ESADE
RAMON LLULL UNIVERSITY
INSTITUTE FOR SOCIAL INNOVATION

Robert Bosch Stiftung

Labs for social innovation

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A review

Labs
for social innovation

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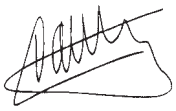
Foreword

There is an increased awareness that novel ways are needed to address our contemporary societal challenges, which are complex, intractable, and interconnected. Over the past few years, social innovation labs have emerged around the world with the premise to provide alternative and effective approaches for tackling systemic problems and bringing about positive social transformation. These labs have rapidly grown in number and popularity alongside the social innovation movement, and have gained the attention of practitioners, researchers, and policy makers. What exactly are they and how do they function? What are the most effective methods they use? What are the challenges they face? Have they delivered the promise on which they were built?

These are some of the questions that the ESADE Institute for Social Innovation and the Robert Bosch Stiftung aimed to address during a research project conducted in 2017. An important finding of this research is that there is a wide variety and many trajectories of social innovation labs. Between 2013 and 2015 there was an intensity and convergence of efforts to understand, define, classify, and promote these labs, particularly those that supported innovation in public administration. A main characteristic shared across the spectrum of social innovation labs is their adoption of an experimental approach driven by human-centred design tools and rapid prototyping principles. Furthermore, most social innovation labs place emphasis in engaging a diverse group of stakeholders to bring about systems change and transform the fundamental structures, processes, institutions, behaviours, and values underpinning contemporary problems.

This publication is offered as a resource to all those interested in how to best address the challenges we are facing in systemic and sustainable ways. It gives an overview of the social innovation labs movement that has developed in recent years, and a review of the key material it has generated – including method guides and critical reflections. As the social innovation lab ecosystem further expands and diverges, we hope that this report becomes a reference point for the accumulation of knowledge so that efforts are not replicated, lessons are learned, and the full potential of labs is realised. We also hope that it becomes a source of inspiration for joined action across sectors, particularly between higher education institutions, foundations, and businesses that want to make a positive social impact.

Ignasi Carreras
Director ESADE's Institute for Social Innovation



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Part one

Introduction

Labs for social innovation: mapping the landscape and building a reference guide

Pubic and social innovation labs (or psi labs), social labs, policy labs, government innovation labs, innovation teams (or iteams), design labs, change labs, living labs, do-tanks, hubs, hives, and accelerators are some of the names currently used to describe the variety of initiatives that use innovative and lab-like approaches to address real-life challenges. At the launch of this project we were faced with the overwhelming task of trying to understand and delineate the space occupied by social innovation labs in theory and practice. One document that was particularly important in the exploratory phase of our investigation is 'Lab Matters: Challenging the practice of social innovation laboratories' (Kieboom, 2014), which reported the conversations and debates that took place over a two-day event organised by Kennisland in April 2013. 'Lab Matters' gives an overview of the emergent field and explores a series of critical questions about lab practice and principles. These questions formulated the core of our own investigation.

More specifically, our project addresses the following conundrums left unanswered in the literature on social innovation labs:

- What are the most effective practices and methods employed by social innovation labs to instigate social change?
- What critical assets, capacities, and infrastructures are necessary to guarantee the value and sustainability of labs?
- How can social innovation labs meaningfully engage all the stakeholders, particularly the government and public at large?
- Why a lab? Are laboratories the most appropriate settings or metaphor for bringing about social innovation?

In addition to these questions, a line of inquiry particularly relevant to the ESADE Institute for Social Innovation was to explore how a lab might look like in a university setting and what its role could be to support the social impact of higher education. There has been increased pressure on academic institutions, especially business schools, to reconsider their broader effects and contribution to creating a just and sustainable world. Two recent reports (Strandberg, 2017; The Bridgespan Group, 2017) heighten the imperative for the academic sector to look beyond its institutional walls and at ways in which teaching, and research can contribute to the wellbeing of their communities. How could social innovation labs contribute to this call for action?

We learned that the answers to the questions that we posed were often context specific and so we structured the publication in a way so that readers can easily navigate through the different lab resources to explore their areas of interest.

Methodology: tracing contemporary knowledge artefacts

Drawing from anthropology and Science and Technology Studies (STS), this project employs a genealogical approach to social innovation labs, a method that begins with recognition of their diversity without assuming a single trajectory or unified understanding. In practical terms, this meant tracing the artefacts that the social innovation lab community has produced, from reports of events to practitioners' reflections and tweeter posts. As Riles eloquently explains: 'documents are paradigmatic artefacts of modern knowledge practices' (Riles, 2006, p. 2), 'at once an ethnographic object, an analytical category, and a methodological orientation' (Riles, 2006, p. 7).

More than 30 different social innovation lab stakeholders were interviewed for this study, and most of the documents assembled were recommended directly by these stakeholders. When these insights and documents are pieced together, they reveal a moment in time when different efforts converged and intensified. As is explained in more detail in the following section, between 2013 and 2015 there were several events that convened actors across the lab ecosystem and initiated a dialogue about their activities and the challenges they face. As a result, a community of practice was formed that met periodically, shared experiences, and for a short period of time, united under the hashtag #psi labs (public and social innovation labs). This is an important moment to highlight because a wealth of information was generated, and a movement was formulated around labs focusing on innovation in public administration.

Within the context of this project we organised a workshop in Barcelona in the beginning of June 2017. The workshop was facilitated by Louise Pulford, the Director of SIX (Social Innovation Exchange) and Joeri van den Steenhoven, the former Director of MaRS Solutions Lab and co-founder of Kennisland. The workshop brought together a group of experts involved in shaping the global lab landscape, even before a coherent movement was formed, with an emergent group of practitioners and scholars engaged or interested in labs in the business and academic sectors (see appendix for a complete list of participants). In addition to obtaining these stakeholder feedbacks, our hope was that the workshop would trigger future collaborations and partnership among those who attended our event.

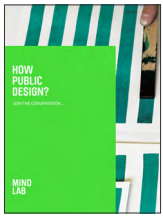
The workshop began by asking everyone to position themselves along the timeline presented on the following page. This historical/genealogical exercise was a way to organize both the documents collected and the community of practice. It also helped identify important moments that shaped the landscape of labs for social innovation, which we wanted to further examine.

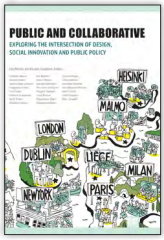
Timeline

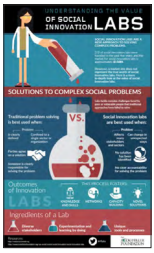
2012

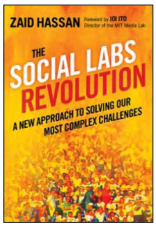
2013

2014









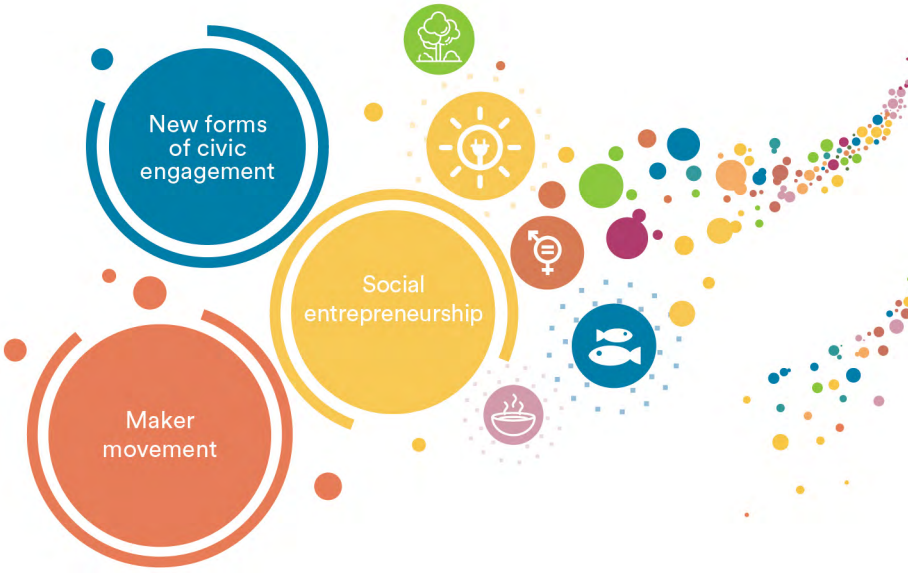
Design labs

Change labs

2015

2016

2017



The genealogy of a diverse movement

Before 2012

Labs for social innovation have a long history. Some trace labs addressing social issues to the 19th century and others to the late 1990s and early 2000s with the establishment of Change Labs by **Reos Partners** (2013) and labs positioned within governments that used design thinking as their core approach. We traced social innovation labs to a document from 2012 that appears to be the first to coin the term and spark a series of attempts to reflect on lab practices and how they can be employed to catalyse social innovation. Incidentally, two labs considered quintessential in this landscape, the **Helsinki Design Lab,**[II] supported by **Sitra** (Boyer, Cook, & Steinberg, 2011) and the **FutureLab**, launched by **Nesta** in 2001 (Williamson, 2015) were by this time winding down operations.

2012

The draft paper **'Change Lab/Design Lab for Social Innovation'** (Westley, Goebey, & Robinson, 2012) was written with the explicit goal of being 'a thought piece for the development of a new approach for building capacity for social innovation in Canada'. This paper is especially notable because it interweaves the language and practices used in design and change labs (such as experimentation, prototyping, and human-centred approaches) with social innovation (such as systems change). The first twitter hashtag **#socinnlabs** appears as a 'save the date' announcement for the presentation of this work. Also in 2012, the **J.W. McConnell Family Foundation** supported the production of a booklet on the **Reos Change Lab** (Reos Partners, 2013), and the **Social Innovation Generation (SiG) programme at MaRS** published the report **'Labs: Designing the Future'** (Torjman, 2012).

II http://www.helsinkidesignlab.org/

2013

Westely's presentation on labs and their potential to generate and accelerate social innovation was enthusiastically received at MaRS. This research was conducted in collaboration with Christian Bason (MindLab), Bryan Boyer (Helsinki Design Lab), and Banny Banergee (Stanford d.school). The uses of design for social change that these researchers spearheaded is carefully considered. Two documents in 2013 also reflect on the role of design in social innovation and public policy: **'Public & Collaborative: Exploring the Intersection of Design, Social Innovation and Public Policy'** by the DESIS Network (Manzini & Staszowski, 2013) and **'How Public Design'** by MindLab (Bason, Christiansen, & the MindLab team, 2013). In 2013, **The Rockefeller Foundation** launches a project to understand the value of social innovation labs in accelerating solutions to complex social problems (Bliss, 2014b).

2014

In the beginning of 2014 a new hashtag is born, **#psilabs** (public and social innovation labs), which gains traction during the **'Labs for Systems Change'** event hosted by the **MaRS Solutions Lab** (Husain, 2014). This event brings together more than 100 practitioners across the world representing the lab ecosystem, such as **Kennisland,**[III] **MindLab,**[IV] **TACSI**[V] and la **27e Région**[VI]. Three important publications appear in the same year: **'Lab Matters** (Kieboom, 2014)', **'Labcraft'** (Tiesinga & Berkhout, 2014) and the **'Social Labs Revolution** (Hassan, 2014). Also in 2014, The Rockefeller Foundation releases a series of reports and material on its own research on labs (The Bridgespan Group, 2014). **'Development Impact & You: Practical Tools to Trigger & Support Social Innovation'** is an initiative by Nesta supported by The Rockefeller Foundation and launches its first compilation of tools for practitioners in 2014 (Keane et al., 2014).

III https://www.kl.nl/en/
IV http://mind-lab.dk/en/
V http://tacsi.org.au/
VI http://www.la27eregion.fr/

2015

The **'Social Innovation Lab Guide'** is published in 2015 (Westley & Laban, 2014), the work for which was funded by the J.W. McConnell Family Foundation and The Rockefeller Foundation. This is an evolution and a practical version of the 2012 paper. The Nesta **'LabWorks 2015'**[VII] event has been the biggest global gathering of public and social innovation labs to date, convening over 200 participants with an underlying interest in public sector innovation.

2016

In June 2016 the **European Commission's Joint Research Centre** (JRC) releases a report mapping the public policy labs across EU member states (Fulller & Lochard, 2016). **The EU Policy Lab**,[VIII] housed at the JRC, hosts the first meeting of European policy labs in October entitled **'Lab Connections'** and launches the hashtag **#policylab4eu.** A regional EU-focused brunch of labs on public administration is officially formed.

