

## Losing Sight of the Shore Where DE and Co-design Meet

**Jamie Gamble**

 **imprint** inc.  
research. development. delivery.



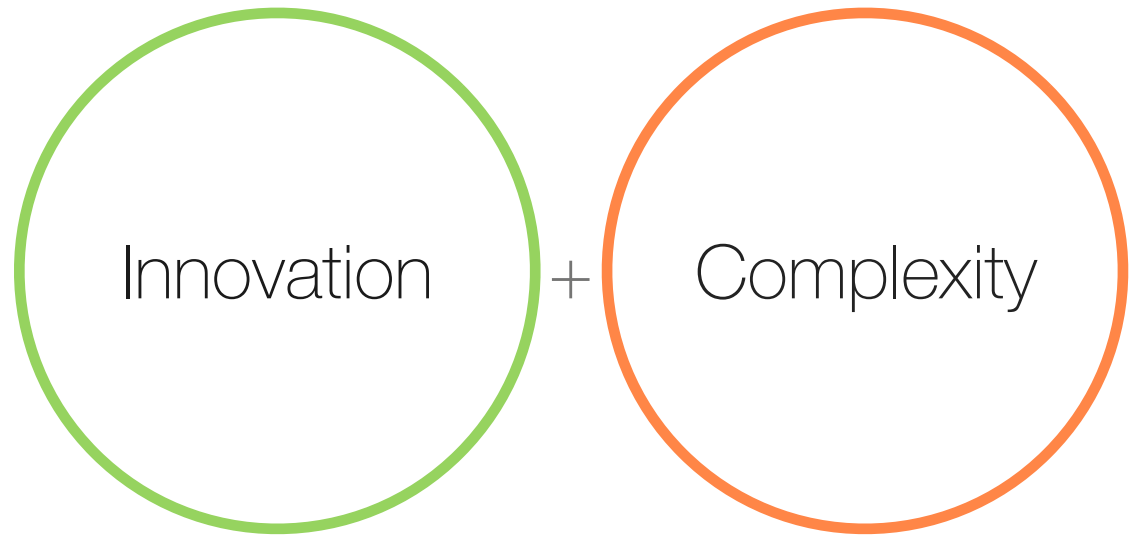
# Wicked Systems Problems

- Are unique and have no precedent
- Do not have definitive criteria or indications for the right solutions
- Are difficult to address and change with every attempt to address it
- Involve many stakeholders with different values and priorities



## Complexity

- Causes and drivers that are interdependent and filled with uncertainties
- Cause + Effect are coherent only in retrospect and do not repeat



- New ways of understanding problems
- Space for exploration and experimentation
- Search for scale strategies



# Evaluation

- Cause + Effect = repeatable, perceivable and predictable
- Monitor implementation for high fidelity, assurance and quality.
- Pre-ordinate specificity, clarity of outcome
- Test and validate stable change model



- Learning by doing
- Rapid feedback cycles
- Frame the issue, and track evolving understanding
- Guide strategy decisions and forks in the road
- Develop principles



*One doesn't discover new  
lands without first consenting  
to lose sight of the shore, for  
a very long time.*

ANDRÉ GIDE

THE COUNTERFEITERS, 1925













Gather Multi-  
Stakeholder  
Groups



Apply  
Systems  
Thinking



Apply  
Design  
Thinking



Prototype  
and Test  
Solutions



Tackle Complex Problems



**MaRS** Solutions Lab

**CoLab.**

Complexity navigation | Collaboration | Co-design | Co-creation

**IN**·spire

NRCan's Carrefour d'INNOVATION Hub de l'INCan



 **NouLAB**



Impact & Innovation Unit



WellAhead



## The Activity of the Lab



## The Case for the Lab



## The Design of the Lab





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# Small bets before big bets

Probes	Prototypes	Pilot	Scaling
Explore concepts and ideas, understand the nature of the system	Build versions of ideas, rapid feedback, learn by doing, variation and iteration	Testing and validation, implementation	Policy, dissemination, replication

