



# Application for the 2015 CASE Change Academy

[www.changeacademy.com](http://www.changeacademy.com)

## INSTRUCTIONS

Follow these 3 steps to submit your application:

1. Cautionary note: We had 2 applicants last year who composed long essay answers and then lost them because they failed to save them within Adobe Acrobat. Don't do that to yourself; please take our advice and compose your long answers in Word (or another program) and copy them into the form once complete.
2. Once your application is completed, rename this PDF file to: [Your organization] - CASE Change Academy application.pdf. For instance, if you work for CareFolks, your filename should be: CareFolks - CASE Change Academy application.pdf
3. Email the PDF application to [christy@heathbrothers.com](mailto:christy@heathbrothers.com) by 5pm Eastern on Friday, October 31, 2014.

## BASICS

Organization

Organization website URL

Location (City, State)

# of full-time employees

Lead Contact name

Lead Contact title

Lead Contact e-mail

Lead Contact phone

## TEAM COMPOSITION

You need not have your team composition finalized right now, and we will give you our input if you are selected. But we'd like to hear your early thinking about who would be part of it.

Who would you envision as the **second Core Team member** (who'd work closely with you)? (Share name, title, and a brief blurb about your logic in choosing him/her.)

Who would you envision as the **Top Leader** who would join us for Session 1? (Share name, title, and a brief blurb about your logic in choosing him/her.)

Who would you envision as the members of your **Rapid Results Team**? (No names necessary here – just give us an overview and, in particular, highlight any partner organizations whose participation would be critical. E.g., “I think an ideal Rapid Results Team would be a few people from our Guatemala field team + our 3-person core program team from HQ + two people each from two critical partner organizations, FieldShare and CCXT, who we rely on to handle X and Y.”)

## DECLARATIONS

1. We understand that if our organization is admitted to the Change Academy, we will owe a \$10,000 fee (\$5,000 of which is potentially refundable), which will be due by 12/31/14. In addition, we will need to cover the travel expenses for somewhere between 17 and 27 individual trips to Durham, NC (see “Who should attend?” section of [the website](#)). We are ready to cover these expenses.

Yes          No

2. We understand the “merciless” attendance policy: The Core Team will attend every hour of every session, and the Top Leader will attend every hour of Session 1.

Yes          No

3. Dan Heath (and his brother Chip), CASE, and the Rapid Results Institute have an interest in telling stories about your efforts to make a positive social impact. One reason would be to promote the Change Academy in future years; another reason would be to inspire or educate other change leaders by explaining what you did. Are you willing to have your story shared in blogs, articles, speeches, etc.?

Yes          No

4. The Change Academy leverages the power of peers to support each other. Teams from the four selected organizations will constitute a cohort travelling on a similar journey. Part of the process will be to learn together and to share experiences along the way. Our team will be open to sharing with peers in the cohort, and we will be open to their feedback and advice.

Yes          No

5. I have shared information about the Change Academy with my senior leadership team. We all understand that the Academy—and in particular, the Rapid Results project—will require us to collaborate in new ways and may require us to alter the duties and responsibilities of many of our employees. In other words, we realize that this is not just a training program but a program that will affect the way we work day-to-day.

Yes          No

6. For our organization's Rapid Results Team to succeed, the team members will need to be able to make the work a priority. My colleagues and I will do whatever we can to clear their schedules, allowing them to focus on moving a metric that matters.

Yes            No

7. We realize that our organization's Rapid Results Team may need to include participants from partner organizations. We are confident that we can attract the participation we need from these partners.

Yes            No

## THE BIG QUESTIONS

What is the area of work that you'd like to focus on at the Change Academy? With respect to that work, tell us who you serve and how they benefit from your work. (Do not comment on specific metrics here.)

At the Change Academy, we will work with you to isolate a single metric to work on. But for now, we'd like to understand what options you would like to consider. Please list 2-4 metrics that you already track that help you assess whether your work (as described in the previous question) is succeeding. Bullets are fine; explain what the metrics mean if you think they aren't obvious. For each metric you list, share your actual performance with us. You can send the data separately as an attachment (along with your application) if you prefer. Choose whatever time period you think is sufficient to give us a picture of your current level of performance. (Note that these numbers will not be shared beyond the team reviewing applications.)

What do you see as the barriers to dramatically improving your performance on the metrics listed above?

What have you tried previously to bring about dramatic performance improvement on these metrics? What were the results of these efforts?

What motivated you to apply to the Change Academy? What is it that you think the Change Academy can do for you that you can't do for yourself?

If you are not admitted to the Change Academy, what do you expect you'll do in 2015 to improve your results in the area discussed above?

Imagine that it's July 28, 2015. You were admitted to the Change Academy, and you and your colleagues have just joined us for the third and final session of the program. Over the previous 100 days, from mid-April to mid-July 2015, you and your team have conducted an intense 100-day Rapid Results project. Unfortunately, despite the herculean efforts of your team, your results did not improve at all. Why do you think that happened?

A foundational element of the Rapid Results methodology is that leaders must “share the reins.” To be specific, the Rapid Results Team will be tasked with both (1) setting the specific numerical goal (for the 100-day project); and (2) creating the plan to achieve it. Can you share a recent example from your organization where you embraced this kind of “bottom-up” thinking—that is, where goals and/or plans originated from the field rather than the leadership team?

At CASE, we have a tough choice to make: We must pick 4 organizations, out of many, to join the 2015 Change Academy. We invest a lot of work, and lose a fair amount of money, to run this program. The “payoff” for us is very simple: We want to spur positive social change. Why do you think we should bet on your organization as one that is capable of making a great leap in performance in 2015?

This is your (completely optional) space to tell us anything else that you think is relevant to your candidacy:

Thanks for your interest in the Change Academy! Remember to read the Instructions at the top about submitting your application. Questions? Email Christy Darnell at [christy@heathbrothers.com](mailto:christy@heathbrothers.com)

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