2017 and beyond

In the fall of 2017 the **UNDP and FutureGov**[IX] publish a report based on their experiences working on labs in the development context (Bazaglette & Craig, 2017). Our publication is perhaps the first to methodically review the set of resources produced by/on the social innovation labs, while pointing to the broader ecosystem of lab-like initiatives (such as fab labs, living labs, and impact hubs) emerging from the maker and social entrepreneurship movements, as well as new forms of civic engagement. Although the latter fall outside the scope of this research and mapping, they are important to consider as pieces of a larger, more complex and more promising ecosystem of labs for social innovation.

VII https://www.nesta.org.uk/event/labworks-2015

VIII http://blogs.ec.europa.eu/eupolicylab/

IX http://www.wearefuturegov.com/

Part two

Review & Analysis

Key resources on/for/by Social Innovation Labs

The documents reviewed in this paper are chosen after a careful literature review and consideration of the suggestions received from the experts interviewed during the study. Reflecting on the reasoning of the timeline, this review is limited to papers published after 2012 that are linked to the community of scholars and practitioners who are the focus of our project. Nesta, the J.W. McConnell Family Foundation, and The Rockefeller Foundation, have been instrumental in promoting and developing social innovation labs, and have also supported (directly or indirectly) the development of the following sites that compile different lab resources: including videos, webinars, and papers not covered in this publication.

- **LabNotes**[X] – A monthly newsletter supported by Nesta, GovLab, MaRS, MindLab and SIX that reports interesting tools and news from public sector innovators around the world.

- **LabWorks 2015**[XI] – A reporting and dissemination page of videos, blogs, key talks, and discussions from the global gathering of labs and teams driving forward innovation in public administration that was organised by Nesta in July 2015.

- **Innovation Labs Insight Center**[XII] – A joint project of The Bridgespan Group and The Rockefeller Foundation that includes links to survey reports, reflections by Amira Bliss (Bliss, 2014a, 2014b), and the Webinar 'A New Approach to Tackle Systems Change: Social Innovation Labs'.

- **Social Innovation Generation (SIG) Knowledge Hub on Social Innovation Labs**[XIII] – A rich resource hub with links to key material on social innovation, including 'Canadian Lab Stories', a series of short interviews on lab activities across Canada, and the webinar 'Introduction to Social Innovation Labs' by Joeri van den Steenhoven.

The annex includes a reference guide with a summary of the documents reviewed, as well as a compilation of the different approaches and tools different labs employ. The summaries are color-coded according to the nature of their contribution to help readers navigate more easily: guide (green), event report (orange), review/research report (blue), and personal reflection (red).

X http://www.nesta.org.uk/Lab-Notes

XI http://www.nesta.org.uk/event/labworks-2015

XII https://www.bridgespan.org/insights/blog/innovation-labs

XIII http://www.sigeneration.ca/home/labs/

Documents reviewed

	TITLE	PAGE	
1	**CHANGE LAB/DESIGN LAB FOR SOCIAL INNOVATION** (Westley et al., 2012)	34	
2	**DEVELOPMENT IMPACT AND YOU (DYI)** (Keane et al., 2014)	35	
3	**FOLLOW THE RABBIT** (Damabi, 2016)	36	
4	**GROWING GOVERNMENT INNOVATION LABS** (Bazaglette & Craig, 2017)	37	
5	**HOW PUBLIC DESIGN** (Bason et al., 2013)	38	
6	**HOOKED ON LABS** (Leadbeater, 2014)	39	
7	**INNOVATION TEAMS AND LABS** (Puttick, 2014)	40	
8	**LABCRAFT** (Tiesinga & Berkhout, 2014)	41	
9	**LAB MATTERS** (Kieboom, 2014)	42	
10	**LABS** (Torjman, 2012)	43	
11	**LABS FOR SYSTEMS CHANGE** (Husain, 2014)	44	
12	**MINDLAB METHODS** (MindLab, 2015)	45	
13	**PUBLIC & COLLABORATIVE** (Manzini & Staszowski, 2013)	46	
14	**PUBLIC POLICY LABS IN EUROPEAN UNION MEMBER STATES** (Fullller & Lochard, 2016)	47	
15	**SOCIAL INNOVATION LAB FIELD GUIDE** (Weinlick & Velji, 2016)	48	
16	**SOCIAL INNOVATION LAB GUIDE** (Westley & Laban, 2014)	49	
17	**SOCIAL INNOVATION LABS** (The Bridgespan Group, 2014)	50	
18	**TESTING GOVERNANCE** (Williamson, 2015)	51	
19	**THE RADICAL'S DILEMMA** (Mulgan, 2014)	52	
20	**THE SOCIAL LABS REVOLUTION** (Hassan, 2014)	53	

Guide Event report Review/research report Personal reflection

The Many Roles and Forms of Labs

The documents reviewed depict a vibrant and volatile picture of social innovation labs. Our research illustrates that the consolidation of efforts to examine, understand, and improve lab practices and activities, which cumulated between 2013 and 2015, pivoted around public administration. Our review also points out that although public service innovation labs are united in their general mission, they are far from homogeneous. Furthermore, as it is explicitly stated in many of these publications, the outcomes and lessons-learned from policy-oriented innovation labs are pertinent to the broader social innovation community.

Review highlights:

- **History:** Recombination of public policy design labs and systems change/social innovation approaches.
- **Main actors:** J.W. McConnell Family Foundation, The Rockefeller Foundation, Nesta; Kennisland, MindLab, MaRS Solutions Lab, la 27 Région, TACSI, GovLab.
- **Definitions:** Permanent entities and structures or short-term projects and events using experimental methods, or other specific processes to support multi-stakeholder groups address social and public challenges.
- **Classifications:** According to their field/sector, type (for/non-profit, academic, public, international, incubator), who they serve (funders, governments, internal, autonomous), methods and product (technical, process design, systemic change, and innovation catalyst).
- **Methods:** Experimental approach, human-centred design, systems thinking, rapid prototyping, facilitated workshops, ethnographic methods, co-creation, citizen-engagement, and action-research.
- **Challenges:** Efficacy of method, measuring impact, building teams/partnerships/networks, financial sustainability and business model, and use of language/terminology/narratives.

Based on the documents reviewed and drawing on other resources, particularly, the academic literature on laboratories in the natural sciences produced by STS scholars, labs are presented under the following four headings: 1) research method, process or approach; 2) learning or capacity building tool; 3) convening platform; and 4) agent of change. As depicted in the following image, these parts are not disconnected but emblematic of the different roles and forms of labs across the social innovation landscape.


Research Method
Learning Tool
Convening Platform
Agent of Change
Labs for social innovation

RESEARCH METHOD, PROCESS OR APPROACH

Not unlike natural science laboratories, a defining characteristic shared by labs for social innovation is that they provide a space (but not necessarily physical) for the exploration and experimentation of ideas to address complex challenges using a variety of tools and approaches. As the annexed table of methods illustrates (pages 55-58), not only is there rigor and richness in the toolkits different labs employ, there have been many deliberate efforts to systemize and categorise these for other practitioners to use.

For example, **MaRS Solutions Lab** has created the 'Periodic Table for Systems Change' that structures its own process, strategy, and work. This table blends design and systems thinking into a scientific R&D process that takes an idea from a hypothesis to research, ideation, testing, and finally, into the market. Work at MaRS Solutions Lab is organised in three streams (solutions, policy, and capacity) with a view to create systems change.

Most method guides organise the tools they provide according to the phase in the innovation process in which these are employed, but vary in how they divide and name these processes. For example: **'Development Impact & You'** is organised around eight phases labelled: 1) look ahead; 2) develop a clear plan; 3) clarify my priorities; 4) collect input from others; 5) look ahead; 6) develop a clear idea; 7) clarify my priorities; and 8) collect input from others.

The Colab methods are divided into four categories: 1) look; 2) frame; 3) generate; and 4) adapt. Others follow the human-centred design process that is usually divided into five phases: 1) empathise; 2) define; 3) ideate; 4) prototype; and 5) test (in Weinlick and Velji) – or 1) research; 2) analysis; 3) ideation; 4) test; and 5) implementation (by **Mindlab**).

The **'Social Innovation Lab Guide'** by the **Waterloo Institute for Social Innovation and Resilience** differs from the method guides described above because it prescribes a set of detailed and practical actions on how to design and deliver the processes to bring forth systems change. These guidelines focus on the organisation of three 2.5-day workshops that have specific agendas, exercises, and rationale (integrating whole systems processes and design thinking methods). A social innovation lab in this context is a process that is highly defined and time-limited. It is not a permanent structure with on-going activities, therefore this approach appears to be more appropriate in the early stages of social innovation when challenges are defined and ideas generated, rather than in their implementation phase.

LEARNING & CAPACITY BUILDING TOOL

Many social innovation labs offer a variety of learning and capacity building activities to ensure that both the necessary mindsets and skills to implement systemic change are at hand. The GovLab for instance has an Academy that provides training and mentorships from a network of experts. **The GovLab Academy**[XIV] also has a site with free online material, such as videos, podcasts, and readings for purpose-driven individuals, including civic leaders. The **MaRS Solutions Lab** also builds capacity for change through training, advice, and events. **MindLab** gives on-demand and custom-made teaching seminars on the innovation process and tools it has developed.

There are limited examples of social innovation labs in universities, yet the impetus and potential for becoming a driving force for transforming higher education is growing. It is broadly agreed that universities have an important role to play in building the next generation of social impact leaders. Along these lines, the question 'How can we create a future with a social innovation lab inside every university?' recently posed in OpenIDEO is important to further examine (Wade 2017).

One example is the **Social Innovation Lab** at the **Graduate School of Business (GSB) of the University of Cape Town** developed in response to increasing demands placed on business schools to introduce holistic, value-driven, and systemic approaches to the MBA curriculum (Beats, 2012). The Social Innovation Lab was designed as an integrated action-learning project offered as an elective course to MBA students after completing the fundamental courses in their programme. The students are asked to develop financially sustainable solutions to real-life social issues that they feel passionate about. Among the courses offered to the students under the Social Innovation Lab are the following: social innovation and innovation methodologies (including creativity and sustainability); social enterprise and entrepreneurship (including social investment finance and business plan); design methodology (including industrial design and design thinking) and project management.

Along similar lines, but limited to a one semester course, the **Harvard Business School** offers the elective '**Social Innovation Lab**'[XV] that helps students address a social problem through social entrepreneurship tools.

XIV http://govlabacademy.org/

XV http://www.hbs.edu/coursecatalog/6582.html

CONVENING PLATFORM

Bringing together a diverse set of relevant stakeholders to work on specific real-life challenges is an important role that many social innovation labs effectively play. There are various tools labs use to convene and engage target groups and key participants. Most commonly, they employ human-centred design and co-production approaches around workshops to generate ideas, break down silos, and facilitate multi-stakeholder collaborations for driving systemic change.

The Bridgespan Group (2014) report on the social innovation labs project funded by **The Rockefeller Foundation** identifies three key differences between the ways stakeholders participate in traditional planning-based processes and when they are convened in a social innovation lab that uses a prototyping-based approach. Firstly, while in planning-based processes the stakeholders are considered as a source of information; in a lab process, they are treated as active and equal collaborators. Secondly, traditional approaches are linear, whereas prototyping-based methods follow an interactive process that requires constant feedback from the relevant stakeholders. Thirdly, labs engage stakeholders, including end users, from the initial phases of the process to ensure that the ideas generated are relevant and desirable. Conversely, planning-based approaches typically engage the end users in the implementation phase of a project.

TACSI's 'Family by Family'[XVI] programme is a successful example of convening and engaging stakeholders in the communities the programme was designed to support. TACSI combined ethnographic, design, and prototyping methods to bring together families that want something to change ('seeking families') and those that have survived through tough times ('sharing families'). According to the programme designed by TACSI, sharing families initially attend a training camp and then convene in groups once a week for group coaching sessions. Seeking families first meet with a family coach who helps them define their goals and find the sharing family they want to link in. Family coaches support the first encounter between families and meet them together every five weeks to evaluate progress.

Another model is the **'Ontario Tender Fruit Lab'**[XVII] developed by the **Waterloo Institute for Social Innovation and Resilience** and **MaRS Solutions Lab**. It brought together a diverse set of stakeholders over the course of three workshops, including government, academia, NGOs, growers, distributors, and retailers, to co-create different interventions that could positively transform the fruit industry. The lab generated several specific ideas for intervention and new insights for the field.

