Innovation Lab

ROUND ONE

CoreAlign Participant Packet

January 2016

Introduction: Innovation Lab Round 1 - *Love, Sex, Family, Community*

Background

Since 2011, CoreAlign has worked with existing and emerging leaders across the country to develop proactive, innovative and forward-facing strategies for the reproductive movement. We envision a future where all people have the resources, rights and respect they need to have the love, sex, family and community they desire. To achieve this, we support leaders in the movement to adopt innovative mindsets and practices – to *do things differently* and *do different things*.

In 2013, CoreAlign launched the Generative Fellowship to support and nurture innovators and a culture of innovation in reproductive health, rights and justice. In 2014, we launched Speaking Race to Power to connect and support leaders who seek to develop innovative ways of breaking through the current bottlenecks of race and power in the reproductive movement. By 2016, nearly 100 fellows have completed one or both of the fellowship programs. *The Innovation Lab* is a response to alumni requests for more opportunities to deepen their skills, engage their colleagues in innovative experiments and expand their impact.

Innovation Lab

CoreAlign's *Innovation Lab* offers an opportunity for small teams to explore, test and implement solutions to complex, reproductive movement issues. Teams including alumni of our fellowships will collaborate with their colleagues on a project to solve important barriers and bottlenecks to big problems by practicing their innovation skills in a supportive and fun environment.

The first Innovation Lab takes place **January through June 2016**. For this first round, three teams were selected to participate in the lab. Each team will develop an individualized plan to carry out their project, which will include at least one in-person meeting with their teammates at a time and in a location of their choice. CoreAlign will provide virtual technical assistance and financial resources to aid teams with their experiments over the six-month period. The lab experience will culminate with an exhibition at the **Innovation Convening,** May 11-13, 2016, in Oakland, California.

Innovation Lab Round 1 as Experiment

CoreAlign considers this pilot lab to be an experiment of
CoreAlign. This iteration of the lab emerged following a design
thinking process. In partnership with those who participate in
the first round, we plan to continue to actively test, iterate and
tweak the design of the model for future labs. These are some
of the details of the process that led up to this point:

Building Empathy: We began by paying attention to the
feedback and requests we heard from fellows about their
desire for other spaces to practice design and collaboration.
We then conducted several empathy interviews with potential
end users at different points in the design process to check our assumptions, review our design ideas
and gather additional information about their needs.

Research: We spoke to and met with experts to learn from their experiences with labs and to gather
their feedback on our design iterations (for example, see Eugene Kim's Faster Than 20 Muscles and
Mindsets program). We also immersed ourselves in-context by participating in Acumen and IDEO's
Design Kit: The Course for Human-Centered Design.

Ideation: We workshopped several design iterations for the labs, going back to our end-users and
experts for feedback along the way.

Experiment with a Minimum Viable Product: With a bias towards action mindset, we sought to design a
pilot MVP so that we could test design features to inform future prototypes. With this mind, these are
some of the hypothesis we built into this pilot lab:

Hypothesis	Minimum Viable Product
• Fellow alumni desire opportunities to collaborate on a project.	• A simple program structure with suggested process, milestones, tools, and some technical support. • Test to see if a primarily virtual-support model works.
• Fellow alumni have enough Design Thinking experience and skills to self-facilitate a design challenge.	• Fellow alumni lead teams with their (pre-existing) knowledge. • CoreAlign will provide some basic tools to guide teams in process. • CoreAlign will provide coaches for expert advice.
• Resources are a barrier, esp. for those living in different states and don't have resources meet in person.	• CoreAlign will provide limited financial resources (for reimbursable expenses such as travel, meeting space, etc.) • Teams can decide to meet in-person as part of their plan.
• Self-initiated collaboration has been challenging without a program.	• A simple program providing "just enough" support and resources. • Milestones, reporting, and other accountability measures will aid teams with meeting goals.
• Movement-level projects ready and resourced for implementation is limited (folks get stuck on idea generation).	• Encourage design of movement-level projects that are ready for implementation by offering additional resources for implementation following the lab.

Details: The Process

Program Overview

The Innovation Lab Round 1 takes place **January 1, 2016 through June 30, 2016** and is designed to build upon the foundational innovation skills and mindsets practiced within the two fellowships. The primary objective of the Innovation Lab is to provide support and resources for teams to pilot and implement solutions to complex, reproductive movement issues.

