

It's a wicked world

Let's change it

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About Wicked Lab

Address wicked problems by creating systemic change

Wicked Lab works with organisations, governments and communities to build their adaptive capacity so, they can better tackle the multi-causal and interconnected nature of wicked problems.

We do this in three ways:

- Through education programs that embrace complexity,
- With an online tool that creates and measures systemic impact, and
- A methodology to support Systemic Innovation Labs

Wicked Lab's approach

Complex social policy (wicked) problems such as climate change, obesity, place-based disadvantage, food insecurity and ageing populations do not respond to simple solutions.

These problems have many interconnected and interdependent causal factors and therefore require a holistic and coherent approach in order to create lasting systemic change.

It is increasingly recognised that place-based solution ecosystem, systemic innovation and complexity approaches are required to address this unique type of problem.

To take such an approach changemakers need both tools and skills that:

- Embrace the complexity of wicked problems
- Enable them to take coherent action
- Build the adaptive capacity of communities; and
- Assist governments to create the enabling conditions for systemic innovation

Wicked Lab's programs, tools and lab methodology bring these elements together and provide changemakers with the knowledge, skills and tools to create systemic change.

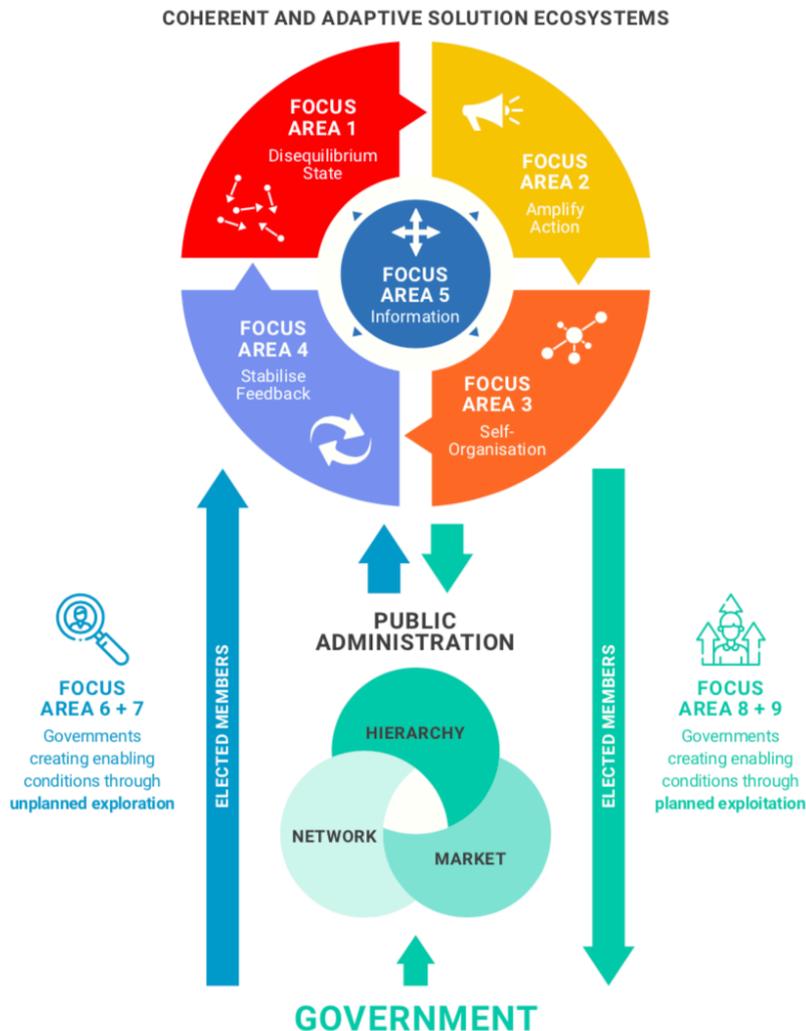
Tool for Systemic Change

Nine Focus Areas to create systemic

Wicked Lab's framework tackles the multi-causality and interdependencies of wicked problems head on by mapping solution ecosystem of initiatives against nine Focus Areas.