XVI http://tacsi.org.au/project/family-by-family/

XVII https://www.marsdd.com/systems-change/mars-solutions-lafuture-food/

AGENT OF CHANGE

At a fundamental level, social innovation labs are agents of change: they intentionally instigate and support ideas that aim to transform the behaviour, policies, structures, relationships, norms, and values that underpin complex challenges. The terms systems or systemic change, social change, cultural change or organisational change are often used interchangeably to capture the rudimentary transformation that lab practices aim to bring forward. Some labs are conscious and deliberate about employing this terminology to explain their work. Others use the word 'accelerators' to describe their role as enablers of change through helping projects and people that want to address a specific challenge.

For example, **Ship2B**[XVIII] is a private foundation in Barcelona whose stated goal is 'to accelerate high impact social projects by providing a community of mentors, experts, entities, and large companies to the best entrepreneurs'. Ship2B does not describe itself as a lab per se, but has convened several labs that bring together partners across sectors to tackle challenges. Ship2B has the first and largest impact investment network in Spain and a joint venture framework that invests in startups that generate an economic and social profitability. The **d-Lab**,[XIX] also based in Barcelona, is an initiative of the Mobile World Capital that launches challenge-based calls for digital transformation projects that address problems such as cyber-bullying and governance of health data.

RLabs[XX] is a South African non-profit organisation with the slogan 'making hope contagious'. Its mission is to develop and empower people in local communities to make a difference through innovation. It has an incubation and acceleration programme that supports entrepreneurs and SMEs with mentorship and training. RLabs and the **Bertha Center for Social Innovation and Entrepreneurship** at the University of Cape Town offer a free 6-week course on Coursera entitled **'Becoming a Changemaker: Introduction to Social Innovation'**.[XXI] This course promises to help those who want to create a social impact in their community find their own approach to social innovation and develop the skills, mindset, and relationships they need to 'start and evolve as a changemaker'.

Opening the space of analysis and reflection to include the work of initiatives like the ones described above, which have been operating outside the space delineated by the psi labs is particularly important for deepening the impact of social innovation efforts.

XVIII https://www.ship2b.org/

XIX https://d-lab.tech/

XX http://rlabs.org/

XXI https://www.coursera.org/learn/social-innovation

Part three

Workshop Highlights

Ongoing Challenges and Opportunities

In June 2017 the ESADE Institute for Social Innovation organised a one-day workshop with a diverse group of stakeholders across the social innovation lab landscape. Approximately half of the workshop participants represented actors who have played a fundamental role in consolidating efforts and supporting the creation of a community of practice on public and social innovation labs. The other half represent the evolving and divergent group of organisations and individuals who are employing or interested in using lab-like approaches to tackle specific societal challenges or enhance the social impact of their work.

In a series of interactive sessions, the participants were asked to position themselves in the landscape of labs mapped by this project, think about the different roles and forms of labs identified, as well as reflect on the ongoing challenges facing lab practice. These challenges were grouped into four themes reflecting the extant discussions identified in the literature review about:

- Methods and toolkits
- Sustainability and business models
- Impact, scale, and reach
- Teams, partnerships, and networks
- Location and physical space
- Language, narratives, and terminology

There was a general recognition among the conference participants that there are various successful lab models that are structured differently and follow numerous approaches. The design of an innovation lab or team is contingent upon several factors, including relationship with government, location and institutional form, funding arrangements, and potential partners (see Puttick, 2014). These elements are context specific and can only be determined on an individual basis.

Calling attention to the potential of social innovation labs in higher education institutions, the workshop participants explored in small groups how labs could be set up in business schools, how they could be used to re-design the learning environment and help universities work more and better with outside partners.

Unsurprisingly, and emulating the lab practices it set to examine, our workshop generated more questions than definite answers. Nevertheless, by the end of day we elicited a variety of specific and interesting replies to three main questions we wanted to address:

1. What is a social innovation lab?
2. What is the role of businesses and foundations in the social innovation landscape?
3. What is the role of labs in universities in tackling real-life challenges and advancing the social impact of higher education?

The following pages highlight some responses in the participants' own words.

WHAT IS A SOCIAL INNOVATION LAB?

"A social innovation lab to me is a team or a unit that convenes a diverse group of stakeholders around a complex challenge and supports them in solving that challenge through testing and experimenting new solutions."

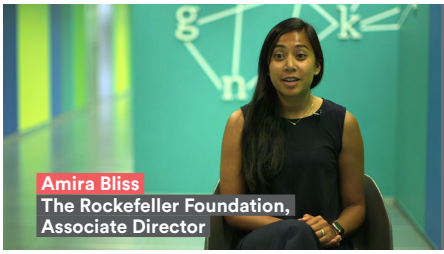
"I think social innovation labs can take a lot of different forms. For me in the end this is about creating processes that convene multiple stakeholders around a particular social challenge and trying to find creative, innovative ways to solve those challenges."

"A social innovation lab for me is about finding new or better ways to deal with society's challenges. It's innovating to improve the way we respond to social problems. It's a different way of working, it's a mind-set that it's okay to fail whether it's inside an institution or outside an institution, whether it's a physical space or a virtual space."

"A social innovation lab is a space, it can be physical or not, where you can consult complex social issues. Social innovation labs are important because they are combiners of different sectors, they provide a space where different sectors can meet and solve these complex social issues."

"When I think of what a social innovation lab is I tend to think of people coming together to work to address social challenges. And that might be in a permanent institution, it might be using a process to work through understanding the challenges from different perspectives."

WHAT IS THE ROLE OF BUSINESSES AND FOUNDATIONS IN THE SOCIAL INNOVATION LANDSCAPE?

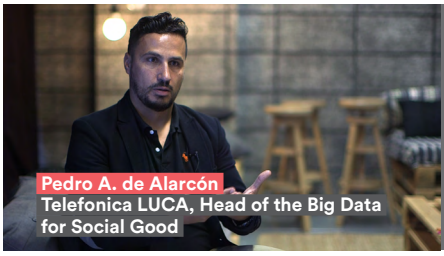


"Foundations and businesses need to take risks in order to promote social innovation and build a social innovation ecosystem. We have the luxury of not having election cycles orfundraising budgets and really have the opportunity and the mandate to take the chances that other organisations don't."

"Foundations exist to take risks. We have capital that we have to give away. We don't need a return on it, and so we can support experimentation and for governments in particular, philanthropy offers a way to safely experiment, to do risk-taking that government finds it uncomfortable to do. In innovation we have to fail, and fail often and to do that in a very public way or with public dollars, can be difficult politically."

"The role of foundations in the social innovation system could be to to be the first to support good ideas, to invest money, to spend money, also a little bit risky capital, venture capital if you want to call it in this way, to make an incentive. We can't be the only player in this game, but at the very beginning, to give incentives, to push the idea into a broader focus, this could be the role of foundations."

"The role of foundations and businesses in the social innovation area is quite critical because it's really hard for complex problems to be resolved only with public administration. I think that there is a big opportunity to mobilise businesses with projects that have double profitability, that are able to be self-sustaining in terms of finance and at the same time be profitable in terms of creating a social impact."



"It's not that we need to convince private companies to be in the social innovation landscape; it is that they need to be there in order to be part of the change. It's critical having an ecosystem with different players because a perspective from a technological company, addressing a social problem with a single view of technology, is having only a fraction of the problem."

WHAT IS THE ROLE OF SOCIAL INNOVATION LABS IN UNIVERSITIES, AND HOW SHOULD UNIVERSITIES ACT IN THE SOCIAL INNOVATION LANDSCAPE

Tim Draimin
SIG, Executive Director

"Universities are in a really significant and key place where they are becoming much more relevant to the future of society and we need to help the universities make this adaptation from their historic role, which is much more passive, to an active role where they are really helping all of us to build the architecture for social change."

Geoff Mulgan
Nesta, Chief Executive

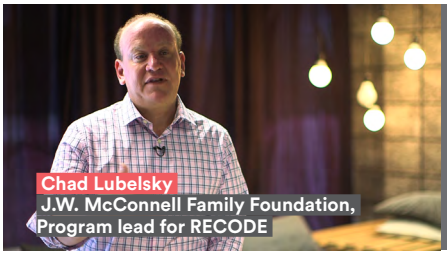
"I think the more interesting way higher education can become involved is through what we've called challenge-driven university models and there are quite a few around the world now, where undergraduates and graduates and others work in teams solving real-life problems in society in partnership with civil society, municipalities and so on. It's a very different way of working to traditional university models."

Jeremy Wade
Founding Director, Jindal Centre for Social Innovation & Entreprenuership

"Social innovation labs in universities can help through providing a space for experimentation. I think that is one of the critical things, and allow faculty, administration a place to think differently, to do things differently. They can also help the universities be more open, more inclusive, engage with the community and this can go a long way to, I think, better addressing the needs of the future."

Sarah Evans
The Oxford Youth Lab, Founder

"I think that the role of universities in this landscape is very important. I don't think it's easy, though, to answer how their role plays out. I feel that universities are a place of higher learning, they are a place of higher research, and we need that strength in looking at today's most complex problems."



Chad Lubelsky
J.W. McConnell Family Foundation, Program lead for RECODE

"Post-secondary institutions have legions of students who want to be using their skills and learning in real-world environments, and those are students at all levels and arguably some of the professors as well, so they can deploy those resources in service of the knowledge generation. That's the key for the social innovation lab."

Part four

Conclusions

Into the Future

This publication has focused on a small but important community of social innovation labs that has been established mainly to encourage systemic innovation in public policy and administration. While this community grows and diverges, and new actors enter the lab scene, such as universities, foundations, and the business sector, it becomes more important to publish and review the rich knowledge, methods, and lessons learned so far. Otherwise, the lab movement risks constantly reinventing itself, wasting resources in replicating efforts and conversations, convening yet another event or publishing a new guide, without taking stock of the work already done, mistakes made, or best practices developed.

One of the greatest strengths of laboratories in the natural sciences is their accumulated knowledge. In the words of Bruno Latour: 'Certainty does not increase in a laboratory because people in it are more honest, more rigorous, or more 'falsificationist'. It is simply because they can make… more mistakes than others. Every mistake is in turn archived, saved, recorded, and made easily readable again, whatever the specific field or topic may be…. When you sum up a series of mistakes, you are stronger that anyone who has been allowed fewer mistakes than you' (Latour, 1983, pp. 164–165). Methodical recording of the experiments run and sharing of information is largely absent among social innovation labs. Also missing are spaces for exploratory experimentation. Social innovation labs could be more innovative if they escaped the notion that experimentation is always about testing theories, especially considering the evidence from STS scholarship on financial economics on how theories often generate and perform the reality they originally postulate.

Another important insight from laboratory studies that is relevant for social innovation labs is that scientific institutions do not operate in isolation from the broader political, cultural, and economic systems in which they are embedded; they do more than record facts; they are filled with contingent practice, intrigue, uncertainty, and judgment; they are sites for the reconfiguration of both natural and social orders (Jasanoff, 2004). Instead of assuming a role as a neutral and objective actor, labs should embrace the principles and values that have defined the social innovation movement[XXII], such as being committed to inclusion, equality, and fairness; challenge-focused, people-powered, social in means and ends; driven by passion and a good purpose; and critically self-reflective. If we use a starting point that labs are purpose-driven and value-laden social change agents that are experimenting with novel ways to address complex contemporary challenges, their evolution becomes particularly important.

The ecosystem of labs or lab-like initiatives for social innovation is much larger and more diverse than the picture we have painted in this publication. It is also very promising. There is an emergent lab movement that is converging on the UN Sustainable Development Goals. The Global Goals could become the framework around which various lab efforts across sectors (industry, academia, government, civil society, and foundations) join forces, accumulate knowledge, gain impetus, and realise their mission to make a positive social impact. Today more than ever, there is a great opportunity and urgency for a global systematic experimentation that builds on the ethos and practice of social innovation labs. We hope this publication may be a source of inspiration and guidance.