We designed the lab with the following priorities to support this goal:

1. **Support practicing radical collaboration.**
   While the CoreAlign fellowships focus on supporting fellows with carrying out individual projects, the Innovation Lab requires *teams* to collaborate on solutions to a movement-level issue that all players care about.

2. **Foster experimentation and implementation of innovative ideas.**
   The Innovation Lab aims to provide "just enough" structure and support to assist teams with generating ideas for solving complex problems within the reproductive rights, health andjustice movement, and a process for encouraging experimentation and implementation of those ideas.

Throughout the lab, CoreAlign will provide teams with guidance and suggestions for pacing, activities, milestones, and tools that we have found useful in the design process. **But please note:** the timing, sequencing, pacing and substance of each team's work is entirely up to the team to decide. We **strongly encourage** each team to customize, tweak, modify, take or leave anything we share.

Program Goals

The Innovation Lab was developed in response to requests from fellowship alumni for additional opportunities to collaborate with each other to address issues within the reproductive movement. Like the fellowships, teams will take on a project and use innovative methods to design and test solutions to the problem their project seeks to solve.

By offering this Innovation Lab, CoreAlign seeks to:

- Facilitate collaborative problem-solving for former fellows seeking to sharpen or refine skills, in partnership with other fellows, colleagues and stakeholders.

- Foster experimentation and implementation of innovative ideas.

- Support the development of solutions that address complex and deeply-entrenched reproductive movement issues.

Program Features

Five key features of the Innovation Lab will support teams through the design challenge:

Individualized Team Design | Innovative Process & Tools | Community | Coaching | Financial Support
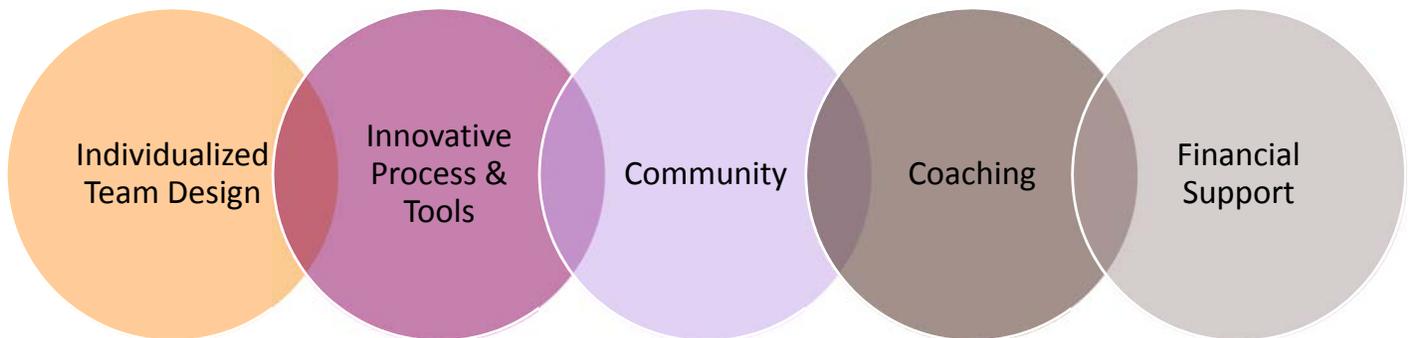
Individualized Team Design

Teams will self-organize and coordinate how and when they will meet and collaborate on their projects. Teams may utilize tools and resources developed for the lab and customize as they see fit.

Key tasks: To aid teams with designing and carrying out successful collaboration and project plans, teams should consider the following suggested activities:

- **Develop launch plan:** Team members develop shared plan to guide their process, set goals and coordinate meetings. CoreAlign will share a *Launch Plan & Budget Worksheet* to guide this process.
- **Develop budget and plan how to disperse resources:** Draft a preliminary budget based on planned activities and coordinate who will serve as financial support coordinator(s) to disperse reimbursements to team members (see reimbursement policy and process below).
- **Assign team leads/facilitators:** We recommend rotating team leadership so that work can be distributed sustainably – for example, different team members may facilitate each meeting or a phase of the lab.
- **Virtual team activity:** Most team meetings will most likely take place virtually to check-in on progress with carrying out individual activities. We recommend that teams meet approximately twice a month (two to three hours each). In addition, individuals will likely work on assignments between meetings and team leaders/facilitators will need to build in extra time to prepare for meetings, send reminders, etc.
- **In-person team activity:** Teams are encouraged to meet face-to-face at least once to carry out activities that are best facilitated in person. Team reimbursement funds can help support face time (see information below). We recommend that this session happen around the **ideation phase** so that teams can carry out valuable brainstorming and prototype design/experiment selection in person.

