

# Choices that matter

## Purpose. Hope. Impact

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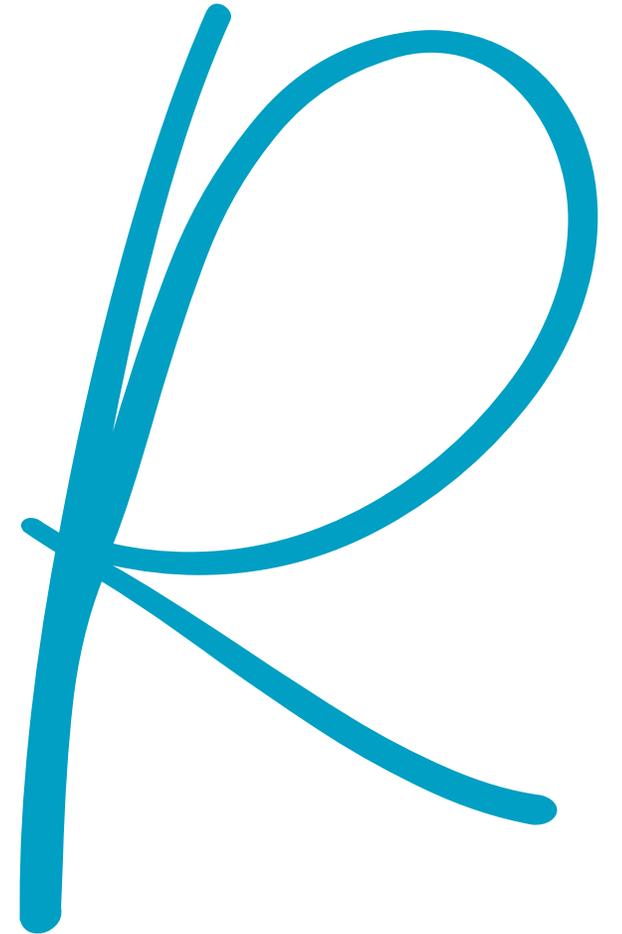
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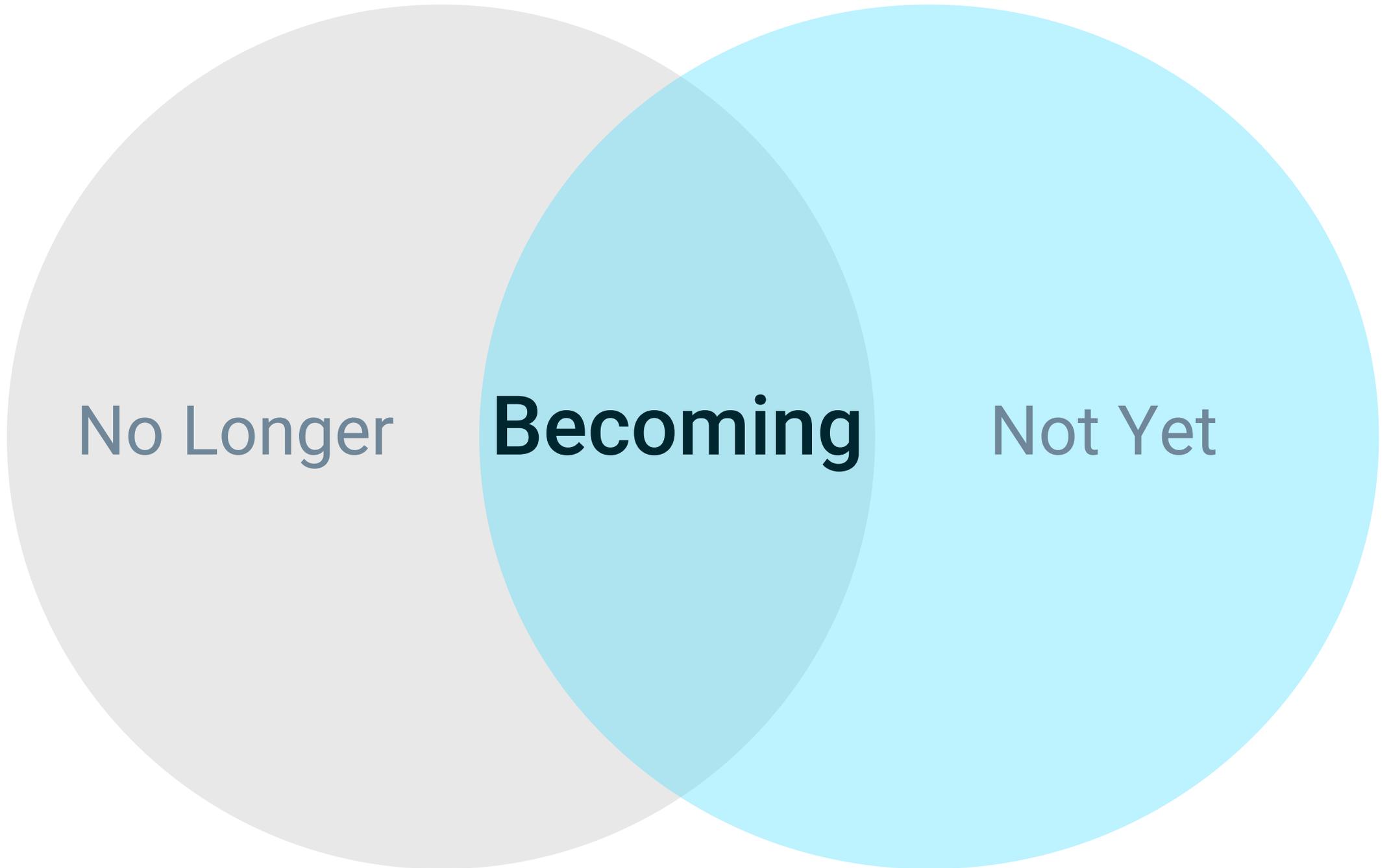