These Focus Areas support entire community systems to re-combine existing organisations and resources in a manner that improves system functioning and collective effort, and importantly it also takes into account the role of government in enabling systemic community change.

The first five Focus Areas are based on four Complex Systems Leadership Theories, and support communities to develop their adaptive capacity and transition the system to a new way of working. The remaining four Focus Areas strengthen the interface between government bureaucracy, elected members and the community.



Global Recognition for Wicked Lab

Wicked Lab recognised in OECD Global Trends Report

The OECD Embracing Innovation in Government: Global Trends 2018 report brings together a global review of government innovations that are transforming operations and improving the lives of citizens.

The report showcases three key trends of innovations (1) Identity, **(2) Systems approaches and enablers**, and (3) Inclusiveness and vulnerable populations.

Wicked Lab is included as an Innovation Spotlight for Systems Approaches on page 60 (Box 17).

Wicked Lab was 1 of 8 Innovation Spotlights for Systems approaches and enablers showcased in the report.



Box 17: INNOVATION SPOTLIGHT: WICKED LAB ONLINE TOOL FOR SYSTEMIC CHANGE (AUSTRALIA)

In 2017, the Wicked Lab developed a tool to help communities and governments address wicked problems (all types) by creating the enabling conditions for systemic change. It focuses on assisting communities to transition to more coherent and effective ways of working. It also assists governments to undertake the unplanned exploration of solutions with communities and the planned exploitation of community knowledge, ideas and innovations. The whole product solution includes apps, education programmes and forums, and was developed to support use of the tool by governments and communities.

Source: Wicked Lab.

Complex Systems Leadership Program

Learn how to embrace complexity and lead systemic change

To assist practitioners and researchers to understand and use the Tool for Systemic Change we offer a Complex Systems Leadership Program develops participants understanding of the framework, the underpinning knowledge and how to apply the framework to a project of their choice.

The program consists of three units:

- Unit 1: Understanding Wicked Problems
- Unit 2: Tackling Wicked Problems by Building Adaptive Communities
- Unit 3: Tackling Wicked Problems by Strengthening the Government-Community Interface

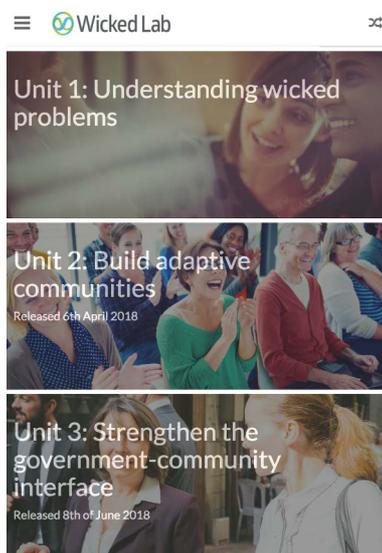
This program takes a project-based learning approach: it provides participants with an opportunity to use the tool to address a wicked problem of their choice within their community.

Fully supported 6-month online learning program

The program is delivered online over 6 months and includes monthly online mentoring sessions for participants to come together and ask questions about their projects.

Cost

Prices start at AUD\$2200 per participant and includes a license for the Tool for Systemic Change and monthly mentoring. For organisational programs we customise our programs to meet their unique requirements and goals.



