



WellAhead

# Social Labs 201: The messiness of labs and how to deal

WellAhead Webinar Series

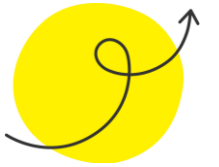
April 13, 2017

@WellAhead\_CA



# About WellAhead

# WellAhead



- > Philanthropic initiative of the J.W. McConnell Family Foundation
- > Objective: Improve child and youth mental health by integrating social and emotional wellbeing into K-12 education
- > Focus: Systems change
- > Launched in 2015 in British Columbia



## Classroom

Educators have the knowledge, capacity and time to promote student wellbeing in their daily practice.



## School

The school environment and culture is supportive of student wellbeing.



## District/Board

Wellbeing is a priority, with sufficient financial and human resources to back it up.



## Province

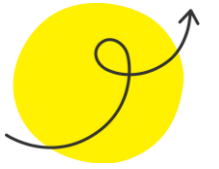
Wellbeing is reflected in policy, resource flows, curriculum, and measurement frameworks.



## Ecosystem

Multiple stakeholders are aligned around a shared vision for wellbeing in schools.

# Approach



- > Understand what works and why
- > Build capacity and connect
- > Influence policy and practice

Exploration → Experimentation → Early Scaling → Full Scaling

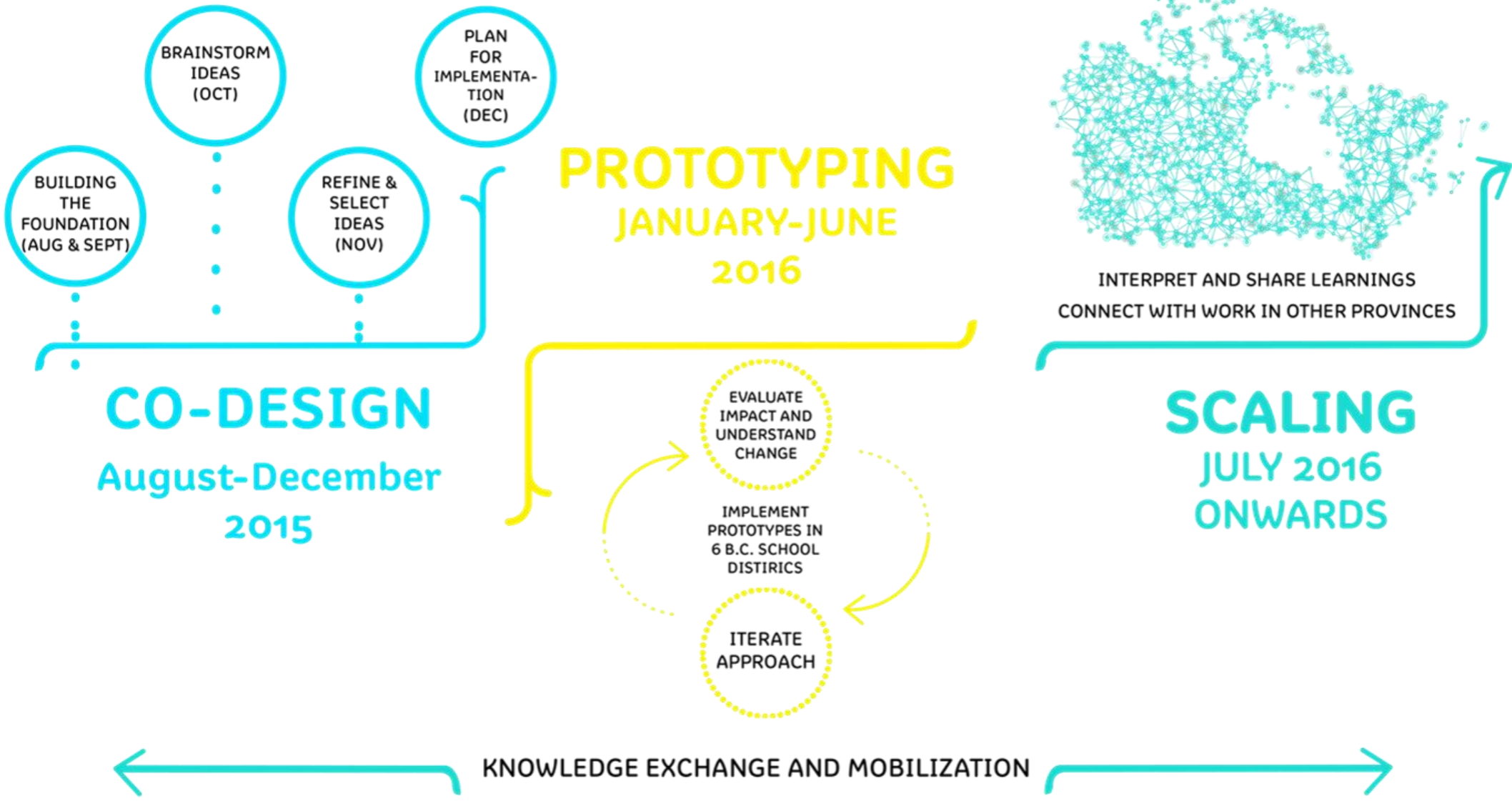
Integrated measurement  
of student wellbeing

Everyday practices to  
support wellbeing in  
schools and classrooms

Collective change  
processes to explore and  
implement solutions

Increased board/district  
capacity to address  
wellbeing

# Year 1 BC: Social Innovation Lab Process at the School District Level



Everyday practices to support wellbeing in schools and classrooms

Collective change processes to explore and implement solutions

# WellAhead in British Columbia

Following nearly two years of consultation, WellAhead launched in British Columbia (BC), Canada in 2015.

41 out of 60 school districts applied to take part, of which 6 were selected based on fit for purpose, existing structures and multistakeholder collaboration, and geographical diversity.

**6**  
Pilot Districts

**17**  
Schools Participated

**79**  
Classrooms Engaged

**1600**  
Students Impacted



# Learnings from our BC Lab Field Notes...

- Ensure that a social innovation lab is a good fit for the challenge!
- Identify and address the core tensions that makes the challenge complex
- Focus on the most core elements of a prototype
- Be smart in your data collection

A series of teal dots and lines. On the left, a vertical line of five dots. Below the text, a series of seven dots forming a curve. A thick teal line arches over the text, ending in a downward-pointing arrow. A large teal arrow points from the bottom right towards the text.

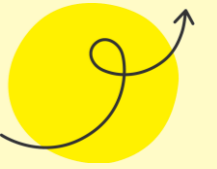
Ensure that a social  
innovation lab is a good  
fit for the challenge



# Wicked Systems Problems

- > Difficult to address and change with every attempt to intervene
- > Involve many stakeholders with different values and priorities
- > Complex! Have causes and drivers that are interdependent and filled with uncertainties
- > Unique and have no precedent
- > Do not have definitive criteria or indications for the right solutions

Adapted from Strategy as a Wicked Problem. John C. Camillus. Harvard Business Review, May 2008.



Innovation is not democratic



# Consider fit for purpose

- > Don't get caught up with the buzzwords
- > Understand the problem before designing the lab, leave space to iterate on the lab model
- > Facilitate co-creation across the lab processes;
- > With the right stakeholders and innovators