Everything can be taken from a person but one thing: the last of the human freedoms—to choose one's attitude in any given set of circumstances

***(AGENCY)***

*Victor Frankl - Man's Search for Meaning*





# Limbic resonance

- Privilege framing
- Presence
- Proximity



01

Combine.  
Double down  
on humanity,  
leverage tech

Confidential



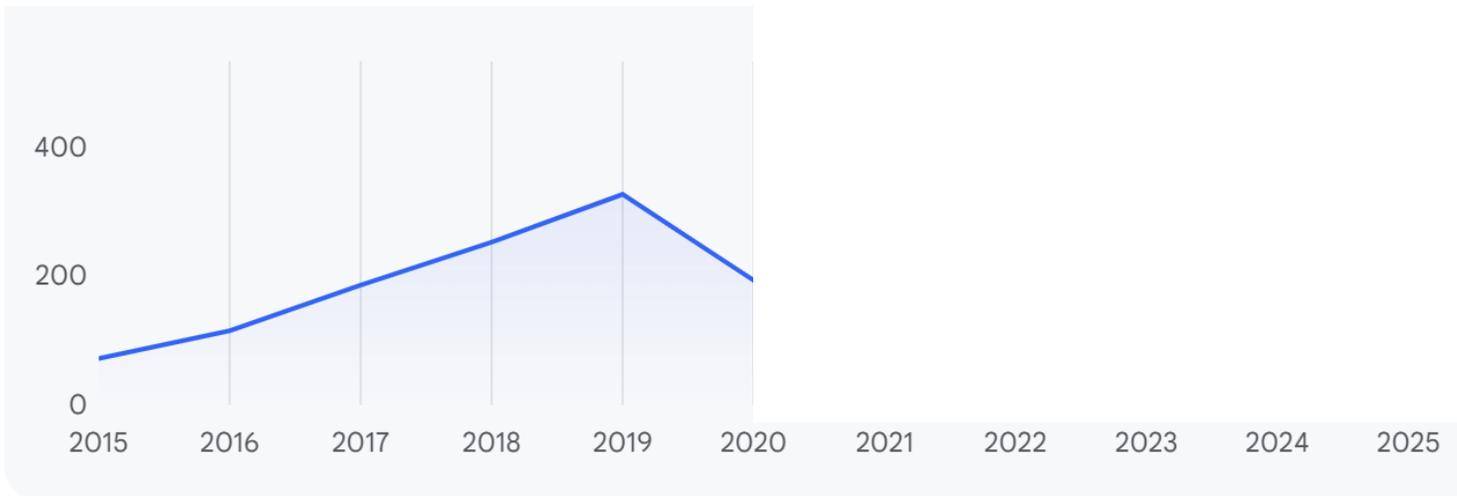
# Existentially challenged: an opportunity



**“What we are about is belonging, and at the center of belonging is love”**

“To those of you staying,  
One of the most important ways we can honor those who are leaving is for them to know that their contributions mattered, and that they will always be part of Airbnb’s story. I am confident their work will live on, just like this mission will live on.

To those leaving Airbnb,  
I am truly sorry. Please know this is not your fault. The world will never stop seeking the qualities and talents that you brought to Airbnb...that helped make Airbnb. I want to thank you, from the bottom of my heart, for sharing them with us”



01

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<https://news.airbnb.com/a-message-from-co-founder-and-ceo-brian-chesky/>



# Fragmentation weakens movements

## Fragmented Model

*Many actors, small effect*

*Parallel efforts*

*Competing visibility*

*Local wins*

01

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Reframed from McCannon, J (2026). Next Generation Combination: A Compendium to Approaches to Massive Action

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**Technology is a**

# **FORCE MULTIPLIER**

**But Not a SUBSTITUTE**

- ✓ Scale
- ✓ Reach
- ✓ Automation

- ✓ Trust
- ✓ Organising
- ✓ Shared Identity

01

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**Almedalen**  
En plats för demokrati.



