

Adding Zeros Tool and Supporting Guidance

Even the best ideas require a thoughtful, comprehensive strategy for driving adoption of the idea at scale. Tapping networks, appealing to emotion and defining key behaviors are key steps toward scaling an idea.



The adding zeros tool is meant to help teams take their idea and grow it within a team, an organization or an agency. It is a part of the **changing behaviors at scale** element of the Coherence Framework.



HOW TO USE THIS TOOL

This tool provides a menu of resources teams can use. **Leverage existing opportunities within your team to engage in this work (e.g., divide between multiple existing meetings, use existing meeting structures to work through the tool, iterate on the process over months as work allows). Please make electronic copies of the materials for team use.**¹ The sections of this tool include:

- Objectives
- Facilitation plan
- [Additional resources](#)



OBJECTIVES

By using this tool, you will be able to:

- Refine a solution (an idea, prototype, etc.) so it's ready to scale
- Identify methods to scale a solution

¹ Instructions for how to make electronic copies can be found in the [Coherence Toolkit Overview](#).

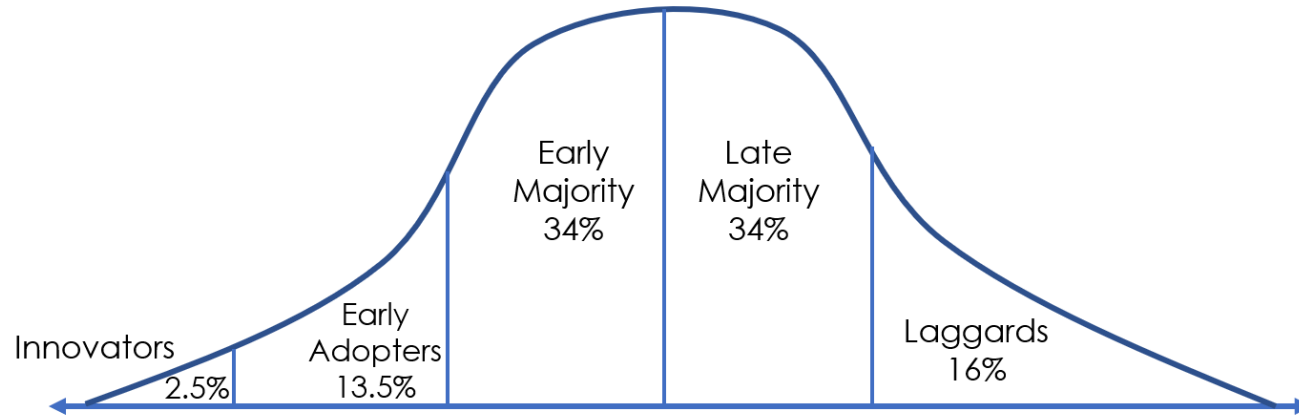


FACILITATION PLAN (2.5 hours)

Time	Title	Description	Person(s) Responsible
5 min	Welcome and introduction	Today, we are going to be talking about taking an idea and spreading it. It can feel so difficult to spread good ideas. We might think about it as getting a group of people to do what we want them to do; However, scaling is really about framing the idea so people feel like they are getting to do what <i>they</i> want to do. Review objectives	Facilitator
25 min	Introduction to Turkey Sandwich/Rice and beans	(5 min) What do you need to make a Turkey sandwich or to make rice and beans? How do you prefer to customize it? When making a sandwich, do you add lettuce and tomato? Cheese? Spicy mustard? Tomatillo? Do you like whole wheat bread? Are you using tofu instead? There are seemingly an endless number of combinations one could make in preparing a turkey sandwich...though it can still be recognized as a turkey sandwich. Take just a moment to visualize the combination you may choose. The bottom line is that the sandwich can look, smell and taste different based on the preferences of the individuals...even a set of a dozen turkey sandwiches. Now imagine your sandwich (or rice and beans) is your solution. Imagine this is the thing you want to scale. What would you hypothesize are the components – What's the turkey? What's the bread? And how might you test customizing it? What are the different ways you might build that sandwich? Cooking is all about trial and error. What other ingredients might you want to try adding? Do you think others would enjoy the sandwich? What if you were selling the sandwich? How might you determine which flavor combinations are most likely to sell? What might make others more interested in enjoying your sandwich? How would you know? What if you were trying to start a sandwich making trend. What if you wanted to see how many people you could influence to come to work, or school or an event having made the same type of sandwich? How might you test your sandwich to achieve that outcome? (10 min) We are going to break into groups to extend this metaphor and talk about the solutions we are testing. In our context, what's the turkey? What's the bread? What are the options we have for customizing our sandwich? What might be the relative advantages or benefits of customizing our sandwich with certain options? Please take 10 minutes in small groups.	Facilitator Turkey sandwich worksheet (or rice and beans worksheet)