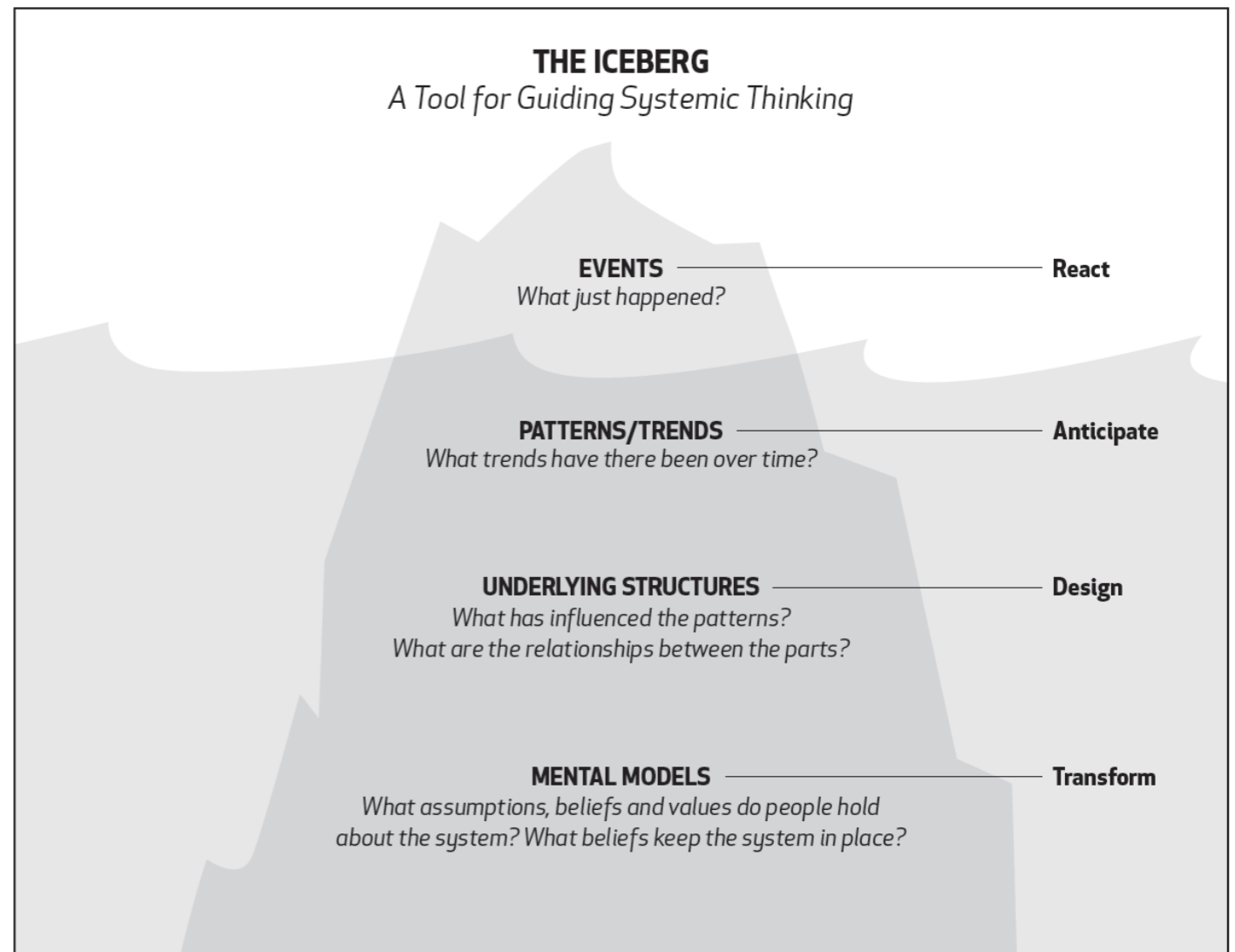
How would you know that a lab was the right approach for your challenge?



Identify and address  
the core tensions and  
patterns that makes the  
challenge complex

Systems thinking is a discipline for seeing wholes. It is a framework for seeing interrelationships rather than things, for seeing 'patterns of change' rather than static 'snapshots'

~ Peter Senge, author of *The Fifth Discipline: The Art and Practice of the Learning Organization*



# Discovering and changing complex systems within complex systems

- > Example: National → Provincial → District
- > Bounding can be difficult
- > Diversity across settings
- > Take the full context into account

# Innovating on the shoulders (and corpses) of giants

Wicked system problems are difficult to address and change with every attempt to intervene.

Consider what has already been done, what other initiatives relate to your lab process, and why people might be skeptical that this will actually make a difference.

# Identify and address the key tensions and patterns that makes the challenge complex

- > Take time to co-discover new insights and develop new understanding
- > Facilitate the emergence of core tensions and patterns, the elephants in the room
- > Take time to experiment on potential levers and leverage points

How is your challenge unique?





Focus on the most core  
elements of a prototype

# The optimal prototype is the minimal fidelity needed to achieve your learning goals

	Idea	Concept Prototype	Live Prototype	Pilot	Decision/Evaluation
Why	Surface new ideas Test ideas	Make ideas tangible	Test the “manifestations” of the ideas in real life	Full, robust, longer term test	Decision to adopt, scale, or let go
What to test	<ul style="list-style-type: none"> <li>Core concepts</li> <li>Value proposition</li> <li>User journey</li> <li>Process maps</li> </ul>	<ul style="list-style-type: none"> <li>Usability, user experience</li> <li>Service blueprint</li> <li>Unique contexts</li> </ul>	<ul style="list-style-type: none"> <li>User desirability</li> <li>Ops feasibility</li> <li>IT compatibility</li> <li>Unique contexts IRL</li> </ul>	<ul style="list-style-type: none"> <li>Impact, outcomes</li> <li>Ops feasibility</li> <li>Business viability</li> <li>IT compatibility</li> </ul>	<ul style="list-style-type: none"> <li>Impact, outcomes</li> <li>Ops feasibility</li> <li>Business viability</li> </ul>
How to test	<ul style="list-style-type: none"> <li>Concept paper</li> <li>Diagrams</li> <li>Presentations</li> </ul>	<ul style="list-style-type: none"> <li>Storyboards</li> <li>Walkthroughs</li> <li>Role play</li> <li>Paper models</li> <li>Mockups</li> <li>Wizard of Oz</li> <li>Constructive and virtual simulations</li> </ul>	<ul style="list-style-type: none"> <li>Wireframe mockups</li> <li>Live simulations</li> <li>Sandboxed installs</li> <li>Partial working samples</li> <li>Minimally viable prototypes</li> </ul>	<ul style="list-style-type: none"> <li>Pilot projects</li> <li>Demonstration projects</li> <li>Randomized control trials</li> </ul>	<ul style="list-style-type: none"> <li>(In)formal adoption of elements that survive the earlier phases</li> </ul>

Adapted from: *Small bets before big bets: a framework to evaluate prototypes*. Mark Cabaj 2016-09-27. Tamarack Institute.

# Examples from WellAhead

## Sea to Sky: Circle practice

- Worked with community to develop & understand circle on Squamish and Lil'wat land
- Went through 10+ variations of "circle" practice
- Regular reflective conversations with "prototyping team": group of teachers & education assistants at different schools

## Greater Victoria: 2x10

### Core

- At least two minutes
- At least ten times
- Sincerity
- Honesty (adults can feel nervous too)

### Not Core (and should be different)

- First conversation topic (can be about classes)