**Almedalen**  
En plats för alla.



Hundar skall  
hållas kopplade



03

Be  
systematic,  
create the  
conditions



03

Be  
systematic,  
create the  
conditions



03

Be  
systematic,  
create the  
conditions



03

Be systematic, create the conditions

04

Address high priorities (finance, prod, WL)

# IHI Health Improvement Alliance Europe



03

Be  
systematic,  
create the  
conditions

Confidential



# Choosing the narrative

---

- *End of times*
- *Separation and supremacy*
- *Escaping*
- *Conflict and violence*
- **Better times**
- **Interdependence, belonging**
- **New alliances**
- **Justice and kindness**

03

Be  
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create the  
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Confidential





# Framework for Improvement Research and Evaluation

## 1 Progress

1a. How do the results you're seeing compare to your predictions?

1b. What results are you seeing in the project so far?\*

## 2 Activity, Theory & Context Affecting Results

### Activity

2a. To what extent is the project being delivered and received as planned?

### Theory

2b. What aspects of the project's content and execution theory are influencing the results?

### Context

2c. How is the environment influencing the results?

## 3 Causal Pathway

3. What evidence do you have that the results are linked to the project work?

03

Be  
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create the  
conditions

\* "Project" is used as a general term for the work in question, which may be a program, initiative, etc. Questions are framed for a project in progress (results "to-date"). Tense can be adapted if planning for potential results or reviewing summative results retrospectively.



# Designing for Impact at Scale

## Phase 0 Set up



- Co-develop design (Common Goals, Common systems)
- Build partnerships

## Phase 1 Build Scalable Model



(intensive innovation)

- Test theory, ideas
- Demonstrate results
- Build will
- Develop tools/structures, capability

## Phase 2 Refine Scalable Model



(adaptation of change package, test scale up methods)

- Adapt model to context
- Test scalability methods
- Demonstrate fidelity, acceptability, adoption
- Build capability
- Build will
- Build infrastructure

## Phase 3 Large Scale Implementation



- Move to full scale with tested content and scalable model
- Key design elements: leadership, implementation, learning

LEARNINGS INCORPORATED INTO DESIGN

# The IHI SCALERS Framework for Scaling a Well-defined Innovation

S

## Set up:

Scalable Unit defined. Well developed & effective Scale-up Ideas and Tools

C

## Co-Design:

Multi-Level Stakeholders Engaged and Social Systems identified for Scaling Sites

A

## Adoption:

Training & Simulation. Deployment & Testing of Ideas & Tools in Multiple Environments

L

## Leadership:

Strong Engagement, Governance and Policy Alignment; Culture Change

E

## Evaluation & Learning:

Learning Systems: Site-based & System-wide Continuous Data Tracking and Regular Reflection

R

## Resource Mobilization:

Building Will and Harnessing Resources for Full Scale

S

## Spread and Sustainability:

Design, Planning and Set Up for Full Scale Implementation

**1. Set-up, Design and Planning for Test of Scale**

**2. Action for Test of Scale**

**3. Set-up and Planning for Full Scale Implementation**



# Choices that matter: Purpose. Hope. Impact

01

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Double down  
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leverage tech

02

Double down  
on rituals  
and symbols

03

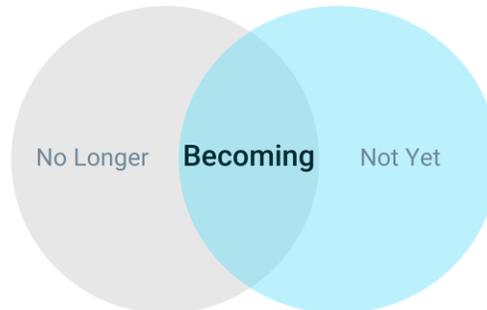
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05

