

HEALTHY CITY COLLABORATIVE LEADERSHIP SOLUTIONS LAB

CO-CREATING WORKSHOPS

Oct. 1, 9, & 16, 2018 @ Queen Elizabeth Salons

Nov. 14 & Dec. 4, 2018 @ Emily Carr University of Art and Design





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We acknowledge that our work together is taking place on unceded Musqueam, Squamish, and Tsleil-Waututh territory and thank them for hosting us on their lands.

HEALTHY CITY + SOLUTIONS LAB

Convening question: { How might we accelerate movement towards the HCS vision by co-creating leadership, learning, and accountability across departments and sectors? }

Vision: A Healthy City for All: A city where together we are creating and continually improving the conditions that enable all of us to enjoy the highest level of health and well-being possible.

Why is this important now?

The Healthy City Strategy's first four year Action Plan is wrapping up at the end of 2018, and we are beginning to look at the next phase, asking ourselves: how can we learn and improve from our experience in order to strengthen our collective capacity to reach our shared vision? After all, the HCS is not just about achieving a set of concrete targets; it is also intended to be a "lens" to mobilize multiple sectors, organizations and community members to help achieve change through collaborative leadership and new ways of working together.

The Lab was created in response to recommendations arising from an evaluation¹ of the Healthy City Strategy. The intention is that our work and learning through the Lab can be used to inform an approach to collectively creating and enacting an implementation plan, including the possible redesign of governance structures and accountability mechanisms. For the City, this will be via the next Action Plan (2019-2022); for other organizations, this may take a different form and timeline.

What's the Solutions Lab?

The Solutions Lab is seeking **breakthrough, transformative solutions** to some of the city's most complex problems. It's a place where City staff, community members and stakeholders **collaborate to deeply understand complex challenges** from the points of view of the people most affected by them, and where we **rapidly prototype and test innovative responses** to see what we can learn through co-creation and some risk taking. It's an exciting place where we dialogue and listen deeply, try new processes and collaboration tools, and learn and have fun together.

The Lab's format is based on **Theory U**, a framework developed at MIT that takes participants through a series of workshops to arrive at more deeply rooted solutions.

Defining Collaboration

As discussed during the Co-Sensing workshop, there are different interpretations of and approaches to collaboration, and, often times, it is conflated with other terms like cooperation and coordination which are commonly used in joint initiatives. In the context of the HCS, we understand collaboration as a process involving actors from different organizations, with mechanisms for handling conflict and for sharing power and accountability.²

1. For a copy of the evaluation, please contact the lab design team.

2. Archer and Cameron. *Collaborative Leadership: Building Relationships, Handling Conflict and Sharing Control*.

WORKSHOP PURPOSE + AGENDA

Co-Creating Workshop Purpose

- Work toward **breakthrough solutions** that support system-level change
- Reframe and refine our convening question to **respond to points of leverage in the system**
- **Align passion, purpose, capacity, skills, time, and other resources** for each lab team member to a promising prototype concept (slingshots!)
- **Empathize** with those most affected by the refined creative questions and use that as a **source for creativity, inspiration and action**
- Develop **potent and promising prototype concepts** that are ready to test
- **Deepen connections** amongst lab team members
- Have a **fun, productive, creative and playful experience.**

Agenda

Oct. 1	Oct. 9 (w/ Constellation Team)	Oct. 16	Nov. 14 (w/ ECUAD students)	Dec. 4 (w/ ECUAD students)
<ul style="list-style-type: none"> • Welcome + opening • Revisiting group + individual commitments • Reframing our beliefs to suit our solution space • Refining creative questions • Ideation • User testing prep • Storyboarding • Preparing prototype 'pitch' • Closing 	<ul style="list-style-type: none"> • Welcome + opening • Solutions Development • User testing - constellation team • Making prototypes • Message in a bottle • Closing 	<ul style="list-style-type: none"> • Welcome + opening • Team working sessions • Pitch + feedback + integration • Refinement • Closing 	<ul style="list-style-type: none"> • Welcome + opening • Story of the lab prototype • Team working sessions • Share back • Closing 	<ul style="list-style-type: none"> • Welcome + opening • (Student) Team presentations • Closing

Lab team: Aslam Bulbulia (30 Network), Caitlin Pugh (Centre for Hip Health and Mobility), Donna Chang (Cedar Cottage Neighbourhood House), Jason Hsieh (COV), Juan Solorzano* (VCH), Keltie Craig* (COV), Krisztina Kassay* (COV), Laurel Jebamani (VCH), Leo Kiu (SUCCESS), Mary Ellen Schaafsma (United Way), Marie Lopes (Park Board), Matt Dolf (UBC Well-Being), Meredith Sones (Centre for Hip Health), and Nadia Carvalho* (COV).

**Also part of the design team.*

Design + Facilitation: Emily Morales (COV) and Lindsay Cole (COV).

Constellation Team guests: Ada Chan Russell (COV), Alice Miro (VCH), Christie Wall (VCH), Cindy Crapper (Park Board), Cindy Masaro (VCH), Dianna Hurford (COV), Jen Wahl (COV), Joanie Sims-Gould (Centre for Hip Health and Mobility), Julien Powell (COV), Lianne Carley (VCH), Lisan Kwindt (VCH), Michael McKnight (United Way), Michael Spowart (Public Health Agency of Canada), Peter Marriott (COV), Rachel Unipan (VCH), Ryan Krell (VCH), Sara Forsting (VCH), Sherry Small (Metro Vancouver Aboriginal Executive Council) and Tanya Bagnall (VCH). *If we missed your name, we apologize. Please let us know so we can update this list.*

Interaction Design, Emily Carr University of Art & Design (ECUAD):

- **Class instructors:** Katherine Benjamin and Sarah Hay.
- The **'makers' team** was composed of 17 students. See full list of names on page 5.