		Regroup. (10min) Ask for the small groups to share any reflections. Perhaps go around and ask each group to quickly state what's the bread and what's the turkey. Are there patterns in the responses (note this may depend on the number of groups and whether there are different "tests" represented within the large group). Customize this report-out based on your context.	
40 min	Diffusion of Innovation	(5min) In a moment, we will return to our turkey sandwiches- our solutions that we prototyped – in small groups. Before doing that, we are going to spend a few minutes thinking about how an idea – a concept, a trend, a phrase -takes hold. How do ideas spread? What makes something take hold over time? What makes something go viral? Push your own thinking about this a little further. What makes an idea or a behavior take hold so that someone else adopts the idea or behavior themselves? In the 1960s, Everett Rogers developed the Diffusion of Innovation (DOI) Theory to explain how, over time, an idea gains momentum or spreads. Rogers proposed 5 elements of diffusion: 1. Relative Advantage - The degree to which an innovation is seen as better than the idea, program, or product it replaces. 2. Compatibility - How consistent the innovation is with the values, experiences, and needs of the potential adopters. 3. Complexity - How difficult the innovation is to understand and/or use. 4. Triability - The extent to which the innovation can be tested or experimented with before a commitment to adopt is made. 5. Observability - The extent to which the innovation provides tangible results. Many have built from this theory to understand the spread or diffusion of ideas. Extending this back to our turkey sandwich metaphor, these ideas about diffusion are the "spread" (the mayo, honey mustard, chipotle sauce, the pesto...or whatever you might like to use). When we go back to our small groups, we are going to think about our solution and wonder, to what extent is this an idea with the potential for diffusion? How compatible is it? How complex is it? How observable is it? (25min) We are going to break back into small groups for 25 minutes and use the Turkey sandwich worksheet (or rice and beans worksheet) to guide our conversation. In small groups, return to this metaphor in thinking about your solution. What's your turkey sandwich? What are the essential ingredients? What are the parts of the sandwich you hope everyone will experience? How likely is it that others may start building sandwiches like yours? How might others modify their sandwich? (10min) Regroup and share out. (You could use a jamboard, ask one small group to share, do a whip around with a take-away from any of the groups).	Facilitator Turkey sandwich worksheet (or rice and beans worksheet)

40 min	Many Ways to Many	(2 min) We are going to continue our discussion about scale - about adding zeros. We know from our previous prototyping work that these are solutions that meet the needs of our end user, that support those that have been most marginalized and are most intensively experiencing the problem. Therefore we really want to think about scaling. We want to make our version of a turkey sandwich (or rice and beans) the go-to meal that everyone is talking about and choosing for lunch. We want to create large scale, sustainable change. How are we going to do that? As our friends at the Billions Institute explain, there are "many ways to many." (5 min) We are each going to take 5 minutes, individually, to complete the Billion Institute's online quiz to help you identify which scaling methods might be right for our solution. (10min) Let's regroup and reflect on that quiz. I'm curious about your thoughts and reactions to the quiz and its suggested result. (Note, if the group is working on multiple solutions, you can ask for feedback about which strategies surfaced. If the group is working on the same solution, you can ask if they received a similar pattern of responses or different ideas. Did team members have the same assumptions about parameters?) (20min) We are going to break into triads and use the Billions Institute's Many Ways to Many article to learn more about each methodology. You have 20 minutes in small groups. Which strategies resonate? How so? What implications do they have for your team plans? At the end of 20 minutes, we are going to regroup and ask each group to share one specific strategy they are interested in exploring to add zeros to the solution. Be specific. Be prepared to share with the full group which strategy you are selecting, why you are selecting it and what concrete next steps your team will take in the next 2 weeks to advance this strategy. (5min) Regroup and share out.	Facilitator Billion Institute's online quiz Billions Institute's Many Ways to Many article
30 min	Applying the Diffusion Curve	(10min) I want to bring us back to Everett's Diffusion of Innovation theory and the discussion we had earlier today. Everett was trying to explain why some ideas spread more quickly. Earlier, we acknowledged characteristics such as relative advantage, complexity and observability. Another factor is considering our target audience. Who are we seeking to make the change? What do we know about those individuals, groups or organizations? Has the group had exposure to the solution? Are they aware of it? Has the group experienced it or used it in any way? In thinking about our target audience, we can also apply some of Everett's insights that some are likely to be early adopters and others will be laggards or more resistant to change. Chances are, we are targeting the middle segment - the early and late majority- in seeking to add zeros to scale our solution.	



(2 min) Consider your target audience. Take a moment in your notes to reflect, who might the early adopters be? Who would be in the middle as the early-late majority? Who are the laggards? What evidence might you share? What stories might you elevate? How might you engage the majority in scaling change?

(5 min) Let's extend the thought experiment. Think back to the adding zeros strategy you selected for your solution. How might implementing that strategy connect to this way of segmenting your target audience? In the context of your solution, and in thinking through the strategy you will implement, who are the early adopters and the laggards? Now, let's focus on the majority. How might the adding zeros strategy influence your majority? How can you make the change - the behavior - the skill appeal to the majority? How can you help the majority see and experience the relative advantage? How can you engage with the majority to illustrate how this change is consistent with or better than the idea or behavior it would replace? How can the majority observe it? How can they experience it or engage with it? Take 5 minutes to reflect individually on what this might look like.

(10 min) We are going to break into small groups to reflect on the thought experiment. How do all of these pieces come together for us? How does thinking about moving the middle push and refine your thinking about implementing one of the adding zeros strategies for your solution? When you come back from small groups, I'm going to ask each individual to share a reflection or a commitment to a next step based on the thought experiment. Take 10 minutes in small groups for this reflection.



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5min	Wrap-Up	I know we covered a lot of ideas today. I'm hoping this pushed and inspired your thinking and gave each of you - individually and as teams- specific next steps for scaling your solutions. In closing, I'm going to ask each person to share one concrete action you will take as a result of today's conversation. As facilitator, I will capture these in the notes and share that back with the full group for shared accountability and to support forward momentum.	Facilitator

RESOURCES

Additional resources can be found in the [Coherence Resource Guide](#).



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