# Core Parameters in Short-term rental (a.k.a AirBnB)

MaRS Solutions Lab R|2100 SHORT-TERM STANDARD

**RESIDENCE**  
primary  
secondary  
suite  
investment  
property

**ZONING**  
commercial  
mixed  
residential  
private rental  
all

**STAYS IN TOTAL**  
888 nights within one year

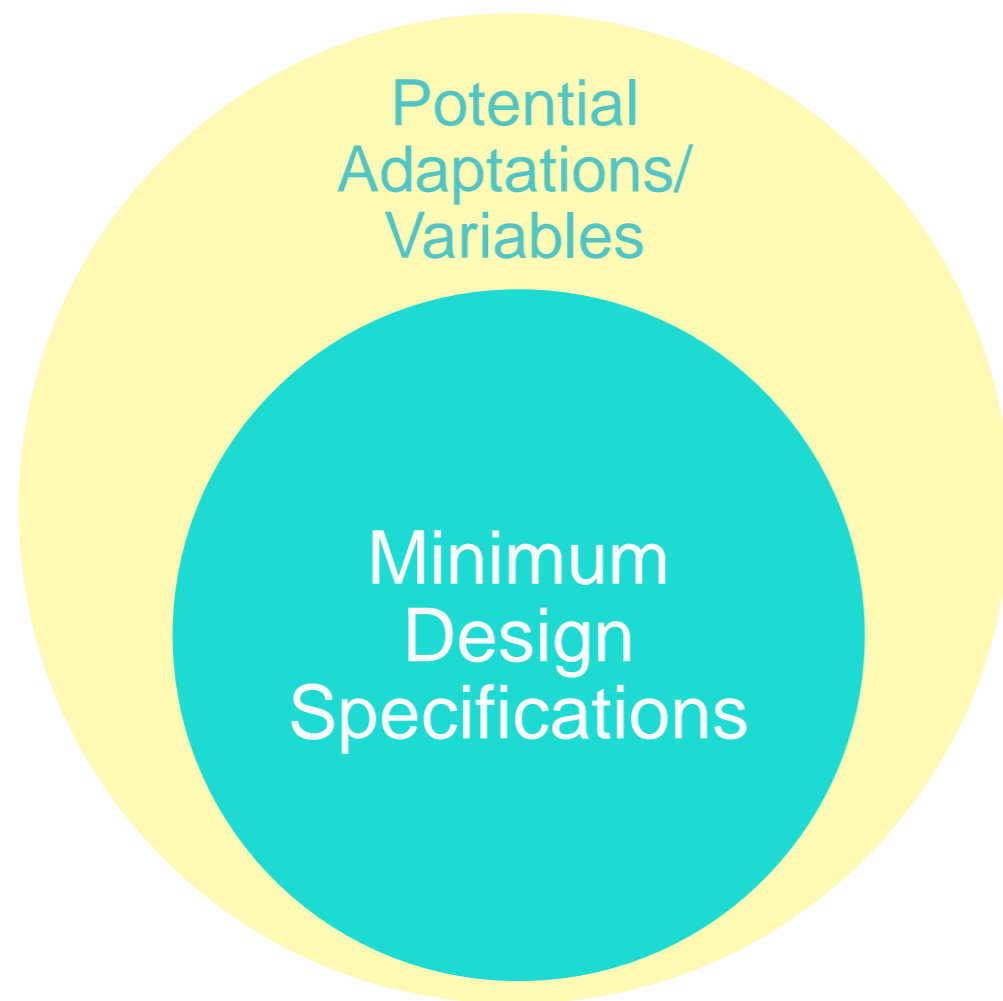
**LODGING TAX**  
yes  
no

**PROPERTY TAX ASSESSMENT**  
commercial  
residential

**TYPE OF DWELLING**  
condo  
apartment  
house  
none  
all

**LICENSE**  
operator  
platform  
none  
both

# Focus on the core, Be ok with what is not core



- Design for complex issues. Complex systems like education benefit greatly from defining where/why things need to be the same; and
- Where differences should be, they ought to be explicitly framed and designed
- Leverage autonomy (complexity) as agents of change, rather than control
- Data is crucial to identify the truly core elements and where there should be differences/diversity

How would you frame what is most core to your prototype?



Be smart in your data  
collection

# Making data relevant

- > The key is helping teams see the value of data quickly
- > Be careful not to over-design data collection
- > Be ready to review and reflect on data quickly
- > Make the connection between the data you are collecting on your prototypes and what it tells you about the change you want to see happen in the system

# Sea to Sky (Circle) - Collection



**WellAhead**

## Circle Practice Student Feedback Form

Today's Date	
School Name	
Teacher or class	

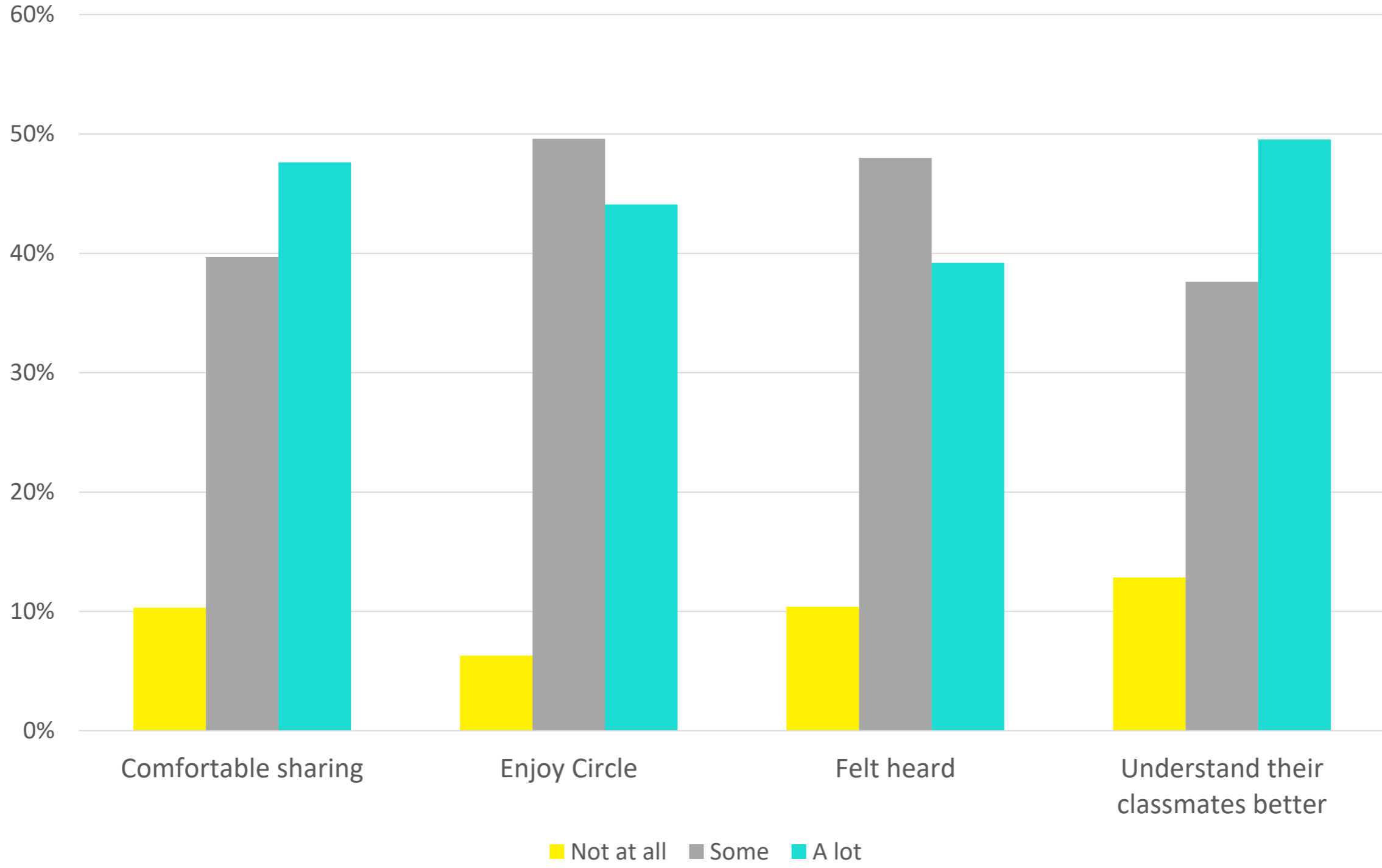
	Not At All	A little	Some	A Lot
I had an opportunity to share in Circle today				
I am comfortable sharing in Circle				
I felt heard in Circle today				
People were supported in Circle today				