ORIENTATION TO CO-CREATING

A new pace

As we started our ascent up the Theory U slope, participants were encouraged to continue being creative and playful but to take a faster pace, holding lightly to ideas, and not looking for perfection.



Revisiting our group and individual commitments

We revisited the group commitments agreed upon and 'signed' on our very first session (see Co-Initiating Report) to ensure their applicability. While we continued to agree on their relevance, we highlighted the importance of **three specific commitments** for the fast paced, prototyping nature of the co-creating workshops: to have **mutual accountability**; to be **tough on problems, soft on people**; and, to be a **bridge to our constituents**.

Additionally, participants were asked to think about and share **their individual commitments to the Healthy City work**: how they could learn, connect, and make a real difference to the HCS.

Here's what we heard:

- Bring the decolonization context.
- Bring the neighbourhood house approach into the HCS.
- Help VCH to feel more open with different kinds of processes like this lab.
- How can the HCS empower immigrants not to learn but to contribute?
- Excited to see power let go off. The HCS should not be held so tightly by one organization.
- Interdisciplinary.
- How can UBC help unlock more potential from students?
- How do we bring the entrepreneurial spirit to the HCS; for small organizations to be a part of it?



IDEATION PROCESS

On the following pages the story of the development and iteration of each prototype is shared by visually showing the work generated in each of the steps below. Participants teamed up and worked in their respective prototyping themes: **governance, accountability, flexibility, people, and trust.**

Creative questions: The need to focus on the five prototyping themes was revealed in the previous 'Co-Presencing Workshop' after collectively prioritizing the creative questions generated throughout the Lab.

1

Precedent research: In anticipation of the Co-Creating workshops, Lab participants were asked to find precedent research for their area of work. This served not only to inform the ideation process but also to inspire them to get into a solutions frame of mind.

2

Systems fractal + leverage points: With a gallery-like display of the artifacts created to date and with an understanding on the points of leverage in a system (see Appendix 1), participants were asked to identify what was most important to work on, and what needed to shift.

3

Participants used tools from systems theory to capture their perceived elements, interconnections and leverage points. This activity helped articulate and develop potential interventions, and further supported the ideation process.

Concept poster: This activity served to converge our ideas in the form of a pitch. The poster included the participants most refined 'how might we question,' the underlying dynamics and patterns they were wanting to shift, and their proposed activities, interventions, and target actors.

4

The pitches were then shared with members of the **Constellation Team** for feedback. This team was composed of decision makers who share the Healthy City vision. The purpose of meeting with this team was to solicit feedback from a broader group on ideas generated in the Lab; to build ownership of ideas/solutions being created, especially for relevant decision-makers; and, to look for opportunities for strategic alignment and context.

Prototype plan: Participants incorporated feedback and further iterated their prototype concepts. They developed prototype plans (see Appendix 2), and began collaborating with ECUAD students to work on the next stage of iteration and user testing.

5

User testing/ next steps: At this point, participants worked with 17 students from ECUAD Interactive Design class to bring the prototype concepts to life.

6

In addition to working on the five prototyping concepts, the students developed an additional prototype which told '**The Story of the Lab.**'

CONCEPT DEVELOPMENT + PROTOTYPING

GOVERNANCE

ACCOUNTABILITY

FLEXIBILITY

PEOPLE

TRUST

STORY OF THE LAB

*The following pages illustrate the teams' progression.
Given each team's unique context, the content/artifacts may differ by team.*

We would like to thank the ECUAD Interactive Design Class (Fall, 2018) for their dedication in producing prototypes for our Healthy City Collaborative Leadership Solutions Lab.

Students:

Alice Kim
Amy Salvador
Andy Haoluan
Arjun Menon
Declan Reilly-Gordon
Ginnie Morse

Ignacio Barboza
Janice Wan Ping
Jennifer Song
Jiashen Gao
Julia Nowakowski
June Tang