Culture

Power and  
Authority

Resource  
Flows

Routines

Relationships

Organizational  
norms  
Adoption of  
language

Policy changes  
Decision  
maker  
commitments

Budget  
commitments

Accounting  
system  
Training  
practices

Shared  
learning  
Alignment of  
purpose  
Collaborations

**What is half way to systems  
change?**



## The Activity of the Lab



## The Case for the Lab



## The Design of the Lab

*Would you tell me, please,  
which way I ought to go from  
here?*

*That depends a good deal on  
where you want to get to.*

LEWIS CARROLL

ALICE IN WONDERLAND, 1864



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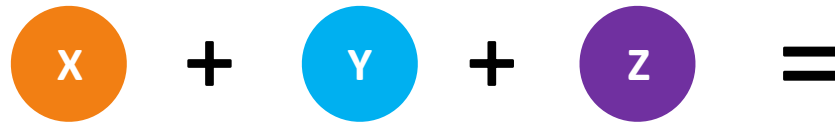


Tackle Complex Problems

**IF** we do....



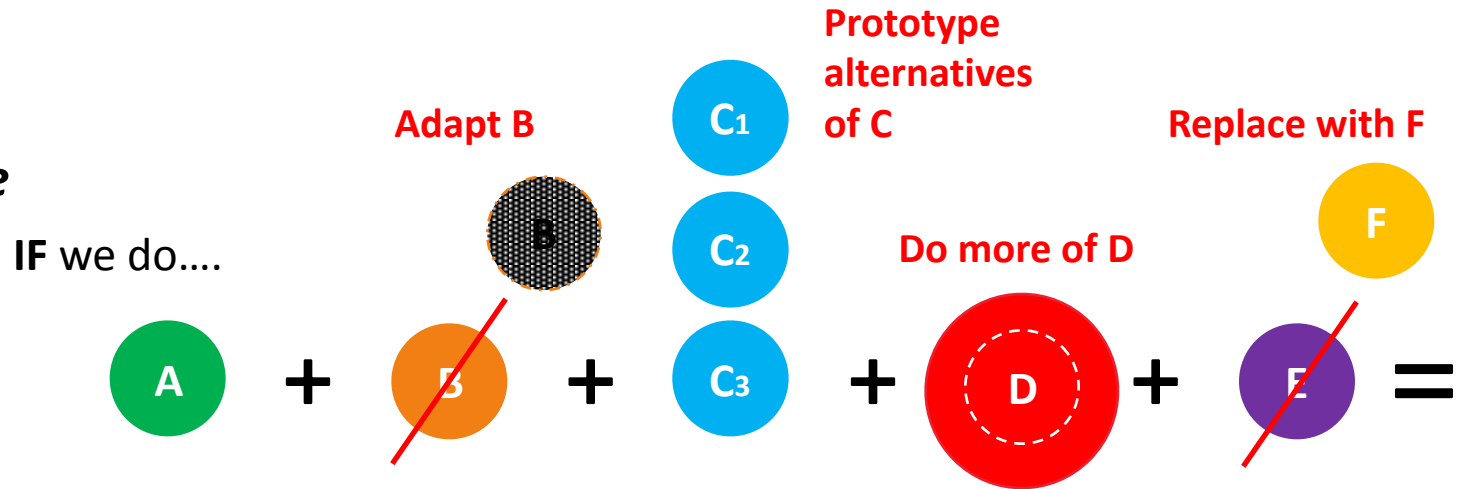
**THEN** it will result in....



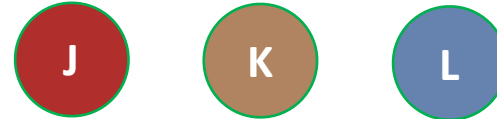
**WHICH** will **ACHIEVE**...



*Challenge our  
assumptions and  
validate our  
hypothesis by  
adapting as we  
learn...*



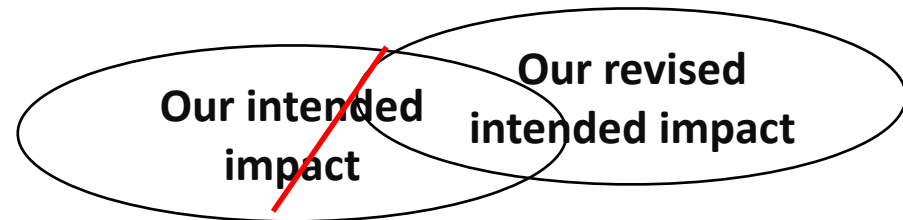
GROUND~~E~~D in these theories....



THEN it will result in....



WHICH will ACHIEVE...