Innovative Process and Tools

Tools and resources will support teams with generating ideas for solving their problems, designing solutions and trying out experiments. CoreAlign will provide teams with resources to help facilitate team activities, including:

- Innovative design and practice tools for those interested in refreshing their skills and to help build understanding for those new to these practices.
- Sample agendas to help facilitate team meetings and touch points.
- Suggested activities for teams to carry out each phase of the design process.
- Worksheets and tools to guide process and facilitate sharing of progress.

How to use: CoreAlign will provide an overview of tools and resources available for each phase of the lab during the community web-meetings/webinars and will post them in the community space (see details below). CoreAlign staff and/or team coach will also be available to assist teams with thinking through process and tools that may help their team carry out their design challenge.

Community

The lab will feature a virtual learning community to help facilitate peer exchange, inspire ideas for innovation, share lessons and failures and seed possibilities for deeper collaboration. The community is facilitated in three forums: community sharing calls, online community and in-person sharing at the Innovation Convening.

Monthly Community Web Meeting/Webinars

The *Community Calendar* lists the dates/times and topics for each monthly community web meeting/webinar. Each community meeting will typically feature time for peer sharing and coaching and sharing of tools, resources and suggestions for each design phase.

How to participate: All team members are invited to attend each of the community web meetings. We will share recordings for those unable to attend. We ask that each team have at least one team member commit to attend each community meeting.

Community Space

CoreAlign will post community tools and resources in an online **community space**. We may also use the space as a real-time collaborative work space and invite teams to share periodic progress updates as well.

Community Calendar

See the *Community Calendar* for more details about each event.

Innovation Lab Launch Webinar
January 13th

Inspiration & Research Phase Webinar
February 3rd

Ideation Phase Webinar
March 1st

Experimentation Phase Webinar
April 5th

Innovation Convening
May 11-13th

Implementation Phase Webinar
June 21st

Note that all community web meetings are about 90 min. and begin at 10:00 a.m. PT; 11:00 a.m. MT; 12:00 p.m. CT; 1:00 p.m. ET; 8:00 p.m. South Africa.

Innovation Convening

The **Innovation Convening** will take place May 11-13, 2016 in Oakland, CA. The intent of this convening is to bring together fellowship alumni, colleagues and CoreAlign's extended network through a fast, fun, inspiring experience to design innovative approaches to addressing movement-level issues. We will open the convening with a pre-convening session exclusively for lab teams on May 11. May 12-13 will include additional convening attendees, and will feature a design-a-thon and Innovation Challenge, culminating in cash prizes for the most innovative ideas.

How to participate: All team members are invited and encouraged to participate in the convening, and each team should have at least one team member commit to attend. Details regarding the Innovation Convening are still being designed, however here are a few highlights:

- **Innovation Lab Pre-Convening Session – May 11**: This will likely be a pre-convening session just for lab team participants where we will have activities shaped by what evolves from the actual lab experience.
- **Innovation Lab Science Fair Exhibit – May 12:** Innovation Lab teams will share presentations of their experiments with convening participants.
- **Innovation Lab Design-a-Thon – May 12-13th:** Innovation Lab teams are invited to participate along with other convening participants in the design-a-thon and enter the Innovation Challenge.

How to participate: CoreAlign does not expect (or want) teams to utilize lab resources to cover travel expenses for attendance at the convening, but instead to use those resources for the purpose of lab-specific activities. CoreAlign will provide resource support to assist at least one member of each team to participate in the convening. The rest of the team members who would like to attend the convening and require resource support may also apply to receive reimbursements for travel and lodging. While we can't guarantee funding for all team members to attend the convening, we will do our best to prioritize supporting the attendance of all those who wish to attend to the extent possible, within budget constraints.

Coaching

Teams will have access to a CoreAlign coach to support teams with pursuing their project goals, supporting plans with project development and experimentation. Coaches are available to connect with teams by phone at least twice during the labs (and more frequently upon request).

How to participate: We propose scheduling the first coaching session in February to review the team's launch plan, and the second session around the time of the ideation phase activities. Teams can decide whether they would like the full team to meet with the coach or with assigned representatives. CoreAlign will work with teams to coordinate schedules with their coach.

