



# Perspectives on Scaling Up



**The worksheets that follow** comprise a prototype of a self-reflection tool for teams engaged (or planning to be engaged) in scaling up their programs. It is based in particular on perspectives derived from innovators' work scaling up whole child development programs. The tool is intended for internal use within program teams or organizations, to help leaders consider their scaling work to date and identify areas for further developing their organizational capacities.

The tool is organized around the concepts set out in the draft discussion paper, **Emerging Perspectives on Scaling Whole Child Development in Adversity**. These perspectives include **The Foundation** – a focus on human dignity, respect and agency – and five themes: **Connect Widely**; **Discover, Learn & Adapt**; **Empower Leadership**; **Rebalance Roles**; and **Play a Long Game**.

In each case, leaders can consider how these perspectives relate to their scaling experience to date, and how they might be important for sustainable scaling in the future. We hope this reflective exercise will generate insights about existing organizational or leadership strengths to leverage and opportunities for capacity-building going forward. If you're interested in learning more about these perspectives beyond the text of the discussion paper, we encourage you to review the resources available for each perspective on the website.

For teams completing this form, we would welcome a conversation with you about what you've learned from doing this, and would be happy to share perspectives learned from other teams. If you would like to schedule a conversation with the research team, please reach out to [contact@truepoint.com](mailto:contact@truepoint.com). **Please include your completed form.**

**Instructions:** The boxes in the worksheets that follow are for you to fill in. Some questions invite you to consider the importance or application of a given theme, in your work to date or for future sustainable scaling. Others invite you to reflect upon specific examples and potential opportunities for capacity development. There is one worksheet for each perspective. You may fill them out in any order, but we suggest you begin with the relatively specific worksheets labeled Theme 1 to Theme 5, and then conclude with the worksheet labeled "Foundation."

## Theme 1:

# Connect Widely

**Align and mobilize** a wide stakeholder ecosystem, including program users, as active participants. Clarify how each stakeholder can both contribute and receive value by participating. Understand the motivations of all players and connections among them, and organize activity to energize the community and to mobilize latent resources.

### 1. To what extent has this theme been important in your WORK TO DATE?

- Very important*    *Moderately important*    *Neutral*  
 *Slightly important*    *Not important*

#### EXPERIENCES: Examples of this theme in your work to date

### 2. How easy or difficult is it to enact this theme in your context?

- Very easy*    *Fairly easy*    *Neutral*  
 *Moderately difficult*    *Very difficult*

#### REFLECTIONS: Challenges and opportunities you see in applying this theme

### 3. How would you assess the idea of working to build or improve your organization's capacity in this area FOR THE FUTURE?

- High priority*    *Moderate priority*    *Neutral*  
 *Some priority*    *Not a priority*

#### PRIORITIES FOR DEVELOPMENT in your organization

If you are interested in further exploring this theme, click [HERE](#).

## Theme 2:

# Discover, Learn & Adapt

**Set the program up** to evolve based on experience at each stage of the scaling work. Include families and front-line providers as active participants in discovery, learning and adaptation. Combine medium-term, rigorous program evaluation with ongoing monitoring of feedback throughout the delivery system and continuous attention to outcome indicators. Seek opportunities to share experiences and learn from others – both inside and outside your organization - e.g. through communities of practice.

### 1. To what extent has this theme been important in your WORK TO DATE?

- Very important*    *Moderately important*    *Neutral*  
 *Slightly important*    *Not important*

**EXPERIENCES: Examples of this theme in your work to date**

### 2. How easy or difficult is it to enact this theme in your context?

- Very easy*    *Fairly easy*    *Neutral*  
 *Moderately difficult*    *Very difficult*

**REFLECTIONS: Challenges and opportunities you see in applying this theme**

### 3. How would you assess the idea of working to build or improve your organization's capacity in this area FOR THE FUTURE?

- High priority*    *Moderate priority*    *Neutral*  
 *Some priority*    *Not a priority*

**PRIORITIES FOR DEVELOPMENT in your organization**

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## Theme 3:

# Empower Leadership

**See leadership potential** as a vital latent resource that can be called forth to enable scaling. Unlock, build and empower leadership locally, and across the delivery system, to mobilize communities and assure local accountability for impact.

Encourage leaders to have a discovery mindset and to innovate on how to deliver for better outcomes. Honor human dignity by explicitly creating contexts for equal respect, including promoting gender equality and social inclusion.