Katherine Zhang
Maria Mesias
Michael Peter
Mike Liu
Yujia Zhai

CONCEPT DEVELOPMENT + PROTOTYPING: GOVERNANCE

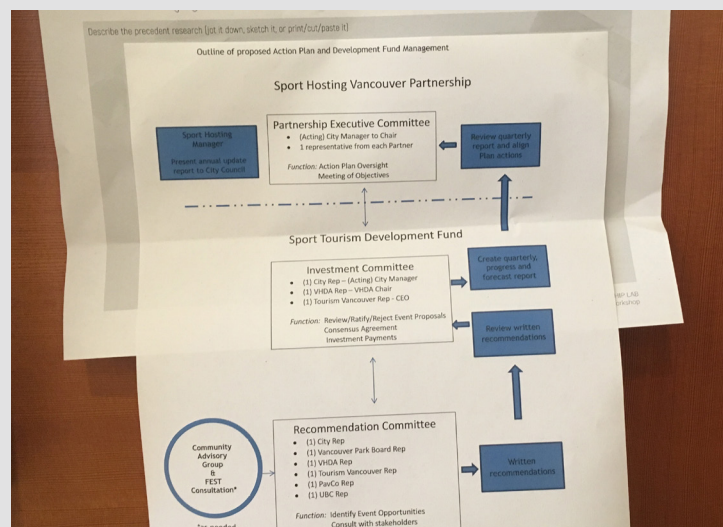
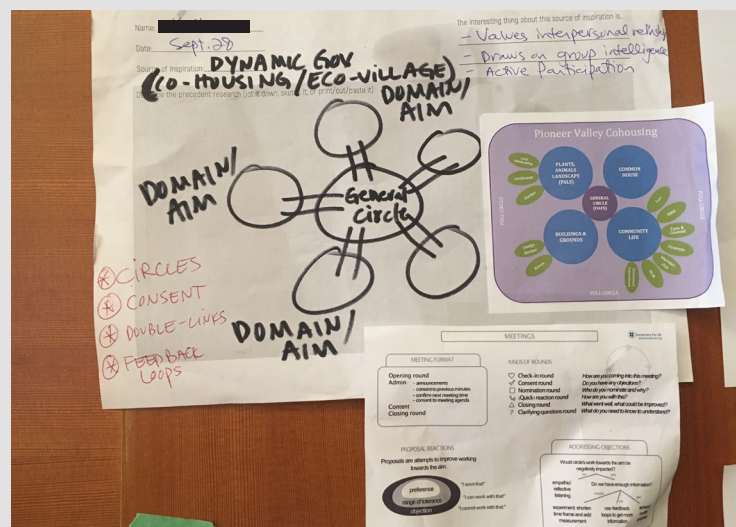
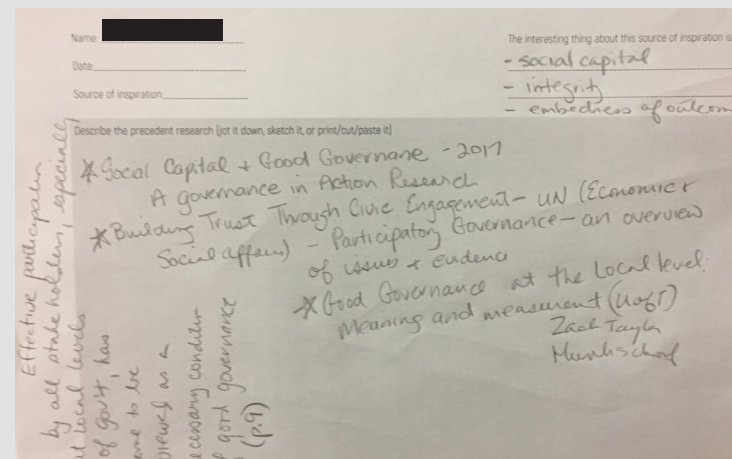
Creative questions that revealed the need to focus on governance:

1

- How might we create a HCS governance that reflects shared principles?
- How can we celebrate the contributions of various organizations towards a Healthy City?
- What if we modelled the collaboration we strive for within ourselves, between us, with the natural world?

Precedent research:

2



Other resources that served as inspiration:

- Reinventing Organisations, by Frederic Laloux
- Listening to the Stars: The Constellation Model of Collaborative Social Change, by Tonya Surman.
- Vancouver Immigration Partnership.

CONCEPT DEVELOPMENT + PROTOTYPING: GOVERNANCE

Prototype plan

5

To test the re-structuring of the current HCS governance model. To introduce and test self-organizing Action Teams as the centre of a new HCS governance model, supported by a Structure for coaching and integration, and a Champions Network that can help hold the container of the entirety of the HCS topic areas.

User testing 1 - self-organizing action teams:

Test the different roles on action teams to see what they might need to work on. Upon completing this user testing, we identified the need to test a bigger concept...

User testing 2 – HCS ecosystem:

Test how the overall structure would work with descriptions of each component, how different people and organizations could get involved, what decision-making and priority setting would look like.

6

PROTOTYPE SOLUTION

How might we... re-frame the power dynamics, including roles and responsibilities for the leadership team container so members can be strategic in achieving Healthy City Strategy intended outcomes?

Action Team role cards

- Each member of the Action team chooses a role card that indicates the role's responsibilities as a guide to participate in action team meetings.

The HCS Ecosystem *(illustration on next page)*

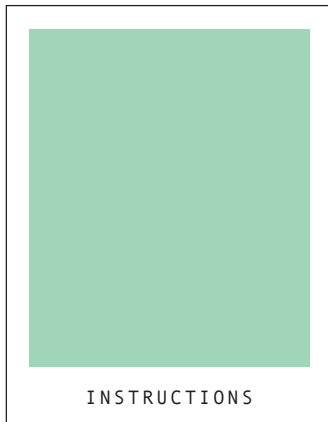
- Designed around enabling action/implementation
- Non-hierarchical -all parts are important
- Outward facing (not just COV-led)
- Stronger ongoing connection to the public



CONCEPT DEVELOPMENT + PROTOTYPING: GOVERNANCE

PROTOTYPE SOLUTION (CONTINUED)

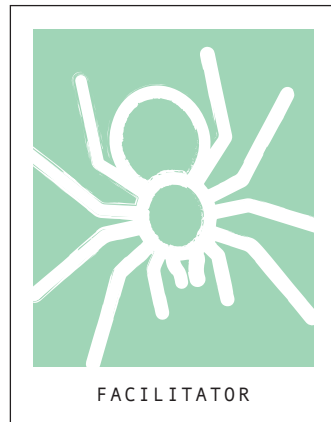
Action Team role cards (draft)



INSTRUCTIONS

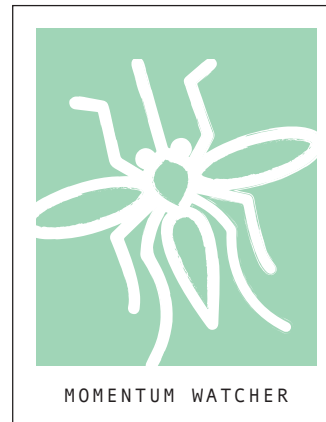
How to use role cards to govern your meetings.