XXII https://www.sixwayfinder.com

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Appendix A

Reference Guide

1

Change lab/ design lab for social innovation

A thought piece for the development of a new approach for building capacity for social innovation in Canada

This paper by Frances Westely and colleagues describes a tentative proposal of a social innovation lab based on the models and experience of change/ design labs. The aim of the draft paper is twofold: firstly, to review the concepts, elements, and academic traditions that inform the change/design labs; and secondly, to provide the foundation for future conversations among the relevant stakeholders (particularly funders) on the potential of these labs in advancing the social innovation agenda. Westely et al. identify four distinctive academic/scientific traditions that inform the change/design labs: a) group psychology and group dynamics (which explore specific ways of how learning and behavioural change is best facilitated); b) complexity theory (linked to whole system approaches); c) design thinking; and d) computer modelling and visualisation tools. The paper references the MindLab, MIT Media Lab, and Stanford d.School as key examples of change/design labs and lists several elements of successful lab models, such as broad-based research, co-creation solutions, specialised physical environment, clear process design and facilitation, rapid prototyping, multi-disciplinary support staff, and continual learning. A unique aspect of a social innovation lab, the authors propose, would be adopting a general openness by convening people and fostering relationships among diverse stakeholders. The social innovation models and general approach that places emphasis on vulnerable populations, cross-scales, and whole systems would guide the practices of a social innovation lab.

Authors	Frances Westley, Sean Goebey and Kirsten Robinson
Year	2012
Publisher	Waterloo Institute of Social Innovation and Resilience
Pages	20
URL	http://sigeneration.ca/documents/Paper_FINAL_LabforSocialInnovation.pdf

'Social innovation researchers are singularly well positioned to understand the patterns by which ideas that cannot simply follow a market driven product adoption cycle propagate into the market. A social innovation framework emphasises the development of alternatives and solutions, but places more attention on the process by which those alternatives become deeply integrated into systems and ultimately influence the belief, resource, and authority flows of the system.' Page 14

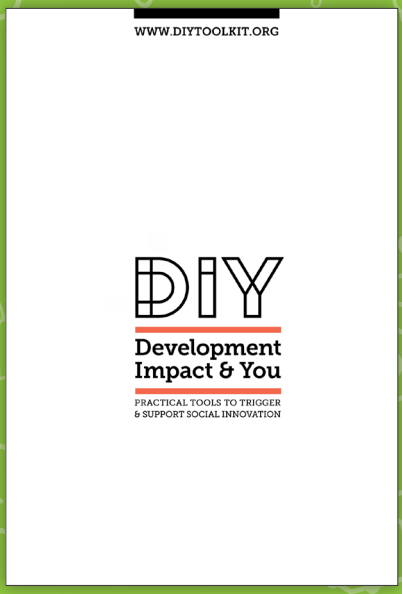
2

Development impact & you (DIY)

Practical tools to trigger and support social innovation

The DIY Toolkit is a compilation of the most useful tools and methods used by practitioners working in the fields of development and social innovation. It is a simple and easy to use guide designed for people who want to improve their innovation practices but have little time. For those who would like to learn more, the guide includes a key reference for each specific tool for further reading. The tools are organised according the different needs in an innovation journey: look ahead (innovation flowchart, evidence planning); develop a clear plan (swot analysis, business model canvas, building partnerships map, learning loop); clarify priorities (experience tour, problem definition, causes diagram, theory of change); collect inputs from others (people shadowing, interview guide, question ladder, storyworld); the people working with (people & connections map, target group, persons, promises & potential map); generate new ideas (creative workshop, fast idea generator, thinking hats, value mapping); test and improve (improvement triggers, prototype testing plan, experience map, blueprint); sustain and implement (marketing mix, critical tasks list, business plan, scaling plan). The website diytoolkit.org publishes case studies and personal notes from practitioners using this guide. It also offers short and practical learning modules on its ten most popular tools.

'It is true that innovation is rarely simple or predictable, but looking closely at what actually happens, it is also true that the overall innovation process is structured and systematic.' Page 128



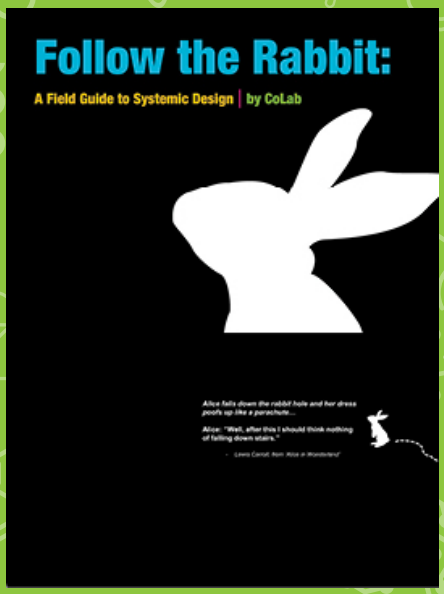
Authors	Theo Keane, Brenton Caffin, Michael Soto, Ayush Chauhan, Rikta Krishnaswamy Geke van Dijk, Megha Wadhawan
Year	2014
Publisher	Nesta
An initiative of Nesta, made possible by The Rockefeller Foundation	
Pages	138
URL	http://www.diytoolkit.org/media/DIY-Toolkit-Full-Download-A4-Size.pdf

'The tools are not coming out of thin air. Many of them are well documented and have been widely used in other sectors. In that sense, this toolkit is standing on the shoulders of giants, and we are happy to acknowledge that.' Page 3

3

Follow the rabbit

A field guide to systemic design



This guide is designed to support the facilitation and leadership of systemic design projects (projects that combine systems thinking and human-centred design). The target audience are practitioners who are familiar with system design concepts and need practical tools that can assist in the implementation of their ideas. The guide begins by identifying the five key characteristics of systemic designers: inquiring; open; integrative; collaborative; and centred. These characteristics allow them to deal with complexity and uncertainty with courage, humility, and optimism. The guide then provides specific guidelines for properly planning a systemic design intervention and designing the appropriate workshops. A key success factor of these workshops is the assignment of four specific roles: facilitator; recorder; note taker; and narrator. Systemic design facilitation differs from the traditional approach in that it embraces complexity (instead of simplification for understanding) and multiple related answers (instead of one). In addition to providing guidelines for workshops, the guide provides simple and short definitions of what is a system, system thinking, emergence, design thinking, ethnography, complex problems, and prototyping. The methodology for systemic design is organised according to four main activities across the different phases of the process labelled: look; frame; generate; and adapt. The guidebook's methodology is summarised in the appendix of this publication.

Author	**Roya Damabi**
Year	**2016**
Publisher	**Government of Alberta CoLab**
Pages	**64**
URL	**http://www.ryerson.ca/content/dam/cpipe/documents/How/Follow%20the%20Rabbit_%20A%20Field%20Guide%20to%20System%20Design.pdf**

'Rabbits adapt with the seasons and are agile – they can move from a gentle hop to a fast running streak depending on the signals they receive from their environment. Rabbits symbolize renewal, hope, and optimism – all things that complex problems need.' Page 5

4

Growing government innovation labs

An insider's guide

This guide is directed towards practitioners working in the field of development. It builds on the experience of UNDP and FutureGov in running and developing labs. UNDP has four successful labs, which are in Armenia, Georgia, the Former Yugoslav Republic Of Macedonia and Moldova. FutureLab has supported UNDP in growing their labs in Eurasia, while also expanding their own labs and advising governments around the world. The guide highlights seven lab design principles for the development context: be a safe adventure for the government; work with government for the citizen; scale your impact, not your lab; design for 10 years ahead; model the future; be policy-focused, not people-reliant; a network, not (just) a room. The journey of a lab is divided into three phases (seed, start-up and scale) and for each phase a 'checklist for success' is provided, as well as the description of people needed to achieve the stated goals. For example, the start-up checklist for success includes 'give government sponsors opportunities for fame and glory, and be opportunistic by piggybacking on other initiatives (page 33). The guide includes case studies of different labs according to the phase they are in, as well as some provocative insights by seven innovation leaders.

'Improve governance by introducing new social innovation techniques, building the capacity of public servants and advancing broader culture change inside the Government.' Page 36

Authors	**Emily Bazalgette and John Craig**
Year	**2017**
Publisher	**UNDP**
Pages	**46**
URL	**http://www.eurasia.undp.org/content/rbec/en/home/librarypage/growing-government-innovation-labs--an-insider-s-guide.html**

'Unlike the labs in developed countries whose efforts have been described as "throwing a grenade at bureaucracy," our experience has been that these spaces, operating in an already volatile environment, provide a degree of continuity and stability with a mandate to do things differently.' Milica Begovic, Innovation and Knowledge Team Leader, UNDP, Page 14

5

How public design

This publication reports the highlights of an event organised by MindLab that convened around 100 policy makers, academics, and design practitioners. The event explored the role of design in driving public innovation, as well as creating new forms of civic engagement. Among the key questions asked during the seminar were: what are some of the most promising design-led methods that can generate innovative solutions for pressing societal challenges? How can designers and public officials work together in an effective and meaningful way? 'How Public Design' emphasises that design has a role to play beyond tools and methods in redefining the relationship between the public sector and citizens in a systemic way. This relational role is particularly important when there are conflicting interests, activities, and scales; when politics and power are in play. Education, employment, economic affairs, and business were four policy areas that were specifically addressed during the event. The discussions featured innovative examples from Denmark, such as the 'New Nordic School', a nationwide bottom-up voluntary initiative where primary schools and day-care institutions work together to build a shared vision of learning and social inclusion. 'How Public Design' is a reference point for on-going discussions and efforts on how to redesign the political, administration, public sector, and professional ethos.

'The narrative defines the lens through which you create the society you aspire to'. Jocelyne Bourgon, President, Public Governance International (CA), Page 15

Authors	**Christian Bason, Jesper Christiansen and the MindLab Team**
Year	**2013**
Publisher	**MindLab**
Pages	**21**
URL	**http://www.mind-lab.dk/wp-content/uploads/2014/07/PIXI_site_How_public_design_FINAL.pdf**

'We can re-design and renew the idea of the political. Design can do more than just create better public services. We can ask ourselves how we can use design as a tool for reconnecting with citizens in new forms of political participation and political possibilities.' Eduardo Staszowski, Assistant Professor, Parsons Desis Lab, The New School (US), Page 15

6

Hooked on labs

Experimental life is being created all around us

Leadbeater probes the recent proliferation of non-scientific, socially oriented labs through the work of Robert Hooke, an experimental scientist working in London in the 1660s. He argues that dismissing social labs for not doing hardcore scientific work is wrong because at the heart of labs is experimentation and testing, two elements that can be applied outside the hard sciences. Labs for Leadbeater are spaces where theories can be tested both through data and open debate. The author gives several examples of how experimentalism is applied outside the natural sciences: in political philosophy through the work of Roberto Unger, who calls for civil experiments to find alternatives for the traditional state; in political practice through the work of Mike Bloomberg, who promoted experimental approaches to finding solutions for unemployment in New York; in business through the work of Eric Ries, whose book 'The Lean Start Up' posits business as a real-world experiment.

'Having a lab is a concrete way to signal an attachment to this experimentalist culture, testing our way into an uncertain future. But if the new labs dedicated to tackling social challenges are to win their spurs they will all have to get used to rigorous testing.'

Author	Charles Leadbeater
Year	2014
Publisher	The Long + Short magazine
URL	http://www.thelongandshort.org/spaces/experimental-innovation-labs

'Curiosity is at the core of experimentalist culture: it holds that knowledge should develop by being testable and therefore provisional.'

'From startups to venture capital, arts to social policy, everyone wants to experiment and to do so they want labs.'

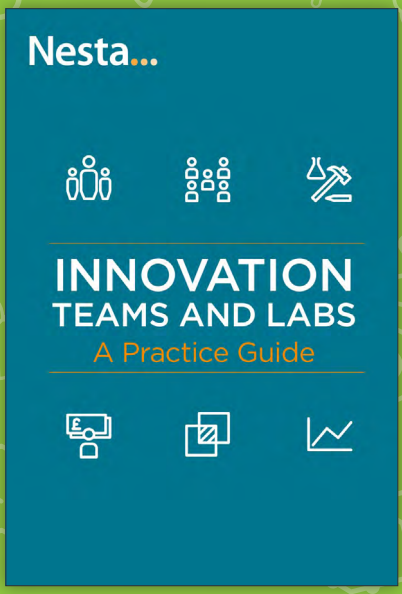
7

Innovation teams and labs

A practice guide

This publication builds on Nesta's practical research experience on public and social innovation labs around the world. It provides a guide on establishing and running an innovation team or lab, two terms used in the publication to refer to different structures that use experimental methods to address societal challenges. Although designed for public officials, the guide is relevant for all those interested in building effective innovation capacities in their organisations. The guide begins with a brief description of the current diverse landscape of innovation teams and labs, identifying six key elements that are common across them: leadership; team; methods; resources; partnerships; and impact measurement. After addressing the benefits of innovation teams and labs, the guide describes five specific steps involved in setting them up: from determining their objectives and model to implementing their programme and evaluating their impact. The guide ends with some advice and hints on how to successfully run an innovation team or lab. It stresses the importance of identifying key partners and allies, managing expectations and failure, and constantly reiterating the models used to stay relevant and effective. There is a short case study presentation of the Nesta Innovation Lab in the Appendix of the publication.