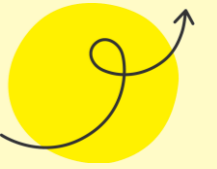


# Sea to Sky (Circle) – Analysis



Circle Practice – Student Feedback



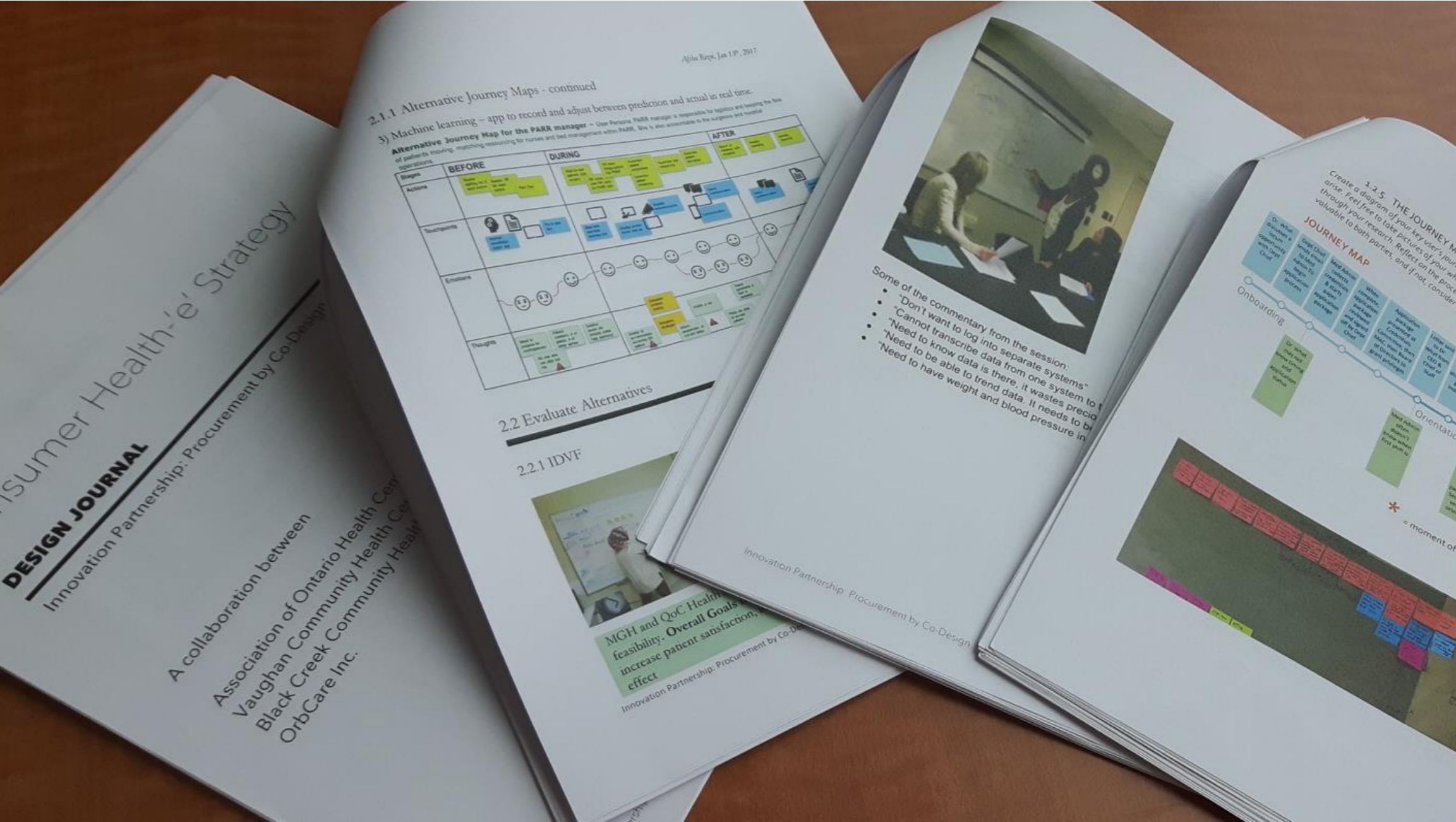


It doesn't make any  
difference  
how beautiful your guess is.  
If it disagrees with  
experiment, it's wrong..



Richard Feynman.  
*The Character of Physical Law* (1965)

# Healthcare's data-oriented culture and implications for design research and data collection



# Smart Data Collection

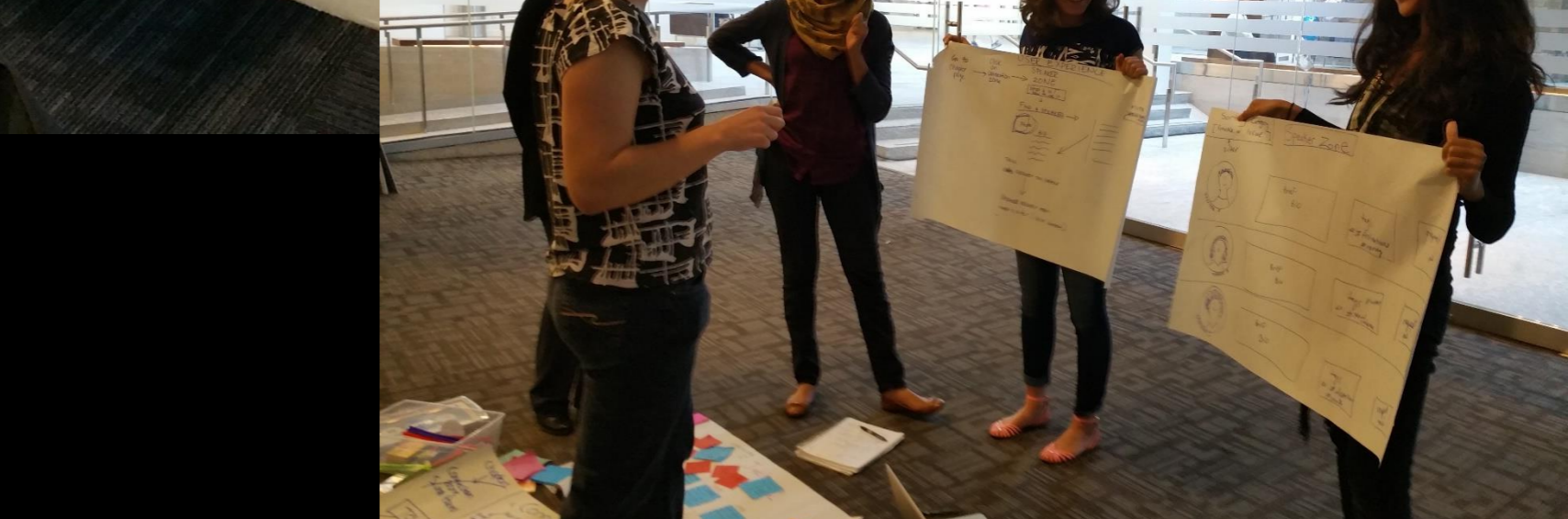
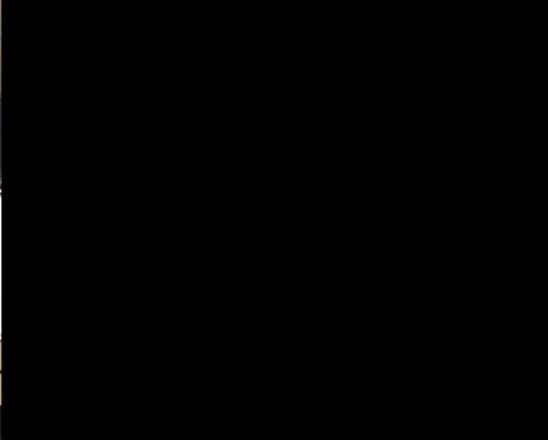
- > Data is awesome ... but your teams might not see that until you have the data
- > Setting the right learning goals is key to design-driven research that are seen as valuable to stakeholders
- > Recognize the purpose of design and prototype data is different from research data
- > Be creative with data collection, not just survey/feedback forms; iterate on the data collection together with the prototype
- > Strive for the right level of rigour and robustness in evidence, don't over do it

How would you design your data-generating prototype?

# Questions from our BC Lab Field notes...

- Design social innovation labs to fit the challenge  
**How would you know that lab is the right approach for your challenge?**
- Identify and address the core tensions and patterns that makes the challenge complex  
**How is your challenge unique?**
- Focus on the most core elements of a prototype  
**How would you frame what is most core to your prototype?**
- Be smart in your data collection  
**How would you design your data-generating prototype?**









# Be in touch



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# Bike stand slides



# Social Innovation labs and wicked systems challenges



## CREATE NEW WAYS TO UNDERSTAND PROBLEMS

Why is it important to understand your challenge better, or in new ways?

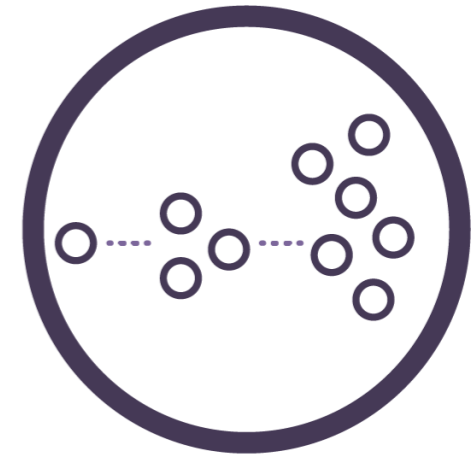
How to understand your challenge better, or in new ways?



## ENABLE NEW SPACES FOR EXPERIMENTATION

What is the value, for your challenge, to test and take an experimental approach?

How do you take an experimental approach to understanding your challenge and designing solutions?