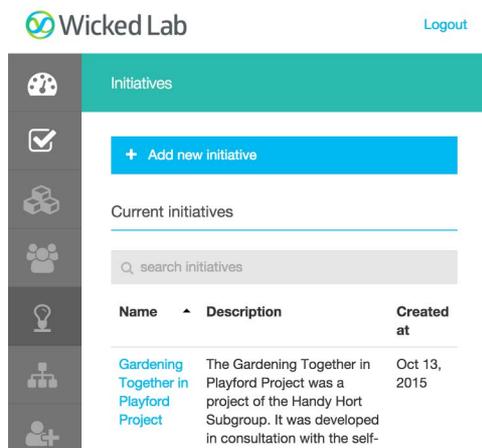
Complex Systems Leadership Program

Tackle a wicked problem of your choice in this project-based learning program

During the three units of the program participants work on projects that tackle a wicked problem of their choice within a real community of their choice. Projects are developed by following the process of:

1. Record and track the initiatives in a solution ecosystem

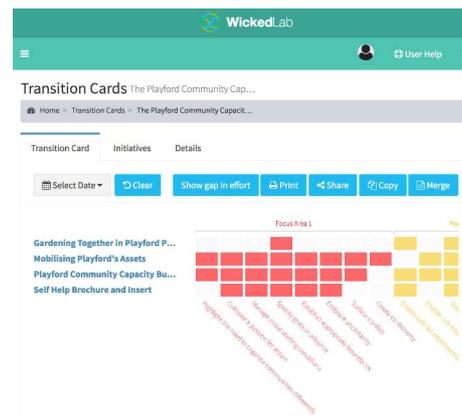
Participants use the Tool for Systemic Change to begin tracking the initiatives, and the organisations that are collaborating on these initiatives, in a geographical community that are addressing the targeted wicked problem (the solution ecosystem).



2. Review the ecosystem, innovate and strengthen

Participants will then map the identified initiatives against Wicked Lab's nine focus areas.

Once mapped, participants will identify gaps in effort where Focus Area characteristics are not currently incorporated into initiatives, and make recommendations to address these gaps.



3. Measure impact of initiatives within an ecosystem

Participants can then use the various reporting functions to track and measure impact (systems change) over time. There are a number of reports that contain both quantitative and qualitative data. The data included in the reports includes changes to the initiative characteristics across the nine focus areas, and changes to the organisations that are partnering on initiatives.



Systemic Innovation Lab

What is a Systemic Innovation Lab

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

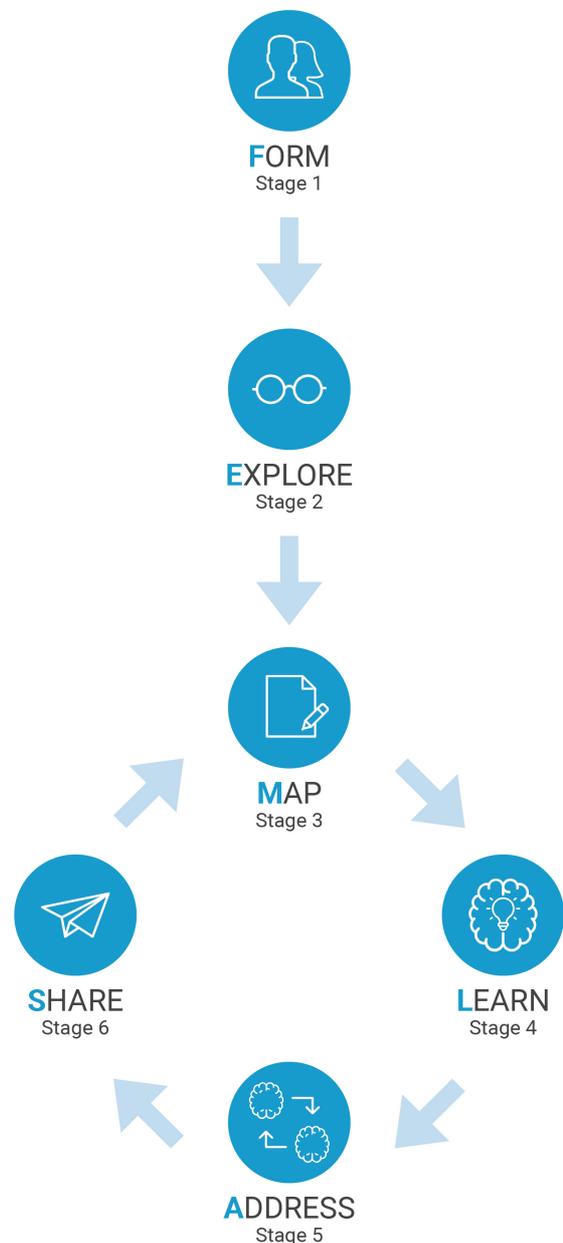
A lab is a process that supports multi-stakeholder groups to come together within a place for safe experimentation and practice. They bring together small-specialised teams to undertake a structured process for creating innovation.