'Some innovation teams have been around for decades, but history shows that most will have a limited lifespan, whether because their practices come to be adopted by the mainstream or through abolition when there is a change in favour or political leadership.' Page 26



Author	Ruth Puttick
Year	2014
Produced by	Nesta's Innovation Skills team
Publisher	Nesta
Pages	34
URL	http://www.nesta.org.uk/sites/default/files/innovation_teams_and_labs_a_practice_guide.pdf

'For any innovation team or lab to be successful, it needs to begin with a clear mission and challenge. It will also require dedicated capacity, specific skills and methods, and consistent political support.' Page 11

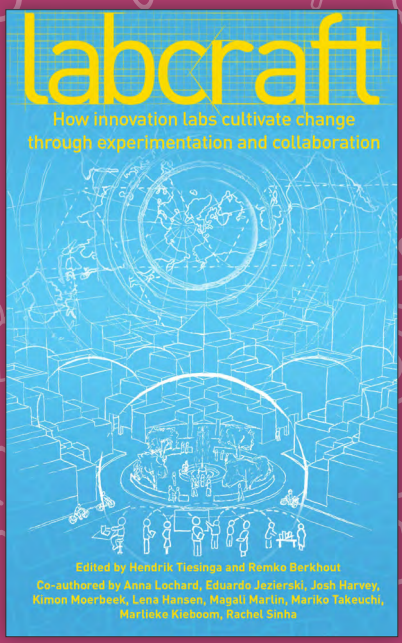
8

Labcraft

How innovation labs cultivate change through experimentation and collaboration

This book was co-created by lab practitioners and was collaboratively written over four days using the 'Book Sprint' methodology. Labcraft shares day-to-day lab work experiences with the aim of encouraging learning, development, and better practice. The labs represented in the book are Kennisland's Education Pioneers, La 27e Région, inCompass Human-Centered Innovation Lab, InSTEDD's iLab Southeast Asia & Latin America, Rocky Mountain Institute's Electricity Innovation Lab (eLab), The Finance Innovation Lab, and UNICEF's Innovations Lab Kosovo. For this collective, the core mission of a lab is supporting emergent innovations. Labcraft is divided into two main sections: Lab Space and Lab Strategies. The first section describes the structures of the different labs (including governance, physical space, and funding), as well as how they build their networks. The second section presents in more detail the variable approaches labs use to generate and accelerate emergent innovations. Among the most important lessons of Labcraft are: create safe spaces for people to convene and experiment; focus on questions that matter; take a birds-eye view of the system; build unexpected connections; and 'fail fast, fail often, and fail early' (page 29). The book ends by proposing a 'four level' evaluation of labs that accounts both for their tangible and direct, as well as intangible and indirect impact.

'All labs are real-life examples of how institutions and civil society can work together in more human, democratic, and creative ways.' Page 105



Editors	Hendrik Tiesinga and Remko Berkhout
Co-authors	Anna Lochard, Eduardo Jezierski, Josh Harvey, Kimon Moerbeek, Lena Hansen, Magali Martin, Mariko Takeuchi, Marlieke Kieboom and Rachel Sinha.
Year	2014
Publisher	Labcraft Publishing, Natural Synthesis Ltd
Pages	133
URL	https://www.gumroad.com/l/labcraft/free%20option%20%20

'Our labs are part of an emerging family of hybrid organizations that call themselves social innovation labs, civic labs, or system innovation labs and many other adjectives. Incubators, i-teams, hubs, and accelerators are also part of this wider family.' Page14

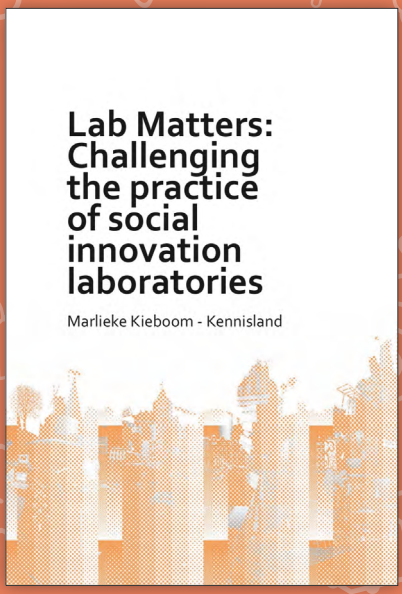
9

Lab Matters

Challenging the practice of social innovation laboratories

Lab Matters is the outcome of Lab2 event organised by Kennisland in April 2013 that brought together around 40 people from around the world who were either leading a lab or were using lab-like methodologies to address systemic societal challenges. The aim of the event and publication was to take a critical approach to labs and probe what exactly they produce and how they can better support social change. For this purpose, 'lab' is loosely defined to include do-tanks, hubs, hives, centres for innovation, design labs, living labs and social innovation labs, irrespective of their thematic and geographic focus. The paper begins with an overview of the different types of labs and the diagnosis that labs appear particularly weak when it comes to defining their systemic impact. This weakness, the author claims, can be understood by looking at their outcomes, focus, goals, and representation. More specifically, labs are negatively affected by technocratic solutionism and the emphasis on scaling out, they tend to overlook the political and value-driven aspects of their work, and are prey to 'the human post-it celebration' (page31). The paper concludes with ten practical recommendations including: design better processes instead of solutions; scale ethics and principles; build alliances with like-minded movements; be politically aware; and support collective local innovation capacity.

'Is labbing social problems enough to combat enormous complexity?' Page 9



Author	**Marlieke Kieboom**
Year	**2014**
Publisher	**Kennisland**
Pages	**44**
URL	**https://www.kl.nl/wp-content/uploads/2014/09/lab_matters_paper_2014_web.pdf**

'Why a lab? What are the other ways to innovate? Is it a fashion trend? How can we explain what we are doing in a very simple way, even to my grandmother? We all began as if those questions were solved, which is not the case from my point of view.'
Anna Lochard, La 27e Région, Page 43.

10

Labs

Designing the future

This paper provides an overview of the participatory, user-centred approaches of finding solutions to complex societal challenges used in innovation or change labs. It begins with a short review of the literature on which lab practices are built, namely: complexity and systems theories (Kurt Lewin, Ludwig von Bertalanffy, Ross Ashby and Eric Trist); and design thinking (Victor Papanek, Buckminster Fuller, Ezio Manzini and Tim Brown). According to the author, compared to their traditional scientific counterparts, the new generations of labs differ in the following ways: they are collective (vs. hierarchical); dynamic (vs. static); multi-disciplinary (vs. singular focus); open to failure (vs. risk averse); user-centric (vs. market-driven); and iterative (vs. linear). Furthermore, change or design labs take a systemic approach and their success is conditional. The paper looks at different lab models in practice through the case studies of Sitra, Helsinki Design Lab, IDEO, MindLab, and Participle. Although not all these centres refer to themselves as labs, they all employ user-centric approaches in an orderly way to tackle a complex problem. The paper ends with a quote from Geoff Mulgan's 2009 TED Talk that calls for systemic social experiments to address the intractable challenges we currently face, such as running a low-carbon city or caring for older populations.

'Today, despite progress on many fronts, we continue to face daunting global challenges, such as climate disruption, child poverty, growing inequality, global health threats, unstable food and water systems, and inadequate care systems for our aging population.' Page 5

Author	Lisa Torjman
Reviewers	Tim Draimin, Allyson Hewitt, Ilse Treurnicht, Karen Greve Young
Year	2012
Publisher	MaRS Discovery District
Pages	22
URL	https://www.marsdd.com/wp-content/uploads/2012/02/MaRSReport-Labs-designing-the-future_2012.pdf

'Complex problems cannot be solved by individual entrepreneurs working independently, or even by teams of like-minded specialists. We must engage multi-sectoral expertise in an evidence-based, design-driven approach, to advance solutions to these seemingly intractable challenges. This is where Labs come in.' Page 18

11

Labs for systems Change

Event Report

Lab for Systems Change provides a summary of the international gathering hosted by MaRS Solutions Lab in partnership with Social Innovation Generation in Toronto in May 2014. The aim of this event was to address the key challenges of public and social innovation (PSI) labs and explore how they can improve and expand their practices. The report begins with Frances Westley's work on the history of PSI labs and continues with a review of the current state using insights from the presentations of Geoff Mulgan and The Bridgespan Group. The report also features the presentations of Christian Bason and Beth Simone Noveck – who focus respectively on the role of design in public policy and technology in PSI labs. Adam Kahane identified four main issues that labs need to address: 1) gaining legitimacy from governments, citizens, and other stakeholders; 2) establishing the appropriate metrics to measure and scale their impact; 3) improve their skills and processes; and 4) define the parameters within which they work, including their proximity to, and relationship with, the political establishment. Lab for Systems Change includes the profiles of some of the labs that participated in the event, a reading list, a series of tweets by participants and speakers under the hashtag #psilabs, links to the videos and slides of the event presentations, and several other resources generated by the participants themselves.

Title/ subtitle	Labs for Systems Change
Author	Fariha Husain
Year	2014
Publisher	MaRS Solutions Lab
Pages	41
URL	http://www.marsdd.com/wp-content/uploads/2014/12/Labs-for-Systems-Change-Event-Report-2014.pdf

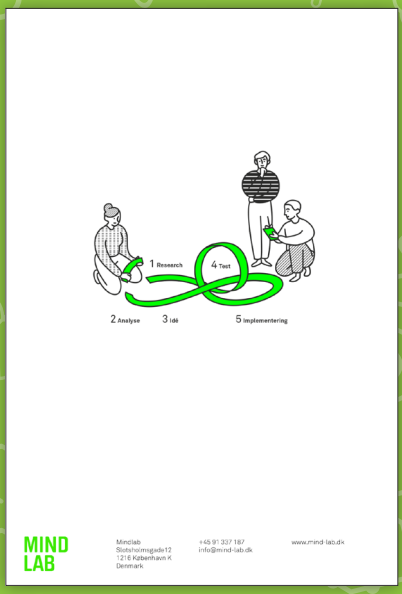
'PSI labs are great conveners of stakeholders; however, this is not where the lab process stops. Simply gathering people into a room will not bring systems change; we must work with these key individuals on strategies to experiment and determine intervention points. Experimenting itself is not enough. The goal is to scale successful experiments to produce better outcomes throughout a system. A key caveat is that experimentation needs to be supported by proof.' Page 32

12

Mindlab methods

This guide is a compilation of MindLab's most used methods for policy and human-centred design. These methods are categorised into five main stages: research, analysis, ideation, test, and implementation. The guide gives a short description of the specific method and the exact steps to be followed to achieve the desired outcome. Among the methods presented are the following: theory of change; people shadowing; cultural probes; pattern recognition; brainstorm; concept posters; proto- & provotypes; and future scenarios (a short description of each of these is presented in the annex of our publication). MindLab places a strong emphasis on knowing and involving project stakeholders in the innovation process. Target groups and workshops are two approaches highlighted in the guide for creating empathy and generating unique insights by the users. MindLab also stresses the importance of developing the tools or indicators that can help the continuous evaluation of a project and enable troubleshooting, feedback, and further development through all the innovation phases.