1. Each member of the Action team chooses a role card
2. Use your role's responsibilities as a guide to participate in meetings



MOMENTUM WATCHER

Check in with team members around commitments and accountability.



FACILITATOR

Convene and facilitate the meeting.

- Create meeting agenda with input from others
- Kick off the meeting and keep participants involved
- Ensure space for all participants to have their opinion heard
- Keep meeting running on track with agenda - or make the call as to when the agenda needs to be let go

HCS ECOSYSTEM

(early draft)



-  formerly called **Action Teams**
-  formerly called **Steward's Council**
-  formerly called **Pit Crew**
-  **Accountability Team**
-  **People Team**
-  **Trust Team**
-  **Flexibility Team**

CONCEPT DEVELOPMENT + PROTOTYPING: ACCOUNTABILITY

Creative questions that revealed the need to focus on accountability:

- What if HCS accountability + commitment was a collective endeavour?
- How do we have a holistic strategy while also increasing accountability using structures?
- Can we create targets for the HCS that are applicable to all partnering organizations?

Precedent research:

Name: _____

Date: _____

Source of inspiration: Scientific Literature

The interesting thing about this source of inspi

Evidence-based

Describe the precedent research (jot it down, sketch it, or print/cut/paste it)

From ~~the~~ organizational management literature:

"What gets measured gets managed if it is tied to organizational obj

From 'Regenerative Design' & 'Health Promotion' literature:

- Accountability should be long-range
- Embrace complexity
- Community-led and informed
- Draw on ecology for ~~inspiration~~ design

Systems fractal + leverage point:

Fractal Map

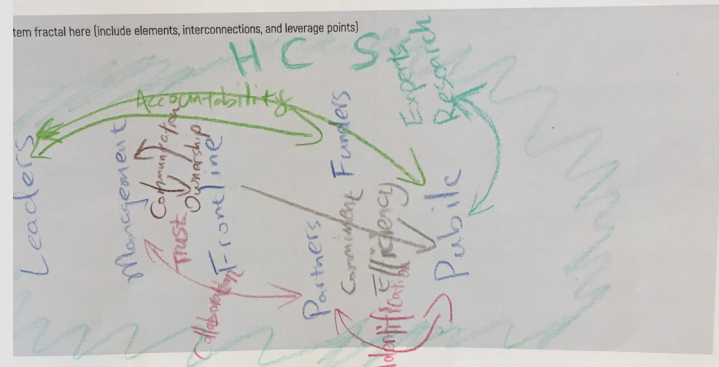


Title:

Multi-Level Engag't

Seed of inspiration: _____
(i.e. creative question, system map, learning journey, etc)

term fractal here (include elements, interconnections, and leverage points)



scribe leverage point:

Title: Converging spirals

Seed of inspiration: HBE system map
(i.e. creative question, system map, learning journey, etc)

system fractal here (include elements, interconnections, and leverage points)

describe leverage point:

CONCEPT DEVELOPMENT + PROTOTYPING: ACCOUNTABILITY

Concept poster

Concept Poster

Title HCS Call to Action

How might we increase shared accountability for organizations so that they can take meaningful actions in support of HCS vision & goals.
Guiding HMW

Underlying dynamics / patterns
What is the core issue and dynamic(s) we are wanting to shift & why does this matter?
From Top-down & Centralized to Shared & Distributed Ownership.
Higher sense of Accountability will lead to action & engagement.

Description
What activities/intervention/target actor(s) are we proposing and why did we choose these (why these particular actors/leverage points)?

Target Actors
- HCS Leadership Table Orgs
- Other orgs: Companies, Community Partners, private sector
- City departments

Actor Needs
Common language & framework
Simple statement of commitment
Tailor action to your context
- Easy to do

Leverage Points
Easy
- Simple
- Attractive
- Public engagement
- Timely
- Recognition

Delivery Method
- Pledge document
- Campaign

Timeline
- create call to action announcement
- date over 1st yr of implementation

Delivery Method
Signed 'I/We' call to action document
Post publicly

CALL TO ACTION

I/We Support

- HCS Vision
- Principles
- Goals

I/We pledge to:

- Implement at least 1 HCS Goal & Action
- Convene dialogue, share Best Practices
- Evaluate & Report on progress
- ...

Signature _____
+ Submit

4

Prototype plan

To test a call to action for organisations (and potentially individuals) to commit to a shared set of goals and principles, and a custom set of actions. This will entail designing the graphic materials (graphic language, media, and delivery options) best suited to communicate the "call to action" that organisations will find clear and compelling and ideally sign on to.

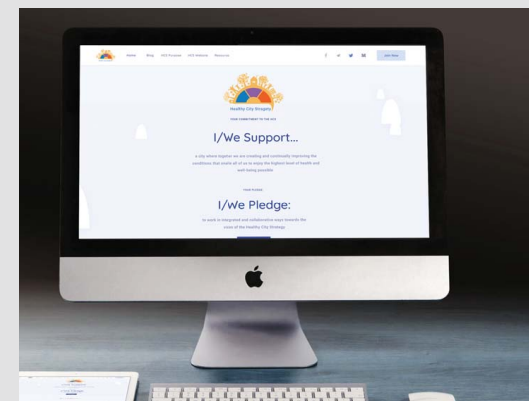
5

User testing

Create a higher fidelity website using behaviour change principles

Next steps...