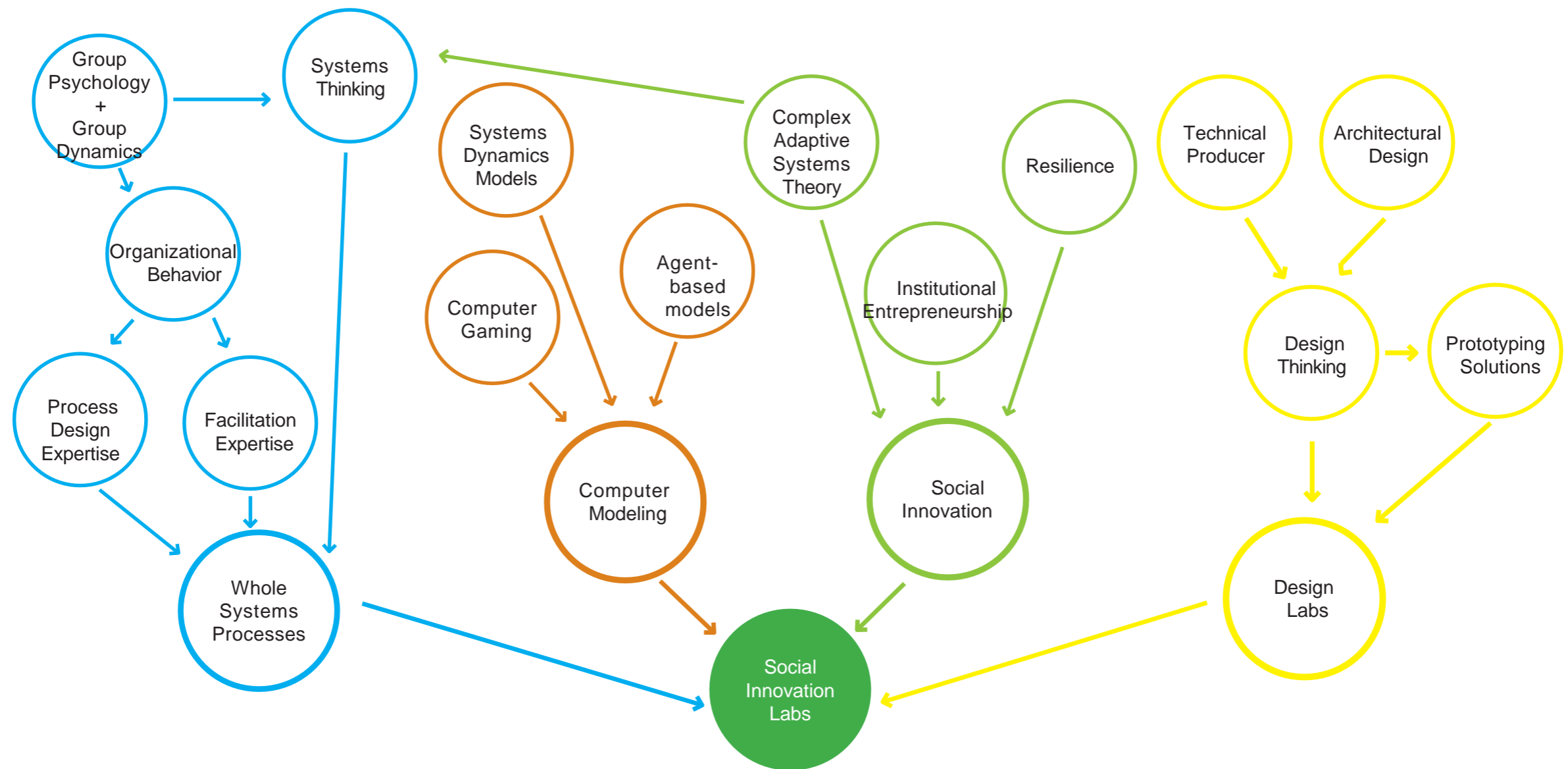


## CREATE NEW WAYS TO ADOPT AND SCALE SOLUTIONS

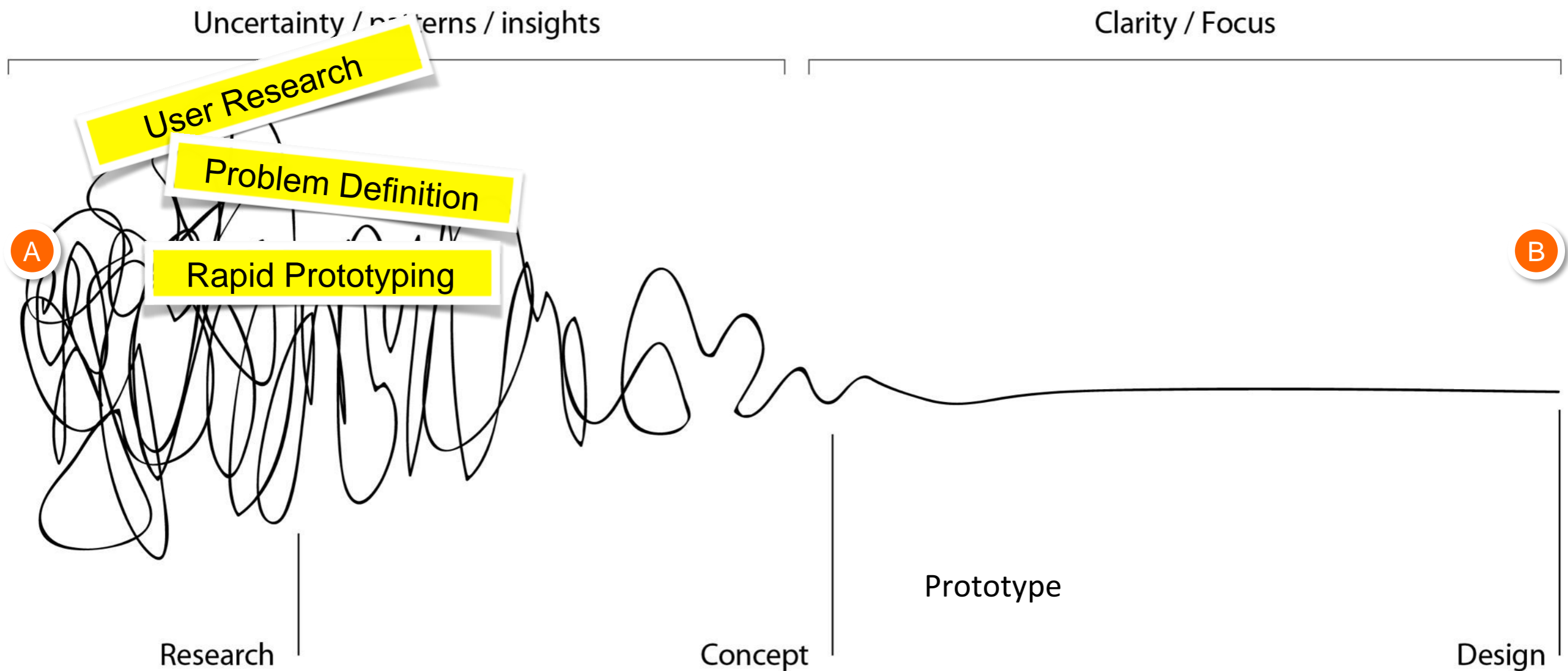
Why scale?  
What is the value that the lab brings to it?

How do you take an experimental approach to designing and executing scaling / adoption strategies?