'All large-scale public innovation projects share the obstruction of being both complex and with a high level of detail. This is why there will rarely be just one simple, singular solution to cover the entire spectra of challenges revealed during the research process. To broaden our understanding of the challenge faced, we question the source of the issue by meeting and understanding our user group, bottom up. We put emphasis on the involvement of the user group throughout our projects, by including citizens or businesses to qualify and test ideas. We have experienced that visual and tangible methods and prototypes... motivate and encourage bolder and detailed ideas within the project group.' Page 34



Author & Publisher	**MindLab**
Year	**2016**
Pages	**39**
URL	**http://metoder.mind-lab.dk/en/method-guide.pdf**

'To get successful results, you must make clear how you turn development into reality – and how you can make room for the desired change of practice.' Page 38

'We see projects as development processes, where end users' continuous criticism, perspectives, experiences and good ideas are essential parts of ambitious solutions.' Page 39

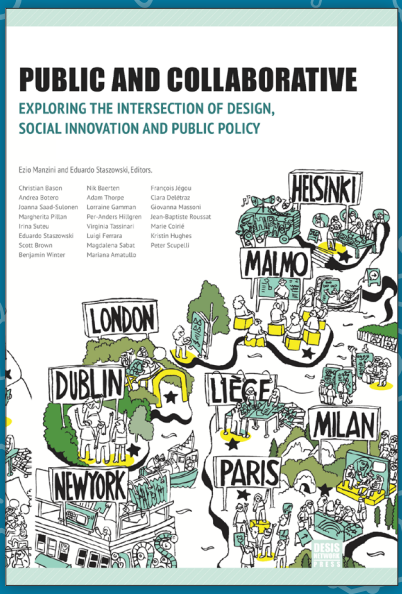
13

Public & collaborative

Exploring the intersection of design, social innovation, and public policy

This book presents the practices and learnings of DESIS (Design for Social Innovation and Sustainability Network) Labs 'Public & Collaborative Thematic Cluster' in Europe, Canada, and the United States. It opens with the editors' observation that the current societal challenges place increased pressures on the public sector, opening the way for two promising paths for change: people-centred approaches and people-led services. Design in general, and design schools, can play an important role in driving social innovation and creating new partnership models between governments and different actors through their co-production practices. Accordingly, finding solutions to public problems requires new kinds of spaces where different actors can interact, explore, and experiment, and thereby triggering positive loops between bottom-up and government-led initiatives. Public and Collaborative is composed of twelve papers, including an overview by Christian Bason. The papers give a critical reflection of the DESIS Lab projects and activities during the 2012-2013 period and is organised into four main sections: 1) designing new relationships between people and the state; 2) designing schools as agents of change; 3) experimental places for social and public innovation; and 4) collaborative design methods and tools: the teen art park project.

'Design education needs to support students in learning the theory and practice of collaborative design within a public-sector setting.' Christian Bason, Page 22



Editors	Ezio Manzini and Eduardo Staszowski
Year	2013
Publication	DESIS Network Press
Pages	181
URL	http://www.desisnetwork.org/wp-content/uploads/2017/04/DESIS_PUBLIColab-Book.pdf

'Design approaches provide a different set of tools and way of working systematically and collaboratively with innovation in government. Qualitative, ethnographically-inspired research; highly open, interactive, and tangible workshop formats; visualization and rapid prototyping; user testing redesigned services; these are in many ways novel approaches to policy and service innovation.' Christian Bason, Page 22

14

Public policy labs in European Union member states

This report is part of the Science for Policy series of the European Commission's Joint Research Center, which aims to provide evidence-based support for policy. It maps the landscape of policy labs across the EU member states with the aim of identifying their best practices, enable the sharing of experiences, and encouraging their evolution. Policy labs are defined in this study according to three criteria: 1) taking a creative and design or user-oriented approach to policy issues; 2) testing of policies through experimentation; and 3) working in proximity to (for or within) public authorities. The report identifies 65 policy labs attached to public administration in 13 member states, as well as 13 'influencers' or entities that are not labs themselves but drive creation and development. European policy labs are relatively evenly distributed at national, regional, or city levels – and generally do not have a specific thematic focus. There is limited evidence of collaboration between policy labs and a lack of detailed documentation of the experiments they run. The report concludes by underscoring the transformative potential of policy labs and the importance of increasing the visibility and credibility of their practices and opportunities to work together.

'The majority of policy labs are in and of themselves experimental initiatives undertaken by members of a public administration, frequently with the support of external designers and experts in public innovation. Although a handful of labs are mature entities in existence for more than a decade, most initiatives are nascent structures with a median age of two years.' Page 1

Authors	M. Fuller and A. Lochard
Year	2016
Publisher	Publications Office of the European Union
Pages	22

Prepared for the European Commission Joint Research Center by Conseil & Recherche and La 27 Région

URL	http://kokeilevasuomi.fi/documents/1777665/1915666/final+report+w+identifiers.pdf/c99c823c-e125-491e-9734-0fbf3d379976

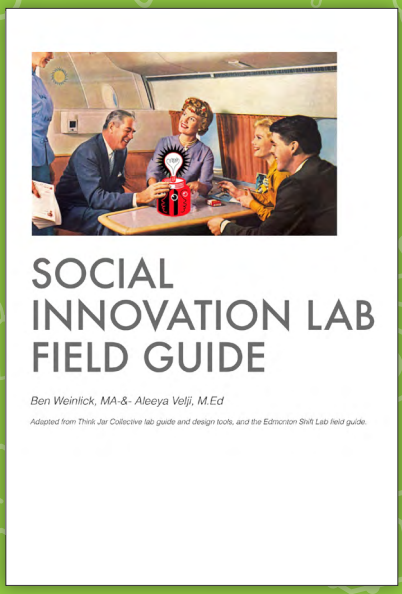
'The Policy Lab life cycle is also dynamic: each year, a handful of labs are created while other programs are placed in 'hibernation' or cut for a number of reasons, including budget reductions, shifts in political agendas, or changes in elected leaders.' Page 1

15

Social innovation lab field guide

This guide for lab practitioners begins with a cautionary note that there is no template or formula that is proven to work for all challenges and in all contexts. Nevertheless, there is evidence about certain approaches that lead to making progress on tackling complex problems, such systems thinking and human-centred design (HCD), which are presented in the guide. While HCD design principles ensure that stakeholder needs and perspectives are included in the innovation process from the ground up, systems thinking helps draw the big picture from above and identifies the structures and dynamics that influence the nature of a problem. A social innovation lab can be a permanent space or 'pop-up', a team of diverse stakeholders meeting for the first time or collectives of people working together on complex challenges over many years. The guide lays out some practical issues to consider before setting up a lab, such as time limitations and setting the scope of a challenge. The methods presented are divided according to five phases based on HCD process, namely empathy, collaboration, experimentation, testing assumptions, making ideas tangible, and action.

'Often a mix of stewards with lab process knowledge and people rooted in community with domain knowledge is key. The stewards work together as equals to make progress and guide the lab journey.' Page 19



Authors	Ben Weinlick and Aleeya Velji
Year	2017
Pages	96
URL	https://www.ccednet-rcdec.ca/sites/ccednet-rcdec.ca/files/social_innovation_lab_field_guide.pdf

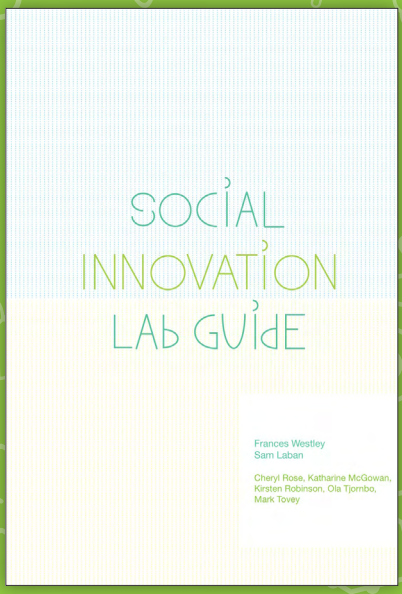
'Common mistakes to avoid when entering the social innovation space, are to get obsessed with the new, chase novelty... As social innovator Al Etmanski said, 'Innovation is a mixture of the old and the new with a dash of surprise.' On the ground in a social innovation lab, balancing old and new means you'll need to pay attention to the history of the complex challenge, what's working already and steward the lab towards also seeing new possibilities. This is a very tricky tension to navigate.' Page 10

16

Social innovation lab guide

This publication is the evolution of the 2012 paper written by Frances Westley et al. on change or design labs for social innovation. The guide provides a set of practical recommendations and a step-by-step methodology for action. A lab in the social sector is defined as a process carefully designed to help multi-stakeholder groups tackle a societal challenge. A social innovation lab is one such process that is deliberately created to change the system through innovations on complex social problems. It draws on recent social innovation theories and integrates older traditions of multi-stakeholder decision-making and action, such as whole systems and design thinking processes. The processes employed in a social innovation lab proposed in the guide are divided into three specific steps: 1) initiation; 2) research and preparation; and 3) workshops. The first step ensures that the lab process is appropriate for the specific problem to be addressed. The second step identifies and recruits the relevant stakeholders while conducting research that refines the challenge brief. The third step is the design and implementation of a three-workshop process. The guide provides an hourly breakdown of the workshops and details of the proposed activities, as well as several follow-up actions to be taken after the workshops are concluded.

'One of the strengths of many lab-like processes is the identification of common concerns, a kind of sense making particularly necessary after some crisis or abrupt transition. Complexity engenders surprise; we find ourselves grappling with events that are unanticipated and seem to come from nowhere.' Page 8



Authors	Frances Westley and Sam Laban; Cheryl Rose, Katharine McGowan, Kirsten Robinson, Ola Tjornbo and Mark Tovey
Year	2015
Publisher	University of Waterloo
Pages	110
URL	https://www.uwaterloo.ca/waterloo-institute-for-social-innovation-and-resilience/sites/ca.waterloo-institute-for-social-innovation-and-resilience/files/uploads/files/10_silabguide_final.pdf

'Before we can react, we need to make sense of what we are experiencing: What is happening? Why is it happening? What does it mean? In complex systems, arriving at this understanding is best done collectively, by the people motivated and with the means to act in the face of complexity.' Page 8

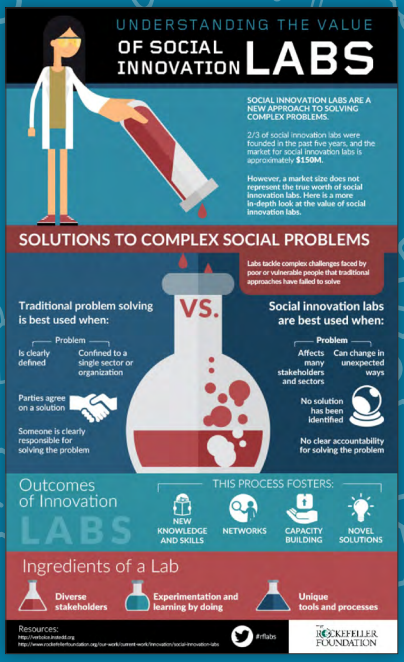
17

Social innovation labs

How social innovation labs can advance your work

This report captures the findings of The Rockefeller Foundation's project on social innovation labs. This project was launched in the fall of 2013 with the goal of understanding the role of labs in creating and accelerating solutions to complex social problems. The report is structured around a set of key questions: 1) What are social innovation labs? 2) What can I expect to get out of working with a lab? 3) What is needed to successfully work with or through a lab? 4) When is this methodology not the best approach? 5) What are some examples of how labs solve social problems? Labs are defined as entities that work on complex problems through emphasising a whole system view, experimentation, learning, and human-centred design approaches. They can be categorised according to their geographic location, thematic focus, who they serve and the kinds of solutions they produce. The report provides a short profile of the six labs funded by The Rockefeller Foundation (Stanford ChangeLabs, Global Knowledge Initiative, University of Waterloo/ MaRS Solutions Lab, InCompass, InSTEDD, and AfriLabs), as well as a complete list of all the labs researched by the project.

'Traditional approaches to complex problem solving are insufficient to fully realise our ambitions of solving the most challenging problems faced by poor and vulnerable people. Social innovation labs provide a useful approach. They offer a unique process that involves diverse stakeholders in a given field, creating an environment conducive to innovation and experimentation.' Page 2



Author	The Rockefeller Foundation and The Bridgespan Group
Year	2014
Publisher	The Bridgespan Group
Pages	33
URL	https://www.bridgespan.org/bridgespan/Images/articles/innovation-lab-resources/Social-Innovation-Labs-External-Guide.pdf

'Labs are most useful for complex and adaptive problems without pre-defined solutions that require a 'systems view' and multi-stakeholder collaboration.' Page 11

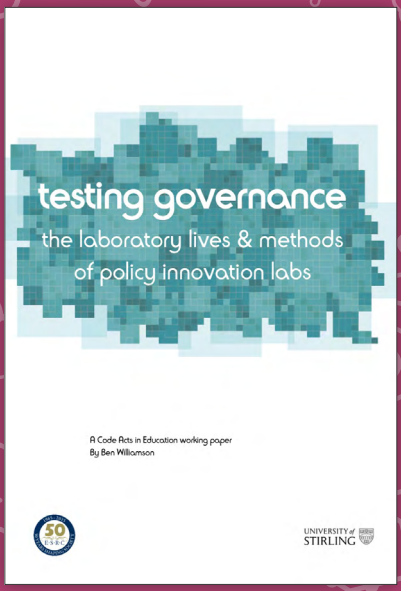
18

Testing governance

The laboratory lives and methods of policy innovation labs

Testing Governance is a working academic paper that takes a historical and genealogical approach to the study of policy innovation labs. The paper focuses on Futurelab, a lab for education research and innovation that was originally established by Nesta and operated in the UK from 2002 until 2010. The author worked as a researcher at Futurelab and employs his own experience, in addition to a survey of the lab's key projects and resources, to critically reflect on its work. The paper adopts key texts and terminology from Science and Technology Studies (STS) scholars, mainly Latour and Woolgar's 'laboratory life' and Jasanoff's 'sociotechnical imaginaries' to propose that policy innovation labs, like Futurelab, are places where facts and views of the future are produced amidst complex, continuous, and politically-laden negotiations. A key argument in this paper is that the methods used by these labs have become advanced political techniques and modes of governance, thus they need to be critically assessed as such.