Test website with ECUAD community



6

CONCEPT DEVELOPMENT + PROTOTYPING: ACCOUNTABILITY

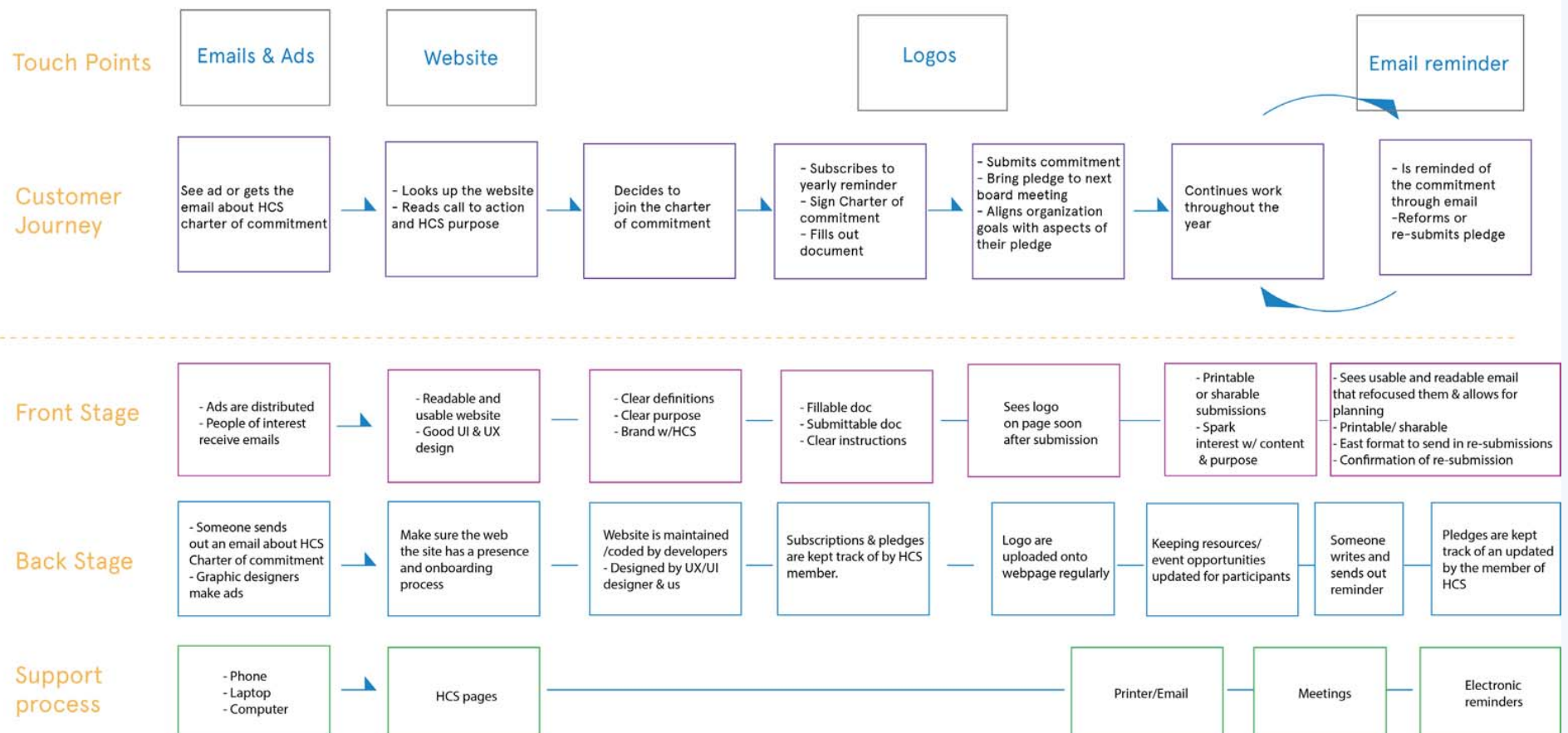
PROTOTYPE SOLUTION

How might we... create and inspire accountability through a call to action that includes organizations, government, students, and community members?

The HCS Manifesto

A manifesto including purpose, implementation, evaluations of goals, etc. that interested partners (individuals or organizations) can pledge to support in a variety of ways. This is communicated on a website that would contain other components like programs and resources.

Service blueprint



CONCEPT DEVELOPMENT + PROTOTYPING: FLEXIBILITY

Creative questions that revealed the need to focus on flexibility:

1

- What if our next HCS action plan gave equal weight to process and outcome?
- How do we have systems that have soft edges to incorporate fluidity between structures?
- What if the next HCS implementation plan was written like a tango dance: with invitation from 'leads' but 'followers' determining where/how to act?

Precedent research:

2

Name: [redacted]
Date: Oct 1 / 18
Source of inspiration: Agile processes in not-for-profits
The interesting thing about this source of inspiration is: It can be done and is a very flexible approach.

Describe the precedent research (jot it down, sketch it, or print/cut/paste it)

- eliminates hierarchy
- allows for mistakes/ false starts + retrospectives
- ensures forward movement in manageable conditions
- maximizes resource use while respecting capacity limits
- enhances collaboration + co-ownership
- 4 Values: People, Prototypes, Collaboration (co-ownership), responsive to change

HEALTHY CITY COLLABORATIVE LEADERSHIP LAB
Co-Creating Workshop

Systems fractal + leverage point:

3

Name: [redacted]
Date: Oct 1
Seed of inspiration: (i.e. creative question, system map, learning journey, etc.)

system fractal here (include elements, interconnections, and leverage points)

Map prior core (complex) assets/Goals
↓
HCS Goals+needs
self-organizing
collaborative
open, curious, integrative strategic
unique contributions

Describe leverage point: Goals - align indiv org's + shared HCS
Paradigms - open, curious, collaborative

HEALTHY CITY COLLABORATIVE LEADERSHIP LAB
Co-Creating Workshop

Name: [redacted]
Date: Oct 1, 2018
Seed of inspiration: (i.e. creative question, system map, learning journey, etc.)