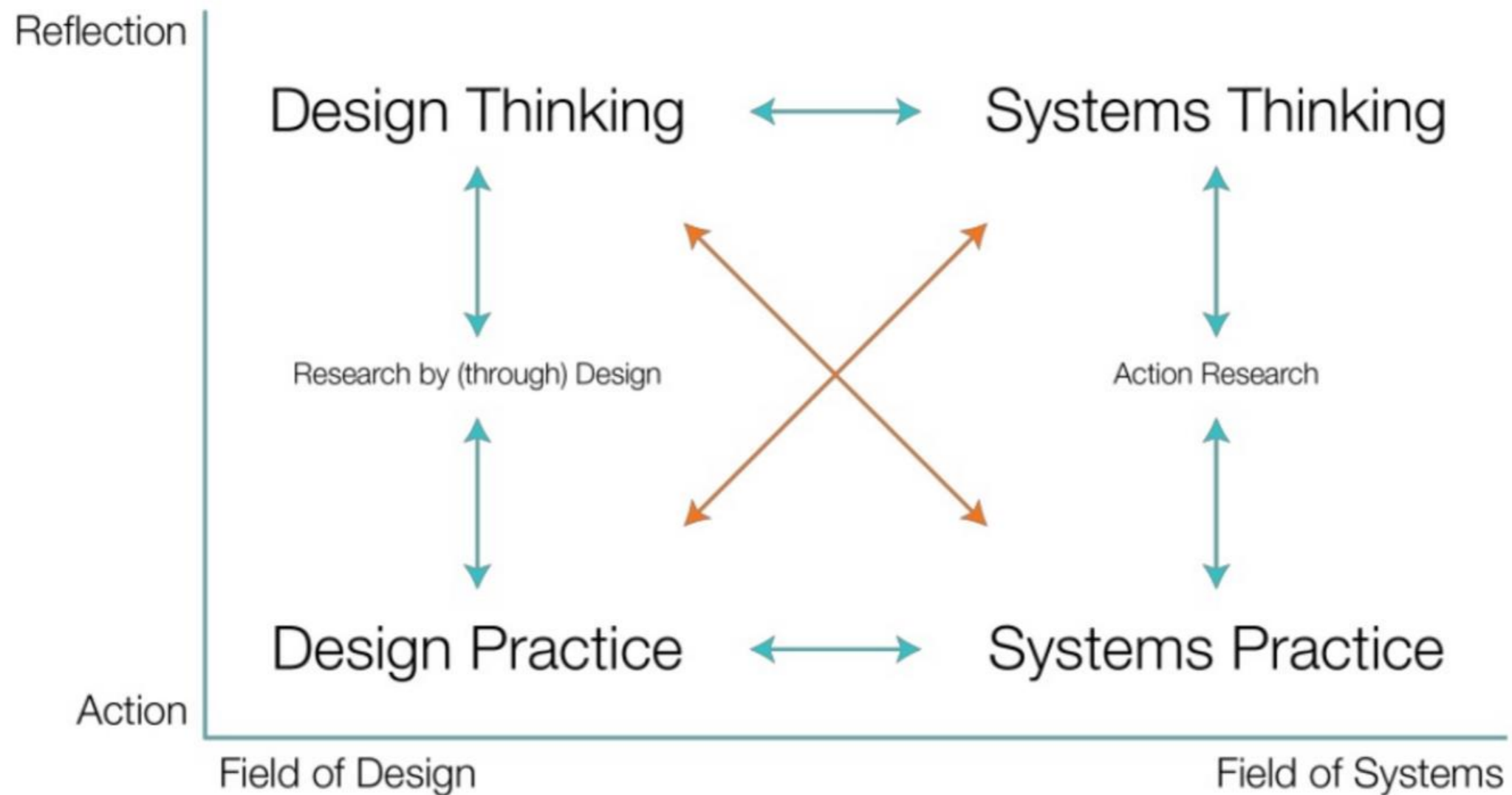
# Antecedents to Social Innovation Labs



# Design Thinking is a methodology for solving complex problems



# Social Innovation Labs: Design and System Thinking/Practice Collide



<b>Design Thinking (IDEO)</b>	<b>U Process</b>	<b>Spiral of Inquiry</b>
Discovery: I have a challenge, how do I approach it?	Co-initiating: stop and listen to others and what life calls you to do	Scan: What is going on for our learners?
Interpretation: I learned something, how do I interpret it?	Co-sensing: connect with people and places to sense the system from the whole	Focus: What will have the biggest impact?
Ideation: I see an opportunity, what do I create?	Presencing: go to the place of silence and allow knowledge to emerge	Develop a hunch: What is leading to this situation?
Experimentation: I have an idea, how do I build it?	Co-creating: prototype the new in living examples to explore the future by doing	Learn: What do we need to learn? How will we learn this?
Evolving: I tried something, how do I evolve it?	Co-evolving: embody the new in ecosystems that facilitate acting from the whole	Take action: What can we do to make a meaningful difference?
		Check: Have we made enough of a difference? How do we know?

# Typical way of solving problems

The problem is ...

This is so cool!

I think this will work ...

Let's see ...

TALK ... TALK ... THINK ... TALK ... TALK ... TALK ... THINK ... TALK ... THINK ... PLAN ...

**PILOT**

# How Piloting works

**We have little time and little resources to create and test alternatives...**

- Only one chance to get it right
- Not enough information / confirmation
- Need to get it perfect
- Try to maintain outcomes
- Need to manage risks: either adopt proven alternatives, or run a one-off pilot to show what works

# Why prototyping?

**Creating alternative solutions is easier if we learn along the way**

- Anticipate, not guess behavior
- Realize assumptions we've made
- Dispel fear, uncertainty, doubts
- Build engagement, conviction and evidence
- Manage risks
- Address unique features and circumstances



# Prototyping Principles

With users

Show, don't tell

Tackle the hard questions

Aim for maximal learning

Run minimal, rapid iterations

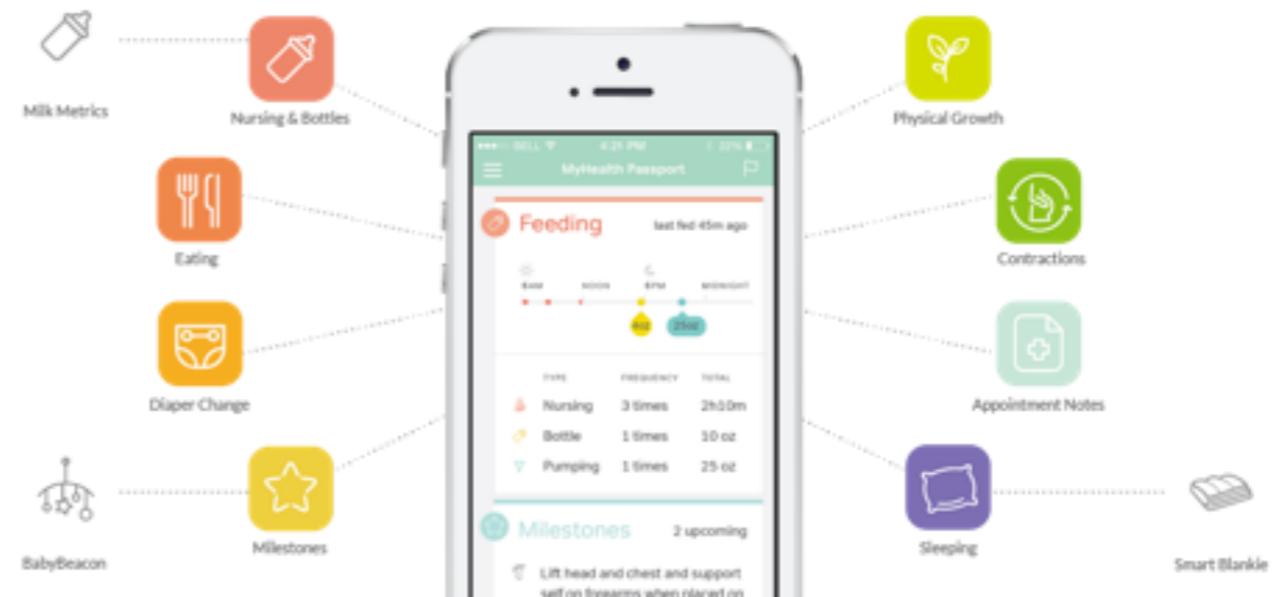
Towards full fidelity

# Liberating eHealth Data: BabyBundle Prototype

MaRS' MyHealth team worked with Bridgeable to develop scenarios and prototypes for mothers and newborns.

The team worked with 20+ mothers, healthcare professionals and startup developers to research, design and co-create BabyBundle.

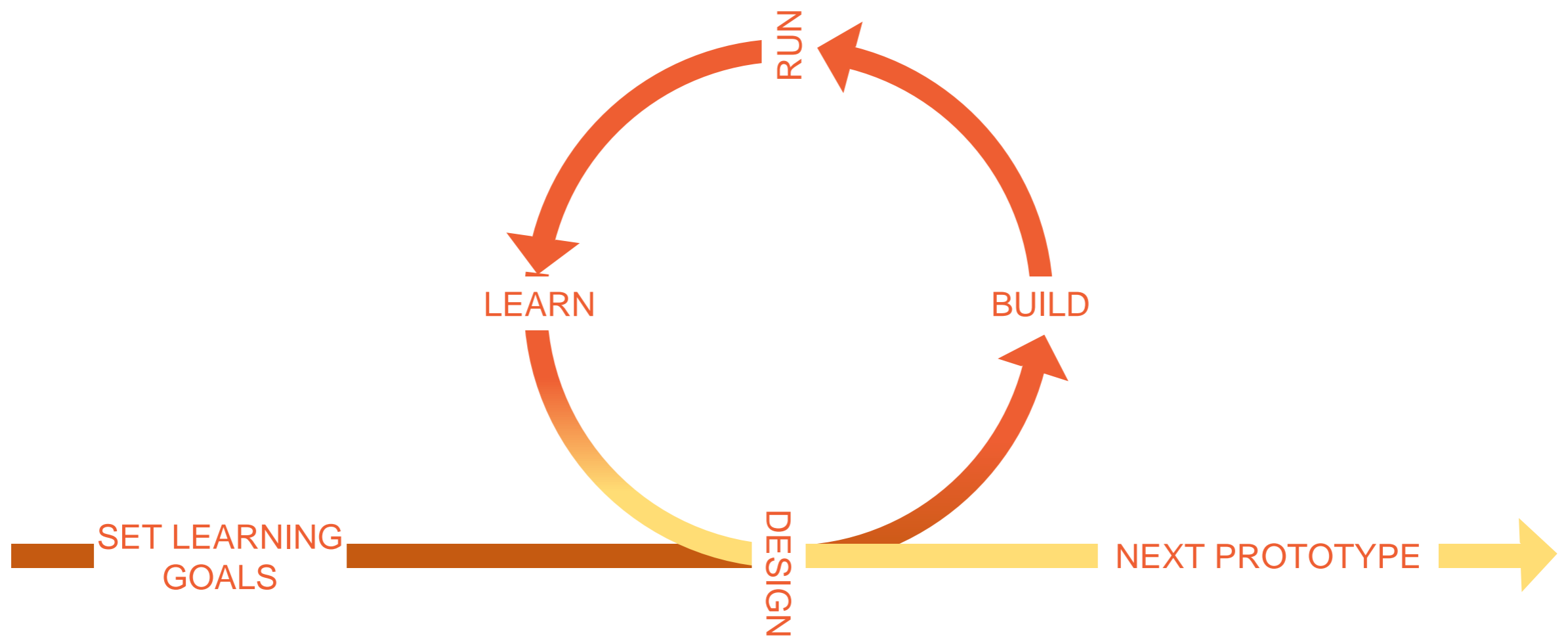
The tangibility of these prototypes were pivotal to establishing strategic partnerships with the provincial government and Ontario's largest hospital network, and sparking off a massive pilot project.



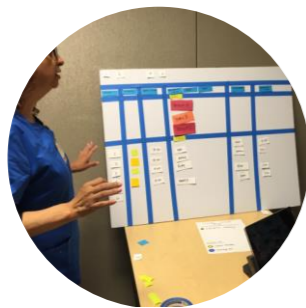
BabyBundle is a suite of apps that can help you take better care of you and your child's health and wellbeing, by allowing you to access all your personal and clinical information in one place. It grows with you and your baby!



# Prototyping cycles



# Fidelity is how closely a prototype resembles the complete and final alternative or solution



Low Fidelity

LOOK AND FEEL

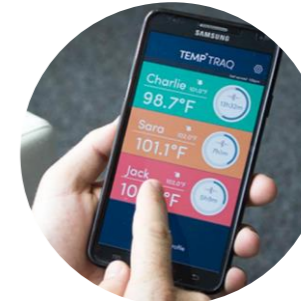


High Fidelity



Low Fidelity

INTERACTIVITY & FUNCTIONALITY



High Fidelity

TEST DATA  
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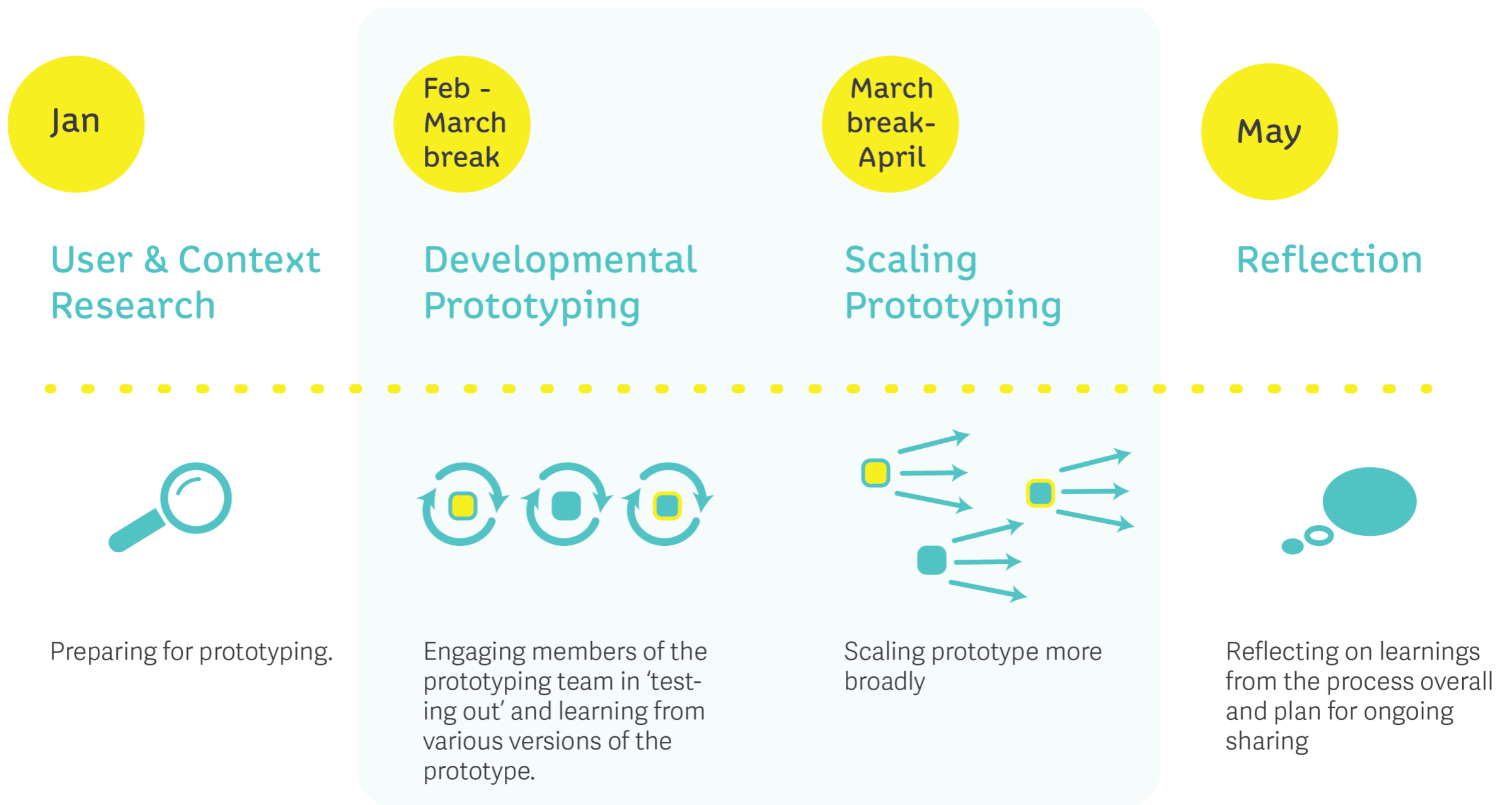
Low Fidelity

SUBSTANCE



High Fidelity

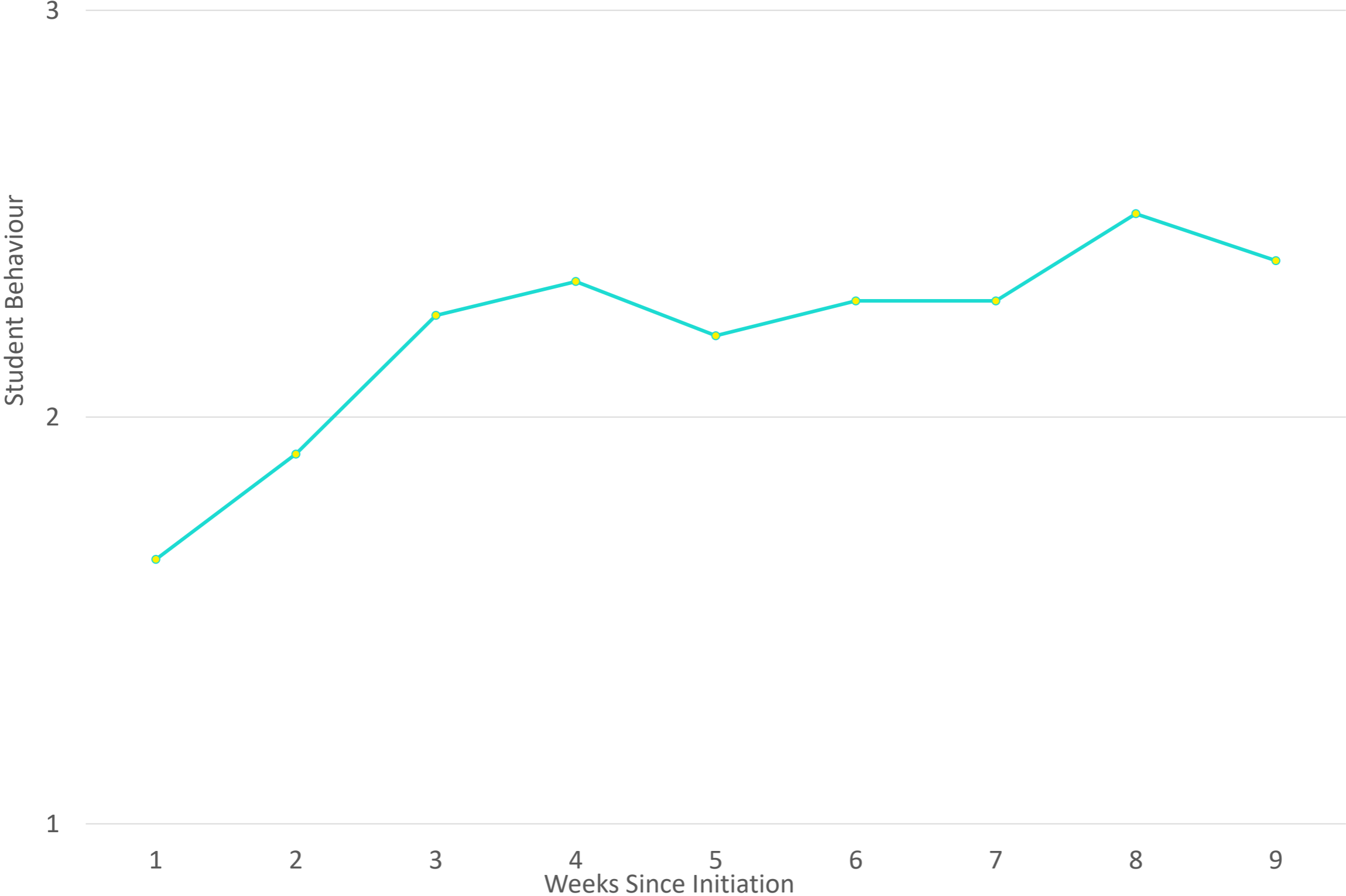
# WellAhead: Prototyping Phase Overview



# SD61 – Victoria (2x10)



Average Teacher-Rated Student Behaviour in Class

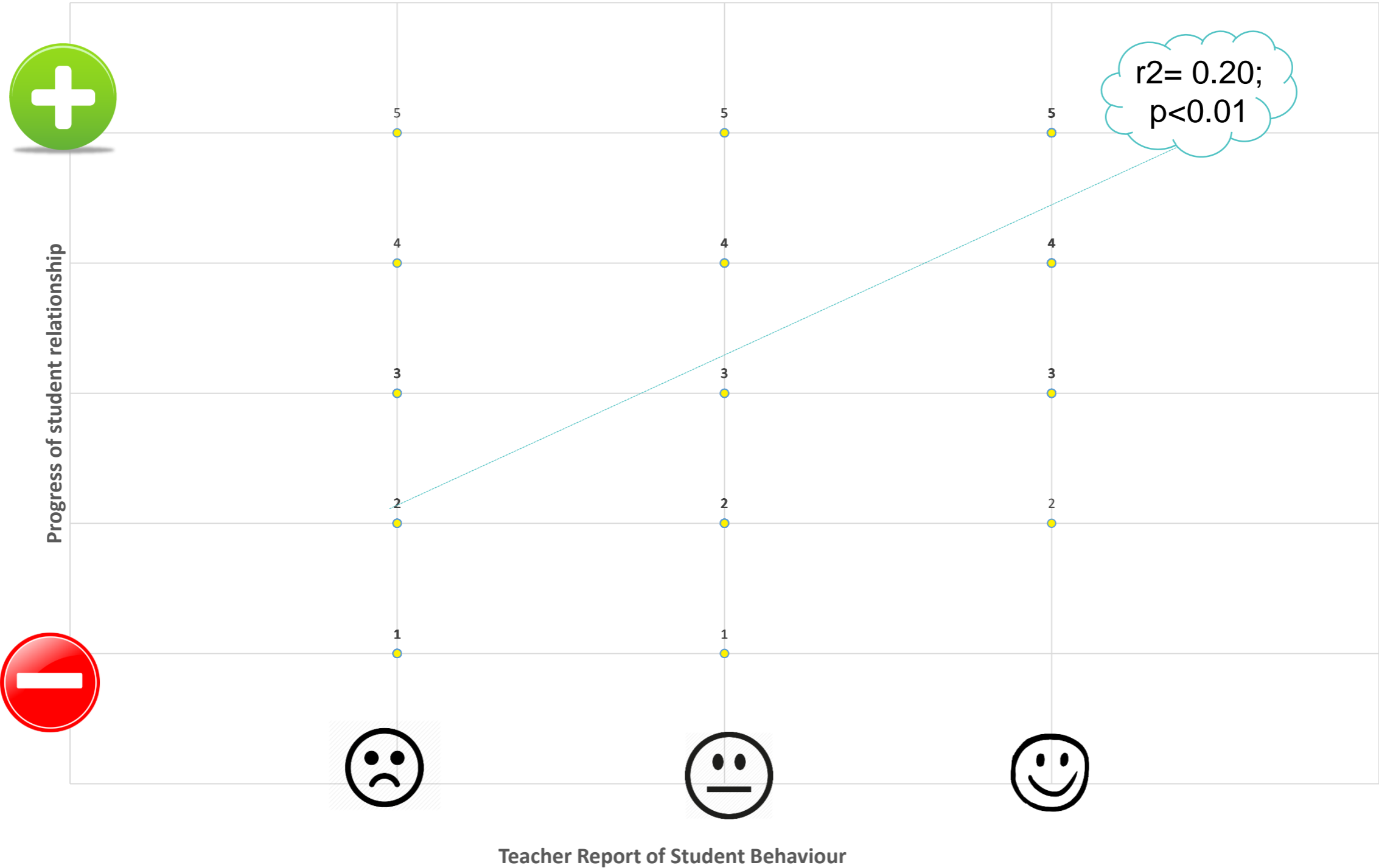




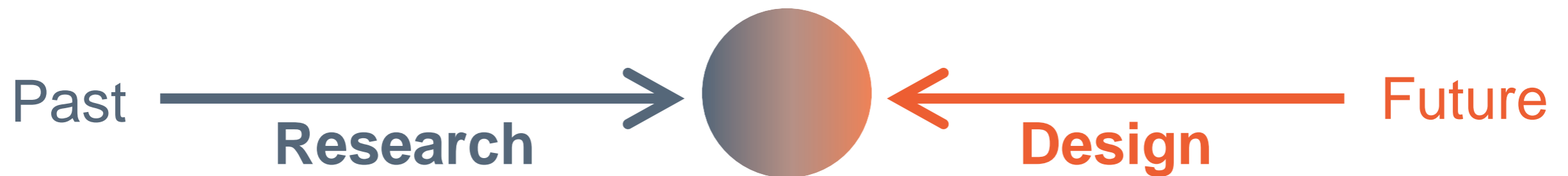
# SD61 – Victoria (2x10)



Student Relationship Progress and Student Behaviour



# Information .... Inspiration



- Conducted by researchers and applied social scientists
- Values reliability, validity and rigour
- Builds upon investigation, analysis and planning
- Relies in extrapolation from the past as a way to move into the future

- Explored and applied by designers
- Values relevance, generativity and evocativeness
- Built through experimentation, ambiguity and surprise
- Draws primarily from the future, using imagination as the basis for expression

# Level of evidence

Don't go overboard