### 1. To what extent has this theme been important in your WORK TO DATE?

- Very important*    *Moderately important*    *Neutral*  
 *Slightly important*    *Not important*

**EXPERIENCES: Examples of this theme in your work to date**

### 2. How easy or difficult is it to enact this theme in your context?

- Very easy*    *Fairly easy*    *Neutral*  
 *Moderately difficult*    *Very difficult*

**REFLECTIONS: Challenges and opportunities you see in applying this theme**

### 3. How would you assess the idea of working to build or improve your organization's capacity in this area FOR THE FUTURE?

- High priority*    *Moderate priority*    *Neutral*  
 *Some priority*    *Not a priority*

**PRIORITIES FOR DEVELOPMENT in your organization**

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## Theme 4:

# Rebalance Roles

**Rebalance and renew** roles of the front line (direct contact with families) and back end (support, management and program development functions) to build the agency of, and align with the priorities of, local communities and stakeholders. Enable front-line leaders to adapt the program locally, with back-end leaders as learning partners. Encourage front-line leaders to engage and energize people in the community who have not typically been involved with the traditional model or whose involvement has had a routine flavor.

### 1. To what extent has this theme been important in your WORK TO DATE?

- Very important*    *Moderately important*    *Neutral*  
 *Slightly important*    *Not important*

**EXPERIENCES: Examples of this theme in your work to date**

### 2. How easy or difficult is it to enact this theme in your context?

- Very easy*    *Fairly easy*    *Neutral*  
 *Moderately difficult*    *Very difficult*

**REFLECTIONS: Challenges and opportunities you see in applying this theme**

### 3. How would you assess the idea of working to build or improve your organization's capacity in this area FOR THE FUTURE?

- High priority*    *Moderate priority*    *Neutral*  
 *Some priority*    *Not a priority*

**PRIORITIES FOR DEVELOPMENT in your organization**

If you are interested in further exploring this theme, click [HERE](#).

## Theme 5:

# Play a Long Game

**Treat scaling** as a living, evolving process aimed at reshaping relationships through large and diverse systems over the long term. Anticipate that reaching population scale can take years, and both during and after scale is achieved circumstances and delivery contexts change; this, along with cost pressures, can lead to impact degrading over time if the program is simply transferred to a large implementing organization without allowing for actively managing its ongoing evolution. Plan to continue to support the scaling journey in new roles, working to embed the program in large systems, supporting on-going learning and adaptation, and innovating to solve the new challenges that scale imposes at different stages. Work to ensure quality is maintained as scale is achieved, and learn from variation in implementation across locations.

### 1. To what extent has this theme been important in your WORK TO DATE?

- Very important    Moderately important    Neutral  
 Slightly important    Not important

**EXPERIENCES: Examples of this theme in your work to date**

### 2. How easy or difficult is it to enact this theme in your context?

- Very easy    Fairly easy    Neutral  
 Moderately difficult    Very difficult

**REFLECTIONS: Challenges and opportunities you see in applying this theme**

### 3. How would you assess the idea of working to build or improve your organization's capacity in this area FOR THE FUTURE?

- High priority    Moderate priority    Neutral  
 Some priority    Not a priority

**PRIORITIES FOR DEVELOPMENT in your organization**

If you are interested in further exploring this theme, click [HERE](#).

# The Foundation

**Find potential and opportunity** in a radically inclusive approach that honors and respects the dignity, the agency, and the contributions of every individual and family.

**1. To what extent has this 'foundation' been important in your WORK TO DATE? (Select one)**

- Very important*
- Moderately important*
- Neutral*
- Slightly important*
- Not important*

**EXPERIENCES: Examples of this foundational perspective in your work to date**

**2. How easy or difficult is it to enact this 'foundation' in your context? (Select one)**

- Very easy*
- Fairly easy*
- Neutral*
- Moderately difficult*
- Very difficult*

**REFLECTIONS: Challenges and opportunities you see in applying this foundational perspective**

**3. How would you assess the idea of working to build or improve your organization's capacity in this area FOR THE FUTURE? (Select one)**

- High priority*
- Moderate priority*
- Neutral*
- Some priority*
- Not a priority*

**PRIORITIES FOR DEVELOPMENT in your organization**

If you are interested in further exploring this foundational perspective, click [HERE](#).