SUCCESS-DRIVEN PROGRAM DEVELOPMENT

Choose one track to guide your program improvement efforts.

Track 1: The Easy Lift
1 hour and 15 mins in total

Discover	Prioritize	Build
2 Questions Every Session (10 mins)	Bright Wall Spot (5 mins)	• Distill into 3 – 5 Themes (1 -2 hours) • Changing Language (2 hours)

Track 2: High Staff Engagement
2 hours and 20 mins in total

Discover	Prioritize	Build
15 Minute Highlight (15 mins)	Bright Wall Spot (5 mins)	Team Meeting Action Planning (2 – 4 hours)

Track 3: High Community Engagement
7 – 14 hours in total

Discover	Prioritize	Build
Celebration Community Brunch (2 – 4 hours)	Share and Ask (1 – 2 hours)	Co-Design Session (4 – 8 hours)

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1. Discover

2 Questions Every Session (10 minutes)

At the end of every service delivery or interaction with a participant, such as a class or 1:1 conversation have staff ask these 2 questions of the participants in the room:

1. What is one thing that is working well about this service/program?

2. What is one thing that could be better about this service/program?

Other questions:

• Is there anything that you wish would have gone differently today?

• What would you like us to make sure we do next time?

Have staff track what is notable on post-its after their sessions and place them on the Bright Spot Wall.

2. Prioritize

Bright Spot Wall (5 minutes of setup)

Dedicate a wall for bright spots from your program, participants, and staff. You can use sticky notes or printed pieces of paper that highlight a bright spot experience. You can use this to simply collect and track bright spots, or you can ask staff and community members to vote on the bright spots that resonate most for them. A few ways to vote are:

1. Use stickers and ask each person to place 5 stickers on the wall – they can all go to one bright spot or be distributed among different bright spots

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2. Set up small coin collection jars or boxes and ask people to use fake money to invest in building on that bright spot

3. Ask individuals to use a marker or pen to write their initials on the bright spots. Avoid creating a competition by giving people multiple votes and expressing that the voting is only to show agreement not "winners" vs. "losers."

3. Build

Distill into 3-5 Themes (1 hours)

Each month, work collaboratively to distill the bright spots into 3-5 key themes on the wall. Use the method of "clustering" – more information here: http://www.designkit.org/methods/30 – and walk staff members or a coworker through this exercise. What are the behaviors, activities, principles in action, or mindsets that are unique in this bright spot? Once you distill what's working well, you can explore how to create those same dynamics for other people. Find a way of incorporating what you learn about bright spots into team, organization, and program performance reporting. For program and service delivery it's common to report on activity metrics but those don't always articulate the full impact. The more you can share what is behind the bright spots, the more you will be able to replicate your success.

OR

Changing Language (2 hours)

Meet with your grant team to explore how to translate the insights from bright spots into funder language. Deeply understanding participant experiences means having more meaningful data to share with funders about what you are doing differently and how you are influencing systems change.

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Track 2: High Staff Engagement
2 hours and 20 mins in total

⏱ Discover	💡 Prioritize	⚙ Build
15 Minute Highlight (15 mins)	Bright Wall Spot (5 mins)	Team Meeting Action Planning (2 – 4 hours)

1. Discover

15 Minute Highlights (15 minutes)

Incorporate bright spot discovery and sharing into your regular operations by dedicating 15 minutes of every staff meeting to discuss what's working well. Ask someone to facilitate and document this agenda item. Collect post-it notes on a wall or whiteboard or use a shared digital document to collect and track bright spots over time.

2. Prioritize

Bright Spot Wall (5 minutes of setup)

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3. Build

Team Meeting Action Planning (2-4 hours)

As a team, consider how you'll take action on the bright spots you have identified. Ask: What are all the ways we can build more bright spots based on what we've learned? You might brainstorm using sticky notes and create an inventory of potential program improvements. Prioritize and revisit your "innovation inventory" on an ongoing basis to guide future investments.

SUCCESS-DRIVEN PROGRAM DEVELOPMENT

Track 3: High Community Engagement
7 – 14 hours in total

⏰ Discover	💡 Prioritize	⚙️ Build
Celebration Community Brunch (2 – 4 hours)	Share and Ask (1 – 2 hours)	Co-Design Session (4 – 8 hours)

1. Discover

Celebration Brunch (~2 hours of planning, 2 hours for event)

Bring staff and community members together to explore bright spots in small group discussions. Here are some conversation questions you can print and place on each table: What was the best experience you've had at this organization? What is one thing you're most grateful for about this organization? What is something that has worked really well for you as a result of your experience with this organization? What's a "win" you've had in the last couple of months, whether it's big or small, that you can share with the group?

2. Prioritize

Share and Ask (1-2 hours)

Once you've discovered some bright spots, share them with the community through a blog post, newsletter article, social media posts, or via email. Ask for community members to share their feedback and help prioritize which bright spots to focus on first. Once you prioritize bright spots trough community feedback, dig deeper into what you can learn from each bright spot and how to replicate those insights throughout or across programs.

3. Build

Co-Design Session (4-8 hours)

Host a design session, or series of design sessions, with staff and community members. One of the first steps in any design session is to form "how might we" questions. Frame your "how might we" questions based on your top 3-5 themes that emerged from your bright spots. Find more design session resources at https://www.ideo.org/approach.