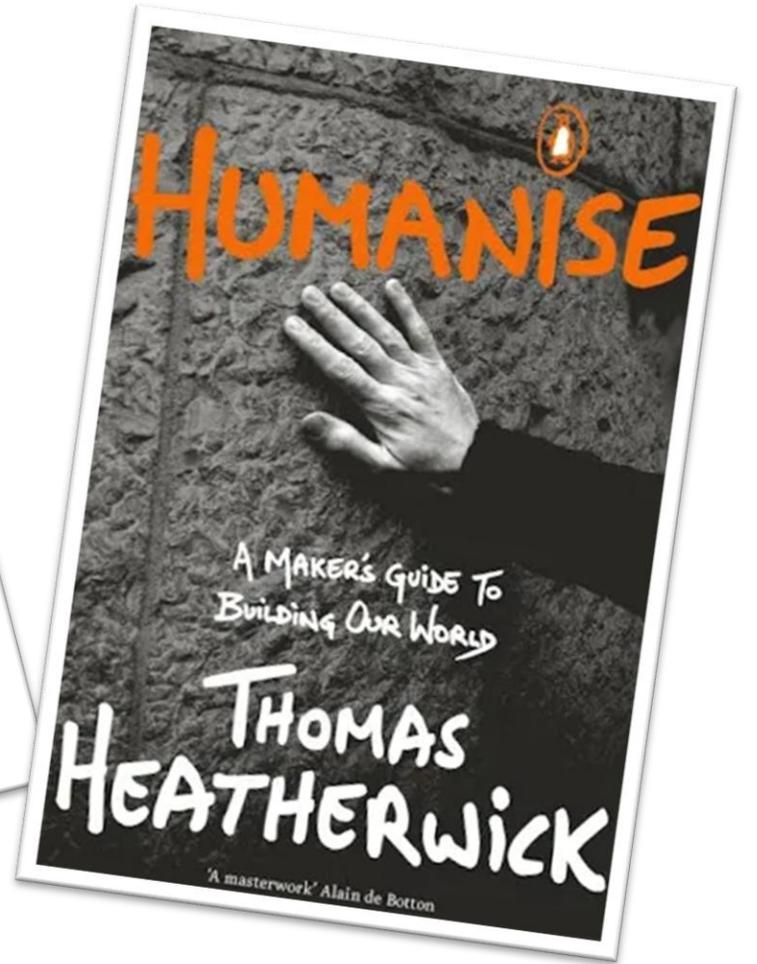
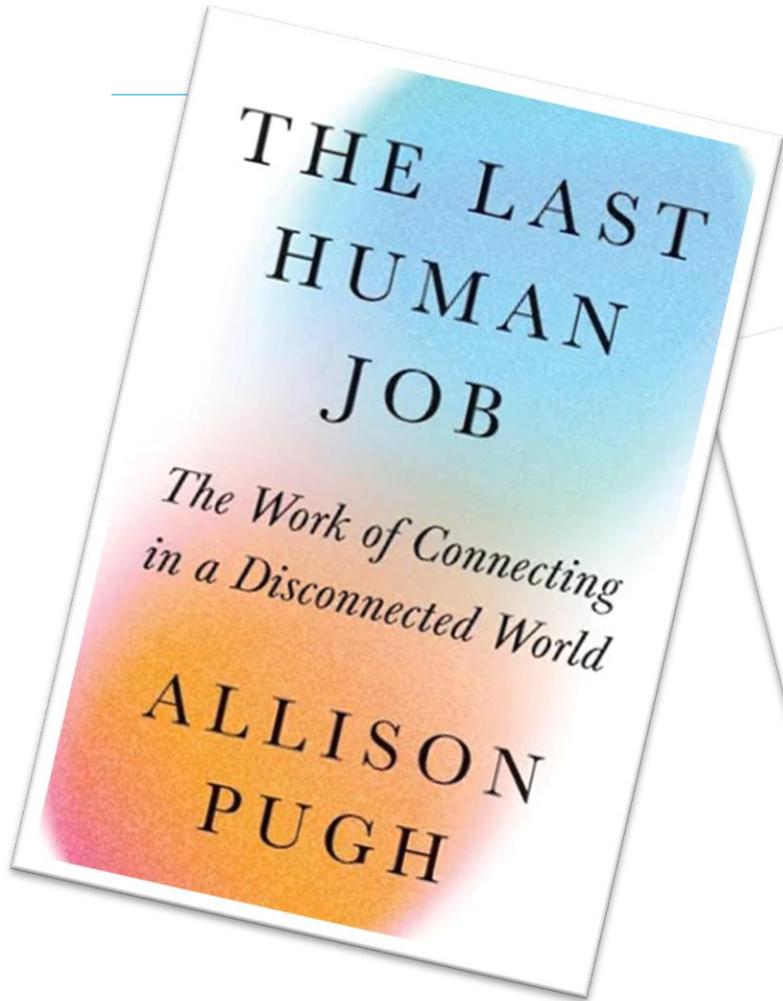
Plan for  
scale, reduce  
unwarranted  
variation



# Towards full vitality

- Eat and drink kindly
- Move
- Rest and recover
- Control my screen time
- Choose learning, not perfection
- Make time to do what I love to do most
- Nurture meaningful relationships
- Serve others







# Thanks!

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