System Fractal Map

Draw system fractal here (include elements, interconnections, and leverage points)

Collective Impact Measures
collaborative Partnership +
WORKING ACROSS SECTORS
Paradigm

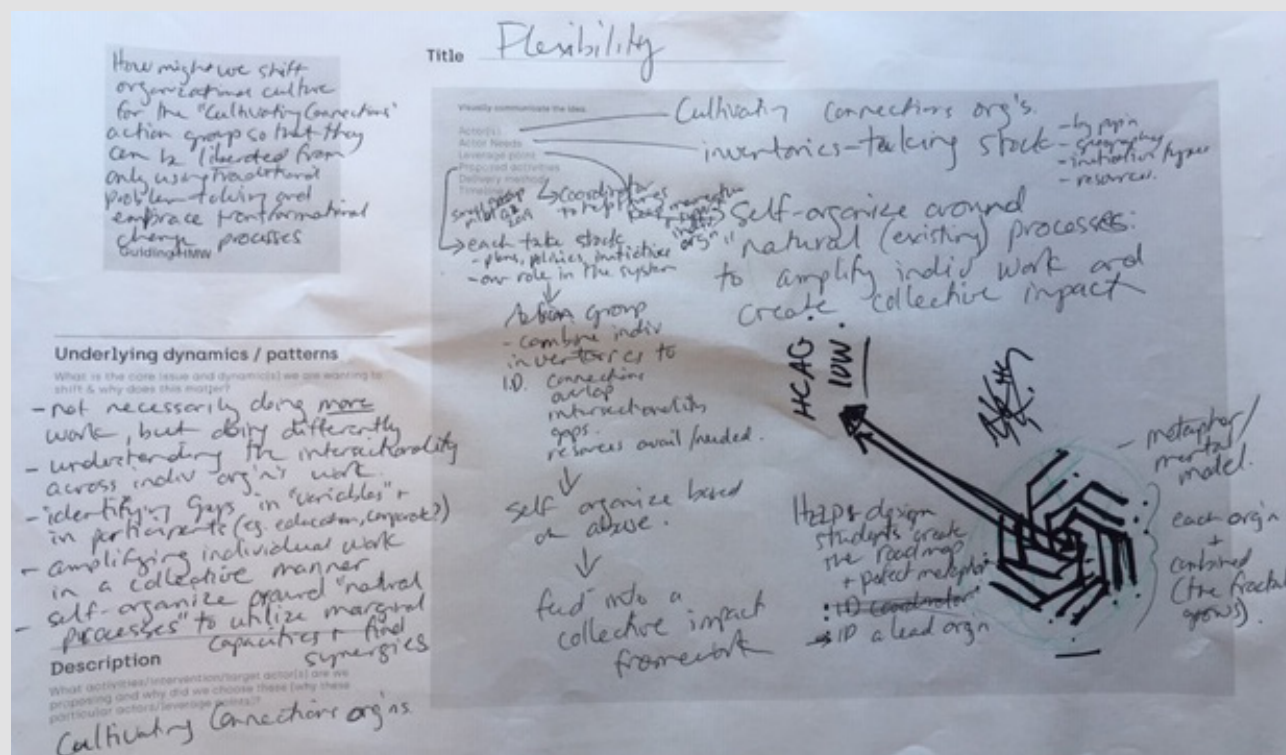
LAB PROCESSES
Involve Project Goals Embedded in Many Process = Greater Reach.
More organized
Maps that rely on self-organizing presence.

Describe leverage point:

HEALTHY CITY COLLABORATIVE LEADERSHIP LAB
Co-Creating Workshop

CONCEPT DEVELOPMENT + PROTOTYPING: FLEXIBILITY

Concept poster



4

Prototype plan

5

To test how a "cultural curator or convenor" may work across the different HCS structures and bring people together around shared ideas/challenges to cross-pollinate, build shared action, make new connections, amplify impacts, etc.

User testing

The flexibility team, along with the ECUAD students met with two representatives from the Vancouver Immigration Partnership. The teams prototyped the "convenor" concept around a specific challenge: how to make meetings better and get more out of them?

Next steps...

Develop a guidebook to facilitate meetings that build shared action, make new connections, and amplify impacts.

6

CONCEPT DEVELOPMENT + PROTOTYPING: FLEXIBILITY

PROTOTYPE SOLUTION

How might we... create a more collaborative environment that emphasizes people relations with a more dynamic work process?

Facilitation toolkit

- **Facilitation guidebook:** includes instructions and facilitation tips as well as the two card decks below.
- **Cards against meetings:** based on Cards Against Humanity, this version is a fun way to get to know everyone and the way we like to work together. Connecting with people in meetings allows everyone to build communion and redefine the culture of collaboration in the workplace.
- **Sketch prompts cards:** the best ideas come to life when both parts of the brain are used. Not a great drawer? No worries. In this game, no sketches are ugly and all ideas are beautiful.



Some pages from facilitation guidebook

Foreword

Hi there! Welcome to the **Facilitation Kit!**

As part of the **Healthy City Strategy**, we believe in bettering the health of the City of Vancouver through collaboration between different organizations. This collaborative work process calls for a different approach to meetings, one that isn't solely focused on problem-solving and linear processes, but the values and creativity that each and every organization has to offer.

