

FEMLAS PROCESS

Wicked Lab's Systemic
Innovation Lab Methodology

SYSTEMATIC INNOVATION LAB

Wicked Lab's Methodology

Systemic Innovation Labs aim to address wicked problems by transitioning systems through a multi-stakeholder and co-design process. Wicked Lab has developed a methodology to support Labs in this process.

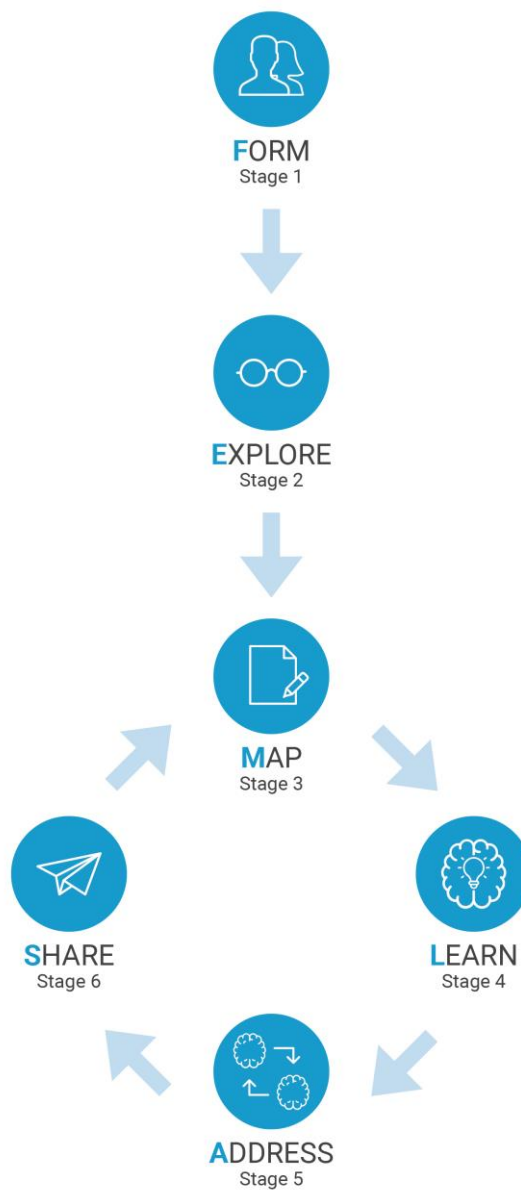
Wicked Lab's **Lab Methodology** is informed by complex adaptive systems and systemic innovation theory. Complex adaptive systems and systemic innovation theory is well suited to Systemic Innovation Labs, as these Labs are concerned with the self-organisation of stakeholders to address a wicked problem.

Wicked Lab's Lab Methodology is based on a six-stage process that contains a feedback loop. We call this process **FEMLAS**. The six stages of the **FEMLAS** process are: **F**orm, **E**xplore, **M**ap, **L**earn, **A**ddress and **S**hare.

FEMLAS PROCESS

Three types of stakeholders take part in the **FEMLAS** process: **Core Team**, **Initiative/Organisation Participants** and **Other Partners** such as funders and supporters. The Core Team will undertake activities in the following 6 stages.

SIX STAGE CYCLE + FEEDBACK LOOP



FEMLAS CYCLE STAGE 1 Form

At the **Form Stage of the FEMLAS process** the tasks undertaken are: forming the core team, defining the solution ecosystem boundary, framing the solution ecosystem, undertaking the initial mapping of the initiatives and organisations in the solution ecosystem, and developing a briefing paper.

Form core team

The core team is formed with a diverse range of stakeholders, including user and government representatives, to ensure that the complexity and interconnectedness of the wicked problem is represented.

Build core team capability

- Complete Kickstarter workshop (overview of **FEMLAS** process)
- Complete Unit 1 Complex Systems Leadership Program

Define solution ecosystem boundary

This boundary consists of the wicked problem and the geographical place that will be the focus of the Lab

Frame solution ecosystem into subsystems

- Define subsystems of the problem to help focus efforts

Use Online Tool for Systemic Change to begin initial mapping

- Undertake initial mapping of the initiatives and organisations in the solution ecosystem based on the Core Team's experience and understanding of the solution ecosystem

Develop the Explore Solution Ecosystem Briefing Paper

- The briefing paper describes why the Lab is required and the logic behind the boundary and frame that have been chosen by the core team
- Describe specifics of what is required of initiative/organisation participants during the **FEMLAS** process

FEMLAS CYCLE STAGE 2 Explore

At the **FEMLAS Explore Stage**, the core team's key task is to engage with Initiative/Organisation Participants: the initiatives and the organisations in the solution ecosystem that are collaborating on these initiatives.