'Examining Futurelab historically reveals how sociotechnical imaginaries of possible futures can be made material and operational through particular methods and modes of message dissemination that are themselves shaped by, and a product of, a particular style of thought. The purpose of this working paper was to conduct an initial study of Futurelab to prefigure future research on the new wave of lab development. As such, it indicates that the new laboratories for experimenting on social and public life require much greater scrutiny as political actors as they gain influence in the definition of policy problems and the specification of policy solutions.' Page 20



Author	**Ben Williamson**
Publisher	**University of Stirling**
Pages	**25**
A Code Acts in Education working paper	
URL	**https://www.stir.ac.uk/research/hub/publication/19791**

'Labs have the methodological expertise to understand social problems, get inside the public perspective, and generate insights and ideas for future policy interventions and practices of governance. Their methods are political acts, yet they remain critically under-conceptualized or empirically documented as governing techniques.' Page 4

19

The radical's dilemma

An overview of the practice and prospects of social and public labs

This paper presents Mulgan's reflections on public and social innovation labs based on Nesta's experience. Mulgan begins with a brief historical overview of laboratories to point that from their early days of development in the 19th century there have been examples of scientific labs integrating real life settings (such as agricultural labs) and small-scale lab-like experiments applied to social issues. A defining characteristic of public and social labs is the application of experimental methods with the goal of designing or discovering innovative ways for addressing societal needs. Commenting on the current landscape of public and social labs, Mulgan notes increasing numbers and diversity, and proposes different ways they can be categorised (for example, according to the methods they use, the sectors/fields of work, proximity to public administration, and the exact role they play in the stages of innovation). There are many important challenges facing labs, such as demonstrating the effectiveness of their methods. For the author, the most critical challenge is oscillating between top down and bottom up, inside and outside in a way that labs maintain their radical edge while making an impact. Muglan foresees that the evolution of labs is likely to involve the development of testbeds at town or city levels, and more sophistication in the ways the employ certain methods and measure success.

'We should expect many labs to be set up within existing organizations (such as global NGOs) or networks of organisations (e.g. in fields such as childcare or drugs treatment), potentially sacrificing radicalism for better prospects of seeing ideas taken up.' Page 1

Author	**Geoff Mulgan**
Year	**2014**
Publisher	**Nesta**
Pages	**11**
URL	**https://www.nesta.org.uk/sites/default/files/social_and_public_labs_-_and_the_radicals_dilemma.pdf**

'Perhaps the fundamental challenge facing labs is the classic 'radical's dilemma' – do you work from the outside to create a coherent alternative to the status quo, but risk being ignored and marginalised; or do you work within the system and directly influence the levers of power, but risk being co-opted and shifted from radical to incremental change?' Page 8

Image taken from https://www.nesta.org.uk/blog/understanding-social-and-public-labs

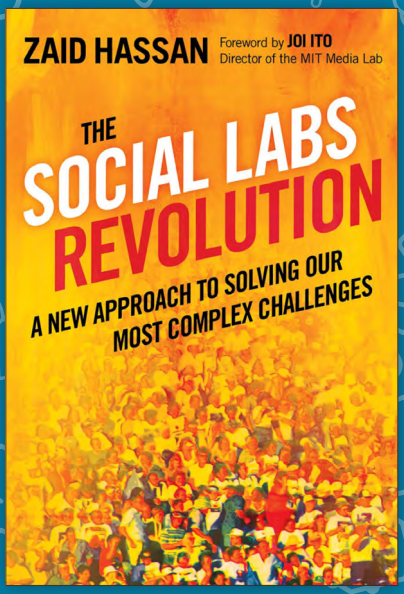
20

The social labs revolution

A new approach to solving our most complex challenges

Hassan's book positions social labs within a broader social movement driven by people from different professional backgrounds and walks of life – and addressing complex challenges in new and promising ways. Hassan defines social labs as platforms for addressing social challenges that have three core characteristics: 1) they are social and involve diverse stakeholders from different sectors working together as a team; 2) they are experimental, taking an iterative approach to a problem and continuously prototyping different potential interventions; 3) they are systemic, addressing the structural causes that generated the problem in the first place. Hassan establishes in the first part of the book that the Social Lab's approach is more relevant and appropriate in tackling the intractable challenges we currently face than traditional planning-based approaches. The second part of the book features the Sustainable Food Lab and the Bhavishya Lab (which works on child malnutrition in India) and discusses the experiences and results of the first generation of social labs and their broader implications. The third part provides practical steps towards building a social lab.

'A social lab is not, of course, a silver bullet that solves our most complex social problems. Social Labs represent a new direction, different from business-as-usual (BAU) responses. They represent a pragmatic attempt to act in the face of increasingly complex situations in a way that increases the odds of addressing situations systemically at their roots.' Pages 13-14



Author	Zaid Hassan
Year	2014
Publisher	Berrett-Koehler Publishers
Pages	240

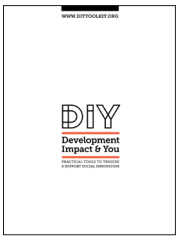
'My experiences and reflections over the years have led me to conclude that violent conflict is a largely avoidable product of ineffective approaches to complex social issues. Dominant efforts to address our most serious challenges waste precious resources, time, and talent. These planning-based approaches—so common across government, civil society, and even business—represent a neo-Soviet paradigm, one that is spectacularly out of step with what we now know about complexity, about systems, about networks, and about how change happens. Another approach is needed.' Page XIII

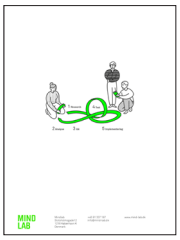
Appendix B

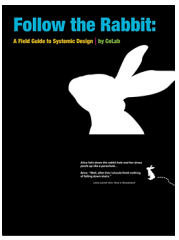
Methods and Tools

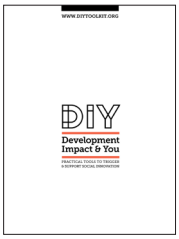
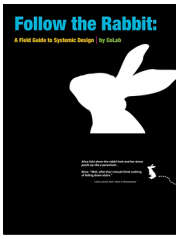
This Appendix has been compiled by Ariadna Vilalta Fargas.

NAME OF THE TOOL OR METHOD







NAME OF THE TOOL OR METHOD				
Explore Your Ideas		p. 27		
Fast Idea Generator	p. 87			
Film & Sound		p. 13		
Forced Connections			p. 50	
Future Scenarios		p. 32		
How might be/we?		p. 22	p. 42	
Iceberg Diagram			p. 90	p. 44
Ideas from other fields			p. 50	
Improvement Triggers	p. 99			
Innovation Flowchart	p. 8			
Interview		p. 11		
Interview for Empathy				p. 38
Interview Guide	p. 58			
Keep Asking Why				p. 40
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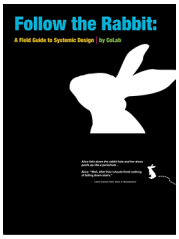
NAME OF THE TOOL OR METHOD



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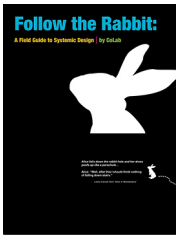
NAME OF THE TOOL OR METHOD				
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3D model	One of the most common prototype methods: build a 3D model of the idea out of Lego, or another material, and make tangible the concepts of your prototype.
Affinity Diagram	Organises ideas into coherent groups to better understand their relationships. It involves several steps: explaining the topic, brainstorming, writing ideas on post-its, and then sorting these into themes.
Blueprint	Gives an overview of an organisation's operations and helps make explicit how existing resources can be repurposed or recycled, and what new resources will be needed. It also gives a sense of the overall impact your activities might have.
Brainstorm	Generates ideas from questions and challenges. MindLab gives examples of two brainstorm approaches; the structured and intuitive brainstorm. Having teams with various professional competencies is recommended for best results.
Brainwrite	Allows ideation from people who may be quiet and do not feel comfortable sharing in a large brainstorm. Brainwriting is like brainstorming except ideas are written in the lab quietly before sharing with the larger team.
Building Partnerships Map	Helps build effective collaborations by breaking the process into steps, so difficulties and challenges can be anticipated.
Business Model Canvas	Lays out both what you do (or want to do), and how you go about doing it; enabling structured conversations around management and strategy by laying out the crucial activities and challenges involved with your initiative and how they relate to each other.
Business Plan	Articulates the problem the business proposes to solve, a vision for how that will be accomplished, and what makes your idea for social impact a viable endeavour. It provides more detail on the operational and economic foundation.
Card Sort	Explores how participants group items into categories and relate concepts to one another. It also can reveal important information about user preferences, biases, etc. and provide facilitators with a tool that invites participatory action.
Causal Loop Diagram	Enables groups to visualise the systemic structures underpinning the patterns of actions and events we observe, and helps identify leverage points where interventions in a complex system will be more effective and efficient.
Causes Diagram	Helps you think of a problem in a thorough manner and provides a structured way to analyse it. It pushes you to deconstruct all possible causes for the problem, rather than the obvious ones, by differentiating causes from effects or symptoms.

Concept Map	Represents a system intuitively and show complex relationships between parts of a system in an easily readable way. It consists in linking the concepts and, finally, telling the story of what the map means.
Concept Poster	Creates coherence in relation to the best ideas that you decide to continue working on. The poster is a good tool to create an overview of the best ideas, and the visual format makes it easy to tell and explain to others what you want to do.
Converging tool	Helps a team to plot ideas and begin sorting and converging on good ideas to work with.
Core Problem Map	Helps you to find the direct symptoms and causes. Symptoms are what we see as a result of the problem – and causes are the reason why something happens.
Creative Workshop	Bring together and collaborate with several people involved with or affected by your work. It is a good way to both collect and share different experiences, as well as co-create potential solutions. Invaluable insights into people's perspectives.
Critical Tasks List	Ensures that what you set out to do is possible within the timeframe and budget. The list provides a common reference point which everyone can use to keep track of how things are progressing.
Cultural probes	Generates valuable insights regarding a specific group of stakeholder experiences during a course of events, without a need for your presence – simply by giving a small specific task to the stakeholder.
Dotmocracy	Sets priorities among many options by giving participants a set number of dots (2-6) and asking them to place dots next to ideas/ options they prefer. Using number and distribution of dots to create a prioritised list and discussion to validate results.
Draw	One of the common prototype methods: you might draw what a new website page looks like.
Empathy Map	Consists in visualising a person's perspective to better empathise with them by capturing in their own words what they think and feel, say and do, hear and see, as well as their hopes and fears.
Ethnographic Research	Collects data through observations and interviews, which are then used to draw conclusions about how societies and individuals function. It means we hang out with people, learn from their stories, and try to understand their perspective.
Evidence Planning	Helps articulate and improve what you are trying to accomplish by making you think more broadly about your work's effect on target beneficiaries, society, and other organisations. It gives you an easy way to define and share what you are trying to do.