Using human-centered and participatory design research methods, the **Facilitation Kit** consists of guidelines and tools that can help you lead a meeting in a more engaging way. The kit assists in creating a unique meeting experience which harbours human connections that will lead to better collaborative and creative solutions. We can create better solutions through flourishing relations and partnerships.

The activities in this kit have been designed and crafted for different purposes, but you can always mix it up and go nuts!

Enjoy facilitating and meeting new people!

Before The Meeting

Sending out announcement emails

- ☐ Why are we meeting?
- ☐ Is it necessary to have this meeting?

Preparations for the meeting

- ☐ What is the "homework" we can do before the meeting?
- ☐ What is something we need to bring for the meeting (tangible & intangible)?

Seating Formation

- ☐ Are we sitting in any specific formation?
- ☐ Are people being arranged in any way?

Context and Environment

- ☐ Where will the meeting be located?
- ☐ Will the time the meeting takes place affect the meeting?

During The Meeting Pt.1

Introduction/Ice-breaking

- ☐ Introduce us to the participants in the meeting!
 - ☐ Who are they? What are they working on?
- Activities:** Cards Against Meetings, Sketch Cards

Project Brief

- ☐ What project are you working on?
- ☐ What are problems around this project that you're having?
- ☐ What kind of solutions do you have in mind?
- ☐ What are you looking to gain from us?

Understanding The Project

- ☐ Participants ask questions to better understand the project.
 - ☐ Try listing the activities that you'd do during the day for this project: what are those activities, what do you talk about during those activities, what is the general feeling?
- Activities:** The Five Whys, Sketch Cards

During The Meeting Pt.2

Discussions

- ☐ **Activities:** The Five Whys, Sketch Cards

Reflections

- ☐ In the context of the discussion, participants should be encouraged to reflect on the meeting from the time they walked in up to now.
- ☐ What have they learned? Do they have anything else to share or add on that was discussed earlier?

Wrap Up

- ☐ Thank participants
- ☐ Progression forward after the meeting takes place
- ☐ It's what happens after the meeting that really makes a great meeting.

CONCEPT DEVELOPMENT + PROTOTYPING: PEOPLE

Creative questions that revealed the need to focus on people:

1

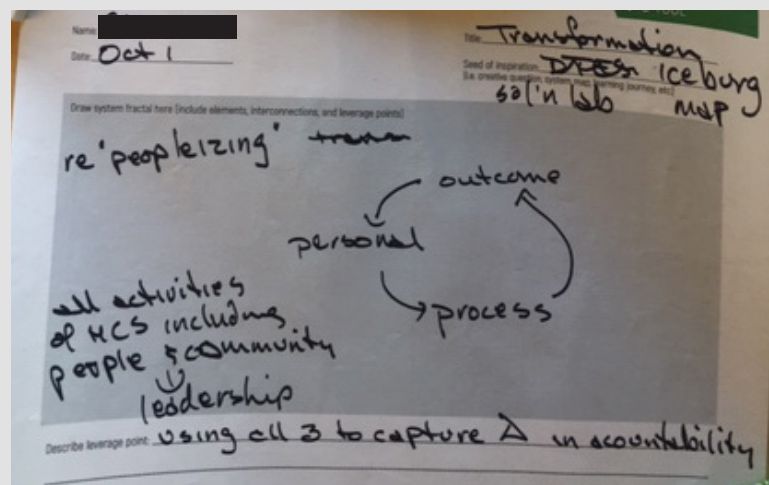
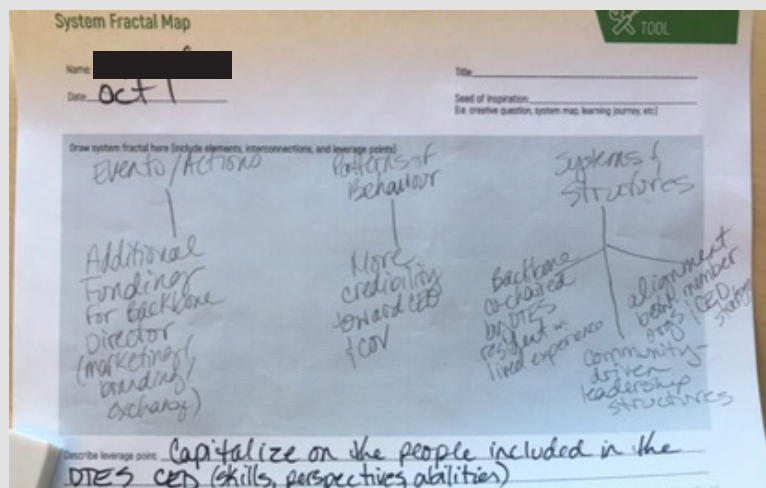
- How can we make sure not to miss those that are most highly impacted?
- What if we got [people] involved/invested in their own HCS?
- How can systems support individuals, especially the most vulnerable?

Precedent research:

2

Building design: designing in a way that is flexible and allows for the 'structure' to evolve over time and adapt to elements and user changes.