Further build core team capability (if not already completed)

- Complete Units 2 & 3 Complex Systems Leadership Program
- Complete Crosswalk module workshop

Disseminate Explore Solution Ecosystem Briefing Paper

The briefing paper is disseminated to potential Lab participants. It describes why the Lab is required and the logic behind the boundary and frame that have been chosen by the core team.

Continue mapping of solution ecosystem initiatives and organisations

A detailed mapping of the solution ecosystem is undertaken by the core team throughout the Explore stage. This mapping takes place during key informant interviews and sub-system focus groups.

Develop survey instrument

Undertake and use the Initiative Characteristic Crosswalk to develop a survey instrument

Conduct interviews and focus groups

Undertake and use the Initiative Characteristic Crosswalk to develop a survey instrument

Develop survey instrument

- Undertake key informant interviews
 - Distribute Explore Solution Ecosystem Briefing Paper
 - Have Participants complete survey instrument
- Facilitate sub-system focus groups
 - Distribute Explore Solution Ecosystem Briefing Paper
 - Have Participants complete survey instruments

During the interviews and focus groups, the participants are asked to participate as co-creators with the core team. These participants include public administrators and elected members.

FEMLAS CYCLE STAGE 3 Map

At the **Map stage of the FEMLAS process**, the main tasks are to: enter into the online tool the mapping data that was collected during the Explore stage, and to use the tool to create a transition card for the solution ecosystem.

Update Tool for Systemic Change

Enter into the online tool the mapping data that was collected during the Explore stage

Use the tool to create a transition card for the solution ecosystem

The transition card displays the identified initiatives in the solution ecosystem and shows how each initiative:

- contributes towards systemic change
- maps to the initiative characteristics for system transition, and
- strengthens the interface between the solution ecosystem and government

FEMLAS CYCLE STAGE 4 Learn

The **Learn Stage of the FEMLAS process** focuses on analysing the transition card to determine where in the solution ecosystem there are gaps in effort for achieving systems change.

Use Online Tool for Systemic Change to highlight gaps in effort for solution ecosystem's:

- community transitioning characteristics
- strengthen government-community interface characteristics

These identified gaps are used to guide future action.

Develop Address Gaps in the Solution Ecosystem Briefing Paper

A Solution Ecosystem Gaps in Effort briefing paper is developed that informs the Initiative/Organisation Participants of the results of the mapping process. This briefing paper contains an image of the transition card and describes where gaps currently exist in the transition process.

FEMLAS CYCLE STAGE 5 Address

The **Address Stage of the FEMLAS process** focuses on addressing the gaps in effort for achieving systems change that were identified in the Learn Stage.

Initiative/organisation Participants are encouraged to participate as co-creators in addressing gaps through a large group intervention process / workshop.

Distribute the Address Gaps in the Solution Ecosystem Briefing Paper

The second briefing paper that describes the findings from the Address Stage is distributed at the beginning of the Address Stage to Initiative/Organisation Participants.

Facilitate a large group intervention process

Initiative/Organisation Participants are invited to participate in a large group intervention process to co-create initiatives that address the identified gaps.

During the large group intervention process, participants identify if their organisations and initiatives can address the identified gaps in effort by amending their existing initiatives or creating new initiatives.

Initiative/Organisation Participants are encouraged to co-create new initiatives with other participants and to take a safe fail experimentation approach.

FEMLAS CYCLE STAGE 6 Share

At the commencement of the **Share Stage of the FEMLAS process** the transition card is updated to incorporate any amended and new initiatives from the Address Stage. This transition card is then embedded on the Lab's website and a FEMLAS Cycle Completion Report is completed and distributed.

Update Transition Card

Use Online Tool for Systemic Change to enter updates from Address Stage, including:

- new initiatives and organisations in solution ecosystem
- how new and amended initiatives in solution ecosystem map to community transitioning characteristics
- how new and amended initiatives in solution ecosystem map to the strengthen government-community interface characteristics

Embed Transition Card on website

The transition card is then embedded on the Lab's website so that it can be viewed, discussed and shared by all of the initiatives and organisations that are participating in the solution ecosystem.

FEMLAS Cycle Completion Report

- describe **FEMLAS** activities and learnings
- distribute **FEMLAS** Cycle Completion Report to initiative/organisation participants and other partners

Post FEMLAS Cycle updating

When new solution ecosystem initiatives are established, and existing initiatives change their transition characteristics, an online form on the Lab's website can be completed by participants to inform the core team of the changes so that the transition card can be updated.

Re-engage Lab Initiative/Organisation Participants

Periodically the FEMLAS iterative loop is repeated to re-engage participants



Begin creating systemic change now.

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