Systemic Innovation Lab's incorporate and synthesis all of the key features recommended for addressing wicked problems. They:

- focus on addressing complex problems,
- take a place-based transition approach,
- enable coherent action by diverse actors,
- involve users as co-creators,
- support a networked governance approach and
- recognise government as an enabler of change

Wicked Lab's methodology

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



Systemic Innovation Lab

Program Elective

The Systemic Innovation Lab unit is an elective to the Complex Systems Leadership Program or the Ecosystem Transition Program that builds the capacity of core teams to take a Systemic Innovation Approach.

The elective guides a core team through a six-stage process called FEMLAS, Wicked Lab's methodology to support Systemic Innovation Labs. The six stages of the FEMLAS process are: Form, Explore, Map, Learn, Address and Share.

The elective supports project based learning, where the core team will:

- Engage their solution eco-system (community) in creating systemic change through establishing a Systemic Innovation Lab.
- Map the solution eco-system of a chosen wicked problem using Wicked Lab's online Tool for Systemic Change
- Co-design innovations that strengthen initiatives within the solution ecosystem to support systems change
- Improving how public administrations, elected members and communities come together to create systems change

This elective is ideal for organisations and governments that are partnering with communities to create systems change for addressing wicked problems. The elective content is delivered online with mentoring sessions to support the project work and the roll out of the Lab.

Cost

Starts from AUD\$2000 + GST per participant.

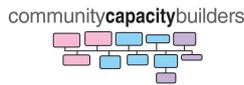
Six mentoring sessions for each stage of the Lab are included in the per participant price.

Micro mentoring and kick-starter workshops are optional (but recommended) extras.

A minimum of 8 people are required to run the elective for teams.

Challenge Lab

Delivered in partnership between Wicked Lab and Community Capacity Builders.



Challenge Labs are designed to tackle a specific wicked problem in a geographical community.

They have 4 key components:

- Target a wicked problem in a geographical community
- Work in partnership with local and/ or state government,
- Build the capacity of social entrepreneurs to develop or strengthen system aware social enterprises that address one or few causal factors of the target wicked problem
- Incorporate a participatory budgeting process

Challenge Lab's target one wicked problem in a community, and build the capacity of its community to address this wicked problem. Community capacity building involves building the networks, organisation, attitudes, leadership and skills that allow communities to manage change and sustain community-led development. Challenge Labs do this through participants undertaking the three unit Program for Social Entrepreneurs and connecting with other stakeholders that have an interest in the wicked problem in their community.

The Lab recruits participants to undertake the Program for Social Entrepreneurs. During the program the participants are challenged to address a complicated problem within the target complex wicked problem by creating or strengthening an initiative that can be institutionalised as a social enterprise.

A participatory budgeting process is also incorporated into each Challenge Lab, that provides participants with the opportunity to develop relationships with a broad range of community stakeholders that have an interest in the Challenge Lab's target wicked problem, and receive funds towards the implementation of their initiatives.

Challenge Lab Program

Community Capacity Builders in partnership with Wicked Lab provides training, resources and mentoring to support the delivery of a Challenge Lab.

This includes:

- 1 Kick Start workshop (and resources) for the Reference Group to understand the Challenge Lab process
- 4 mentoring sessions to support the 3 stages of the Lab
- A 12 month License to the Tool for Systemic Change
- Delivery of the Program for Social Entrepreneurs for 20 participants

Program costs is AUD\$35 000 inc GST



Begin creating systemic change now.

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