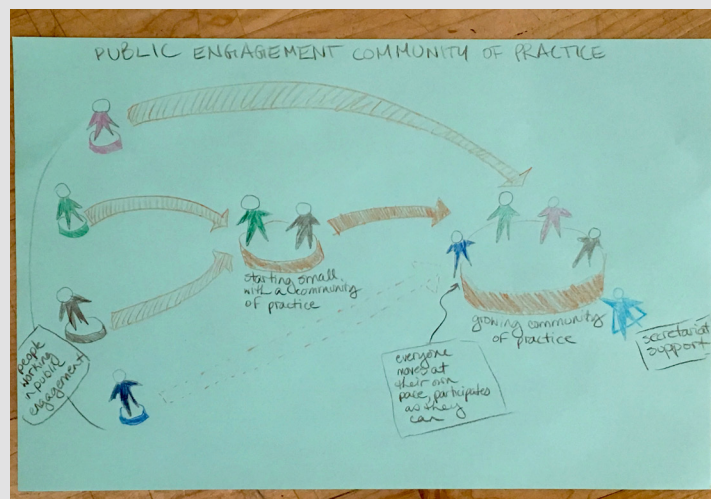
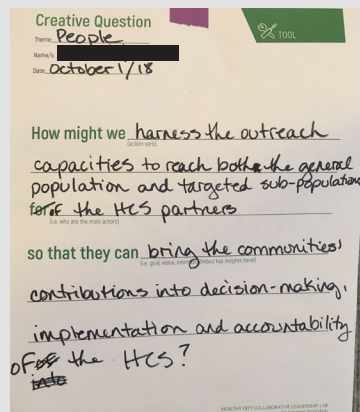
Systems fractal + leverage point:



3

CONCEPT DEVELOPMENT + PROTOTYPING: PEOPLE

Concept poster components



4

Prototype plan

5

To test how we can ensure we are connecting to people – not just organizations – we will build a community of practice (CoP) of staff who “work with people”. We discussed the difference between an advisory and a CoP and this would perhaps be a mix of both – providing a forum for gathering input as well as an opportunity for building networks and enhancing skills.

User testing

To assess how we might support the “people who talk with people” by bringing the lived experience of people to inform and support the HCS.

- What is the right format (CoP)?
- Who would attend?
- What resources are required?
- Where would the resources come from?

Next steps...

Design a COP made up of staff from various Healthy City partners. Must show visual schematic: goals, priorities, achievements, challenges. The first step was to conduct interviews to inform how pieces work together (touch points and elements). Then, to design the invitation for the COP. This invitation tied all the potential pieces together (social media, event, recognition awards, website, webinars, etc.)

6

CONCEPT DEVELOPMENT + PROTOTYPING: PEOPLE

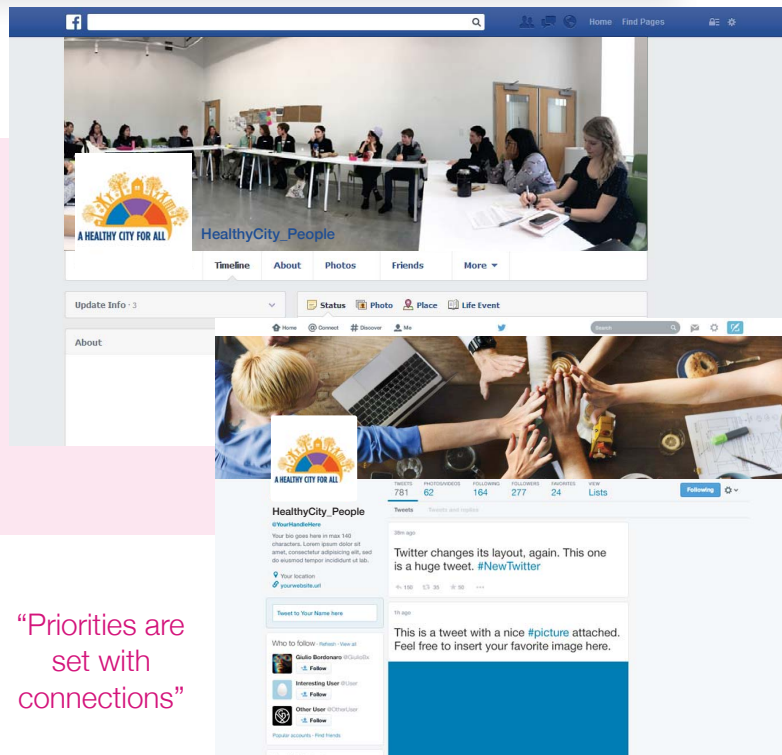
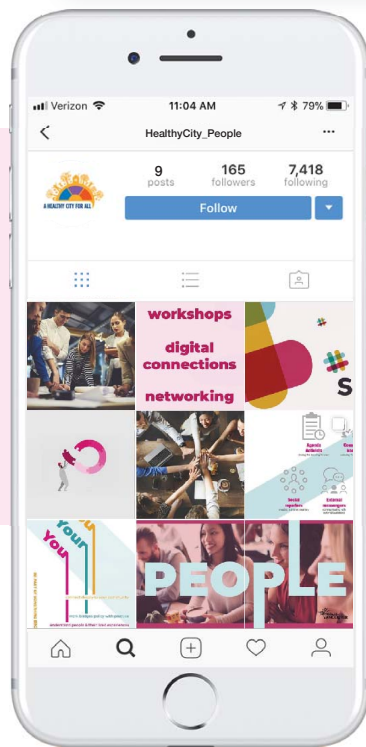
PROTOTYPE SOLUTION

How might we... harness the outreach capacities to reach both the general population and targeted sub-population of the HCS partners so that they can bring the communities' contributions into decision-making, implementation and accountability of the HCS?

Reaching the general population via social media:

- Facebook
- Instagram
- Meetups

Reaching the targeted sub-population via an invitation to a community of practice



"Priorities are set with connections"

**You
You
You**

Connect deeply to your community

Understand people & their lived experiences

Bridge policy with practice

Be part of something
BIGGER

JOIN

<http://www.meetup.com/People-HCS>

CONCEPT DEVELOPMENT + PROTOTYPING: TRUST