Financial Support

Each team may request reimbursement for **up to $5,000 per team** for any of the following approved expenses incurred while working on the Innovation Lab. Any lab-related expenses that do not fall into one of the categories below must be approved in writing by the CoreAlign team. Detailed information and instructions for receiving reimbursements are in the *Financial Support Factsheet.*

Meeting expenses, including:
- Virtual meeting technology fees
- Meeting facility expenses (if necessary to reserve meeting space)
- Material production costs (printing, copying, etc.)
- Delivery/postage
- Meals related to meetings and events

Transportation expenses, including:
- Airfare
- Ground transportation
- Mileage reimbursement at the current IRS standard mileage rate
- Parking and tolls
- Meals related to travel
- Lodging at hotel or other overnight facility
- Tips for service providers

Child care support, including:
- For those with children under the age of two, we can reimburse for travel and accommodations for caregivers who attend in-person meetings lab participant.
- For single parents or those who need to hire caregivers to care for their child(ren) while at meetings, we can provide reimbursement for up to $200/day.

In June 2016, we will provide detailed information regarding how teams might apply for additional implementation support (**up to $10,000**) after designing and prototyping successful experiments.

Innovation Lab Activities & Milestones

Monthly benchmarks and milestones will support teams towards meeting their goals. The lab is divided into phases with tools and community support structures in place to support successful projects. We have outlined the anticipated timeline and process flow below, however **teams may move more quickly or slowly through the phases and may establish their own milestones**. All teams will regularly share progress in virtual community forums related to the phase they are practicing.

January 2016: Kick-off & Preparation Phase	February 2016: Inspiration & Research Phase	March 2016: Ideation Phase	April 2016: Experimentation Phase	May-June 2016: Innovation Conference & Implementation Phase Application

January 2016: Preparation Phase

During the **preparation phase**, teams will develop a launch plan that outlines the team's collaboration and work plan. The community web meeting to launch this phase is scheduled for **January 13, 2016.**

Key activities carried out during this phase include:

1. Assigning team roles and scheduling participation in the Innovation Lab community activities such as web meetings and coaching sessions.
2. Defining how they plan to connect and collaborate with team members, including crafting shared community agreements, outlining a decision making process and discussing methods and frequency of team meetings and where teams will meet (including virtual and/or in-person meetings).
3. Developing a preliminary work plan that either aligns with suggested milestones or proposes alternatives using the *Innovation Lab Launch Plan & Budget Worksheet*.
4. Developing a proposed budget to support team meetings and project activities, including the amount that teams anticipate requesting for financial reimbursement from CoreAlign (up to $5,000 per team). See the *Financial Support Worksheet* for instructions and details regarding how to receive reimbursements.

If possible, teams may want to launch their project with an in-person planning session. Teams that would like to follow a different timeline and establish different milestones will include that in their

launch plan. To help support teams with carrying out their design challenge, we ask that each team complete and share with CoreAlign staff their team plan using the *Innovation Lab Launch Plan and Budget Worksheet* by January 31, 2016.

The milestone for this phase is for teams to develop shared working agreements and a plan to carry their collaborative work forward.

February 2016: Inspiration & Research Phase

During the **inspiration and research phase**, team members will conduct research to inform their design challenge problem. The community web meeting to launch this phase is scheduled for **February 3, 2016.**

During this phase, teams should be meeting biweekly (virtually or in person) to share results from their research activities. Research activities might include conducting empathy interviews with end-users, participating in immersive experiences that are in-context or analogous to the problem they're seeking to solve, and/or conducting literature review. Activities during this phase will typically be shared and divided up among all team members and meetings used as an opportunity to check progress and share results.

The milestones for this phase are to revisit and refine problem statements to align with what is learned about the needs of end users, or those most directly affected by the problem. Teams will also lift up key themes from the data to use to inform ideation.

March 2016: Ideation Phase

During the **ideation phase**, teams will review data collected during the research phase and conduct an ideation process to brainstorm what might be done to solve the problem. We recommend that teams meet in-person to conduct an ideation process to decide which experiment(s) to test. The community web-meeting to launch this phase is scheduled for **March 1, 2016.**

The **milestones** for this phase are to 1) develop hypotheses for solving the problem based on the data collected in the previous phase, 2) ideate and brainstorm possible experiments to test solutions and 3) prototype solutions to test.