Experience Map	Helps condense complex information into a format more easily understood by highlighting key points of your offering. It helps you to see your work through the eyes of the people receiving, benefitting, or even funding it.
Experience Tour	Provides a structure for reflecting upon and collecting insights from your first-hand experiences. There are guidelines to help you focus on the experiences of the people you are trying to understand, and to collect the type of materials you need.
Explore Your Ideas	Helps select the most promising ideas, by refining your ideas. The method is a structured and solution-oriented way to build on what appears to be interesting ideas that have come out of a brainstorming session.
Fast Idea Generator	Generate ideas by looking at a problem or opportunity from a range of perspectives. This helps generate new ideas for potential solutions, and strengthens current offerings, as it presents challenges from different approaches.
Film & Sound	Creates empathy for decision-makers and is a strong springboard for the development of better ideas at workshops. Using short audio or movie clips always stimulates empathy, commitment, and drive, and forces us to think in concrete terms rather than abstract terms.
Forced Connections	A creative problem-solving exercise that will open new thinking and possibly spark something actionable if you defer judgement. 'How might Nelson Mandela solve it?'
Future Scenarios	Provides tangible insights into how ideas can create development and practice changes. A future scenario is a short, coherent story that tests how a seemingly interesting idea will affect the behaviour and experiences of different stakeholders.
How might be?	Helps bridge the gap between what you know from your analysis, and the ideas you want to develop. The method is to formulate the questions which the subsequent development of ideas should answer – simply put, it is to ask 'How might we…?'
Iceberg Diagram	A type of systems mapping. Enables a group to drill beneath the surface to appreciate underlying structures and mental models that perpetuate the system. It also enables groups to see leverage points for transforming system dynamics.
Ideas from other fields	A creative problem-solving exercise that opens new thinking and possibly sparks something actionable if you defer judgement. 'What interesting ideas have worked in other fields that you could apply to your challenge?'
Improvement Triggers	Provides a collection of questions that can be used to help you look at your work differently. Questions are designed to provoke you into new ways of thinking, and are structured in a way that lets you approach either your existing offering or a potential new solution.

Innovation Flow Chart	Gives a detailed overview of the various stages in an innovation process, listing the activities, requirements, and goals of each stage. These include an overview of the different people, skills, activities, and finances that a project or an organisation might need.
Interview	Generates qualitative data that helps understand how citizens perceive and understand current situations or topics. An interview can be used in several stages of the process; from the start-up until the testing of a response to the developed concepts.
Interview for Empathy	Consists of an interview to inform design research. The interview should last around 20 minutes and questions should be limited to ten words and encourage storytelling.
Interview Guide	Acts like a checklist to help you prepare a game-plan for an interview. Establishing an in-depth understanding of an experience might take some time, and requires a series of questions and activities as part of a conversation.
Keep Asking Why	Helps construct a dialogue that interrogates the logic of a position, giving you the means to deconstruct group perceptions and surface underlying assumptions and issues. The process of this method is to ask 'why' after each response until you find the root.
Learning Loop	Provides a high-level perspective on how implementing social change can be broken down into a gradual process of iterative cycles. It describes four different stages that your work might pass through in a cycle of continual improvement.
Make your ideas visual	Consists in making an imagined story journey of what your service innovation looks like, trying to not just use key words. Showing the feelings at each stage and what is needed at each stage.
Map of an experience journey	Consists in writing the story, the key demographics, the hopes, needs, and wishes. After the journey, answer what a key learning was, what the key challenges or main points were, and what might help.
Marketing Mix	Examines your work from the perspective of your beneficiaries. All the elements involved somehow influence the judgements people might make about what you do, helping you better understand those areas that may need attention when trying to achieve real impact.
Pattern Recognition	Consists in structuring your knowledge received from interviews and identifying patterns that cover key themes so that your data can be communicated clearly. This method works from the bottom-up and is based on user statements and own observations.
People & Connections Map	Gives an overview of all the different individuals and organisations involved in what you do. Visualises exactly who you are trying to reach and how. It enables you to develop a clearer picture of how all the people and organisations are connected.

People Shadowing	Helps to familiarise yourself with a certain practice or group of people. Following someone, or a group of people, as they live their everyday life, or go about their daily work helps to understand the environment they are a part of.
Personal Shift Journey	Consists in writing your ideas in the past, your current ideas and, after a time, the ideas you have in the future. Draw or write key events of your experience. Draw or write key events that caused your perspectives, thinking, and values to change.
Personas/ Portraits	Ensures that your work stays focused on people, rather than on an abstract description of the group they are said to represent. Creates portraits of fictional but realistic individuals who are used as a common reference point to communicate between groups.
Perspective Cards	Serves as an inspiring kick-starter of a thought process, and can help you take a starting point based on the user's perspective and get specific ideas for initiatives, when you must respond to a challenge. Generates refreshing new perspectives.
Pitching Prototypes	A prototype will sometimes be so coherent that you can simply present it to people and it will be clear how to test it. However, a prototype usually needs more introduction. Pick the best communicators on your lab team who can clearly and succinctly explain and pitch a prototype.
Priority Grid	Selects the most promising for further pursue. The method is about selecting the best ideas. Do this by holding the ideas up against some of the parameters (such as feasibility) you use to measure the success of the progress.
Problem Definition	Opens a problem – presenting it in a way that can be examined from several angles – as well as helping to define the wider context and associated issues involved. This is particularly effective when trying to focus a team of people on the key problems.
Project Focus	Helps form a good sharp mission statement from the beginning of the project. The exercise is to describe the relationships in the project's problem statement, and with a well-described 'problem tree' the group is ready to formulate project goals and objectives.
Project Journey	Helps to create a shared dialogue about a project and it is used both for classic project evaluation, to map what is learned, and to get an overview of complex organisational challenges. It provides us with important insights that we can use in our work.
Promises & Potential Map	Maps the relationship between what you do and for who. The tool provides a diagram on which you can plot each idea or solution you are developing, whether it is targeted at people you work with already, or people you'd like to start reaching out to.

Proto- & Provotypes	Helps to test ideas quickly. A prototype is a visualisation of an idea, for example, an outline of a public letter. Provotypes are sketches of solution types that are unrealistic, but may provoke a discussion with users: What would they definitely not want?
Prototype Canvas	A prototype method and a good starting place if you're unsure where to begin with prototyping as it can help to keep ideas coherent.
Prototype Feedback Tool	A simple feedback tool to ask participants testing a prototype to offer feedback within two categories. 'Have you considered…', 'Here's an idea that might work…'
Prototype Testing Plan	Gives a basic, but useful, overview of the different ways in which you can test your work, as well as when to test it. You can build a prototype using various materials, or simply draw or act out your idea. It also helps structure the testing process.
Question Ladder	Provides a structured overview of what goes into a question; it shows how to combine a range of who, what, where, when, why and how questions coupled with words (such as: is, did, can, will, would, and might) that help you to hone in on a certain topic.
Reflection on Action Space	Gathers real time feedback during a workshop and allows facilitators to engage issues that might otherwise be ignored and adapt as required. Lets participants add post-it notes at any time and allows 10 mins of reflection.
Reverse it	A creative problem-solving exercise that will open new thinking and possibly spark something actionable if you defer judgement. It consists in creating all the ways you could ensure the problem will never be solved.
Rich Pictures	An unstructured way of mapping a system. Groups use visual thinking to show important actors, elements, and relationships.
Role Play	One of the common prototype methods: you might prototype a role play of a new service, or an interaction.
Scaling	Scale up is changing institutions at the level of policy, rules, and resource flows. Scale out is a replication and dissemination, that increases the number of people or communities impacted. Scale deep is changing relationships, cultural values, and beliefs – or hearts and minds.
Scaling Plan	Stimulates serious dialogue with key internal and external stakeholders Once a project or pilot has been successfully implemented, the next step is to build upon this success by sustaining and extending its reach to a larger group.
Scrappy Design Research	Explores what are the deeper needs/wishes of people affected by the issue, what are the challenges in services and systems that people are facing, what do people really want/need but are not receiving. It questions and digs into our assumptions.

Sense Making of Insights and Needs from Field Work	Means coming together and making meaning from your experiences to understand what is happening and why. It shares learning, develops insights, finds themes, and begins to uncover leverage points for designing around.
Service Journey Prototype	One of the most common prototype methods: if the idea is for a new service or programme, you might choose to make a service journey prototype.
Shift Journey	Consists in writing the challenge you faced in the past, what have you learned, and what will you consider in the future. Draw or write key events of your experience. Draw or write key events that shifted your perspectives, thinking, and values.
Six Thinking Hats	Allows individuals to 'step-outside' themselves and think using a different mind-frame or hat. It is a technique that can be used to encourage people to look at a topic from several different perspectives, stimulating focus points for conversation.
Speed Dating	Exposes people to future design ideas, allowing for structured engagements across scenarios. Using concentric circles, explain storyboards in 60 seconds to elicit 2-minute feedback. Rotate the inner circle to perform the next speed date.
Story Board	One of the most common prototype methods: storyboard your idea in steps to illustrate the idea of what your prototype does, what challenge it attempts to tackle, and who it helps.
Storyworld	Provides a useful way to highlight the most relevant insights from your research. The tool enables you to create stories that make people easier to relate to – often closely matching the colour and complexity of somebody's everyday life.
Swot Analysis	Involves identifying and mapping the internal and external factors that are assisting or hindering you in achieving your goal. Provides a good framework for reviewing current strategies and directions, or even testing an idea while exploring solutions.
Systems Map	The Systems Map communicates nesting relationships between systems and subsystems, as well as affinities between closely related components.
Target Group	Helps gain better insight into the groups of people you want to cater to, and the kind of needs they have. This tool is a quick and easy way to work out an overview and develop an understanding of the different people you work with, and the resources you need to do so.
Theory of Change	Helps articulate and connect your work to your larger goal, it also allows you to spot potential risks in your plan by sharing the underlying assumptions in each step. Setting up a theory of change is like making a road map that outlines the steps you need to take.

User Journey	Provides a visual overview of the specific incidents that take place, the authorities, and people the user is in contact with as well as the user experiences. The journeys through public service are conveyed as one complete experience.
Value Mapping	Enables you to describe the values which are embodied in your personal work and in the wider organisation. It can be especially useful to bring all team members to the same page during projects by having the team first make personal value maps.
Wild Brainstorm Mashups	These are a group of crazy creative problem-solving exercises that will open new thinking and possibly spark something actionable if you defer judgement. Some Wild Brainstorm Mashups are: Forced Connections, Ideas from Other Fields, and Reverse it.
World Café	Facilitates open and intimate discussions and links ideas with a larger group to create collective intelligence. Participants can share experiences, stories, and results. It is a great method for problem solving and planning activities.
ZIP Analysis	It is a type of systems mapping. Zoom in on what can be magnified and explore more innovation opportunities or ways to intervene to improve system and problem area or tricky areas to navigate.

Appendix C

List of workshop participants

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Buré, Claire / MaRS Solutions Lab

Caffin, Brenton / Nesta

Carreras, Ignasi / ESADE's Institute for Social Innovation

Christiansen, Jesper / Nesta

Cochrane, Victoria / ESADE

Creus, Javi / Ideas for Change

De Alarcón, Pedro A. / Telefónica LUCA

De Paladella, Miquel / UpSocial

Draimin, Tim / Social Innovation Generation

Espiau, Gorka / Young Foundation

Evans, Sarah / Oxford Youth Lab

Fernández-Márquez, José Luis / University of Geneva

Frantz, Mark / ESADE

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Solsona, Marta / La Caixa

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Torras, Xavier / Roca

Van den Steenhoven, Joeri

Wade, Jeremy / Jindal Centre for Social Innovation

About the author

Kyriaki Papageorgiou was the principal investigator of the research project on Social Innovation Labs, funded by the Robert Bosch Stiftung. She has a PhD in social and cultural anthropology with an emphasis in science and technology studies from the University of California, Irvine. Her current work, which was awarded a Marie Curie individual fellowship by the European Commission, examines the theoretical underpinnings and practical implications of social, technological, and business innovation. Kyriaki has been a visiting research fellow at the Program on Science, Technology, and Society at Harvard Kennedy School, and has worked at the Delegation of the European Union to Egypt with the Directorate for Research and Innovation.

ESADE Institute for Social Innovation

The mission of the ESADE Institute for Social Innovation is to hone the skills of individuals and organisations in the non-profit sector to help strengthen their contribution to building a fair and sustainable world. The Institute aims to combine quality research that enables valuable academic contributions with advantageous knowledge transfer to ensure a positive impact on social transformation. With this objective, the Institute conducts research, generates and disseminates knowledge, and offers training in areas such as: social impact through charity-enterprise collaborations; models of innovation for social and environmental challenges; and business, environment and climate change.

The Robert Bosch Stiftung

The Robert Bosch Stiftung GmbH is one of Germany's major foundations and has managed the philanthropic bequest of company founder Robert Bosch for over 50 years. It was his entrepreneurial vision, political farsightedness, moral fortitude, and charitable initiatives that set the standards for the work of the Robert Bosch Stiftung. In its charitable work, the Foundation addresses social issues at an early stage and develops exemplary solutions. To this purpose, the Foundation develops and implements its own projects. Additionally, it supports third-party initiatives that have similar goals. Some 200 employees manage an average of about 800 internal and external projects a year. In total the Robert Bosch Stiftung has provided grants worth more than €1.4 billion since its foundation.

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