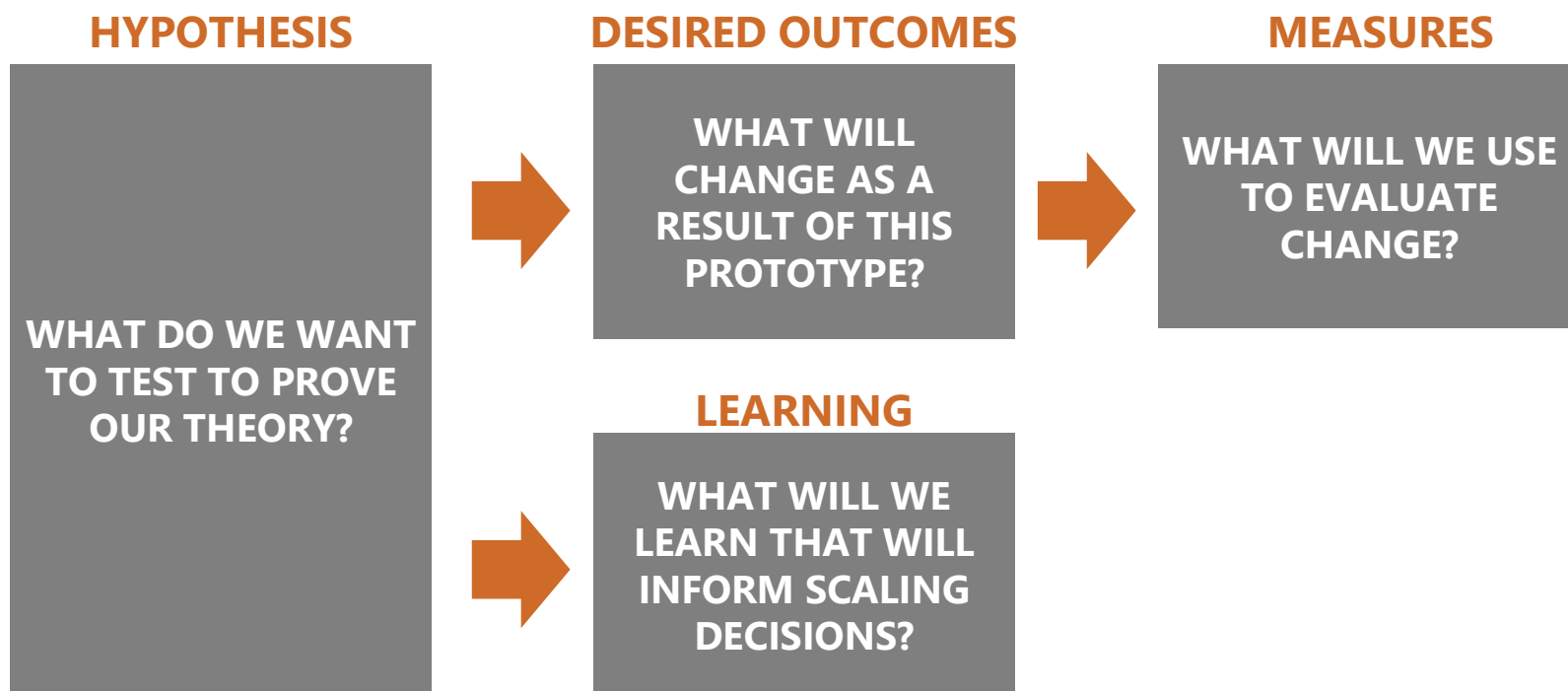
TRANSPARENCY and ACCESS





MEASURE & LEARN

Track as you go (don't wait until the end!)



LESSONS LEARNED



Communicate early and often



Pick your partners wisely



Be bold in design



Adjust as you learn



Track learnings, progress, and insight as you go



Expose your work and learn faster by failing early, often, and cheaply



Engage at all levels



Feel comfortable in a liquid state



Hold the line and stick to your plans



Use Lean and live Lean!



THANK
YOU



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TAKE AWAY CARD

LESSONS LEARNED



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Here is what I'm hearing.....

Actions:

What are symptoms?	Root cause?	What could you test?