# Design of the Lab

- What helps / what hinders people in moving through the lab
- Pedagogy and approach to learning
- Sequence of content and experiences
- Who is involved and the implications of that
- Quality and nature of the innovations in development
- How prototyping, testing and procurement play out in the different situations
- Partnership dynamic and nature of the relationship in the innovation teams
- Level of executive buy in and how this affects what is in development

# Design of the Lab

- Optimum kind of problem to be addressed
- The purpose of the Lab: Sandbox? Solve problems? Shift systems?
- Lab's role in thought leadership
- When and how do good ideas in development get handed off?
- Alternatives to a Lab process?



## The Activity of the Lab



## The Case for the Lab



## The Design of the Lab







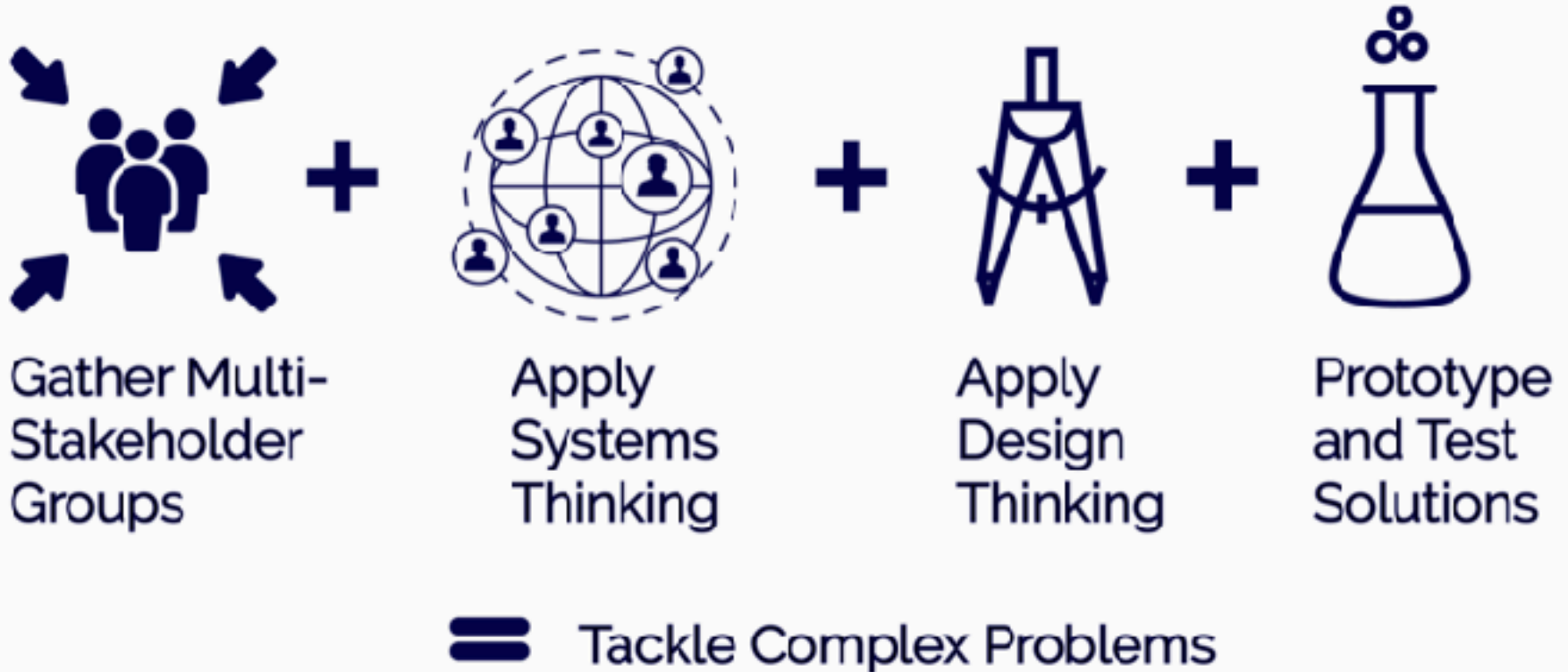
# Trinity Village Care Centre and VitalHub Innovation Partnership in Healthcare

Procurement by Co-Design – Case Study

By Jamie Gamble



# What are the essential values for how we do labs?



## What is the accountability ceiling of a lab?



*Let me stand next to your fire.*

JIMI HENDRIX

ARE YOU EXPERIENCED, 1970



Thank You