April 2016: Experimentation Phase

During the **experimentation phase**, teams will test their prototyped solutions. The emphasis of this phase will be to embody the practices of *bias towards action* and *failing fast to learn fast* to inform workable solutions. During this phase, individuals may try out different experiments and weekly/biweekly team meetings will offer opportunities to share results and explore other experiments to test. The community web meeting to launch this phase is scheduled for **April 5, 2016.**

The **milestones** for this phase are to try out multiple experiments for solving the same problem and gather feedback from end users. Discuss and reflect on learnings with the team. What is learned from this phase will inform team decisions around whether to scale up prototypes to full implementation, or to circle back to ideation again.
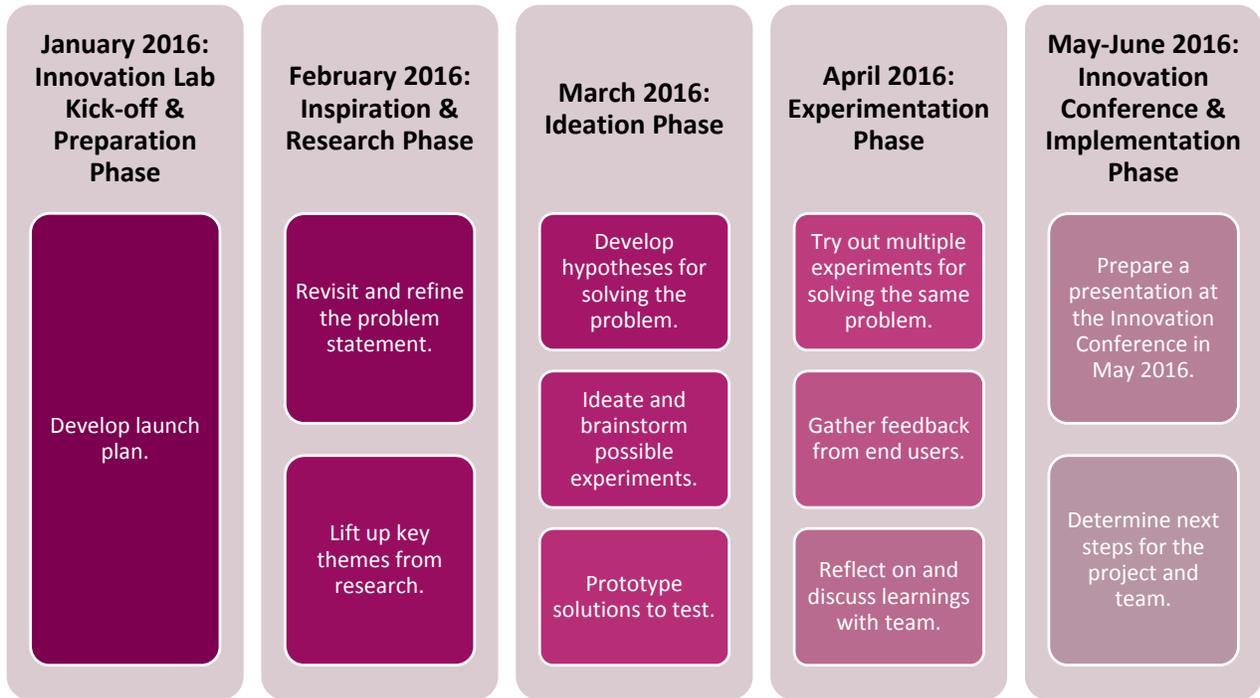
May-June 2016: Innovation Convening & Implementation Phase

As a culminating experience for the labs, team members will prepare a presentation that captures their experiments and learnings to exhibit at the **Innovation Convening** May 11-13, 2016. See details regarding the convening under the "Community" section above. Additional information about the presentation and exhibit for the convening will be provided at a later date.

The community web meeting to share experiences and results from the lab is scheduled for **June 21, 2016.**

The **milestones** for this phase are to prepare a presentation that shares successes and lessons with the lab community and determine next steps for this project and the team's future work together.

Key Milestones

January 2016: Innovation Lab Kick-off & Preparation Phase	February 2016: Inspiration & Research Phase	March 2016: Ideation Phase	April 2016: Experimentation Phase	May-June 2016: Innovation Conference & Implementation Phase
Develop launch plan.	Revisit and refine the problem statement.	Develop hypotheses for solving the problem.	Try out multiple experiments for solving the same problem.	Prepare a presentation at the Innovation Conference in May 2016.
	Lift up key themes from research.	Ideate and brainstorm possible experiments.	Gather feedback from end users.	Determine next steps for the project and team.
		Prototype solutions to test.	Reflect on and discuss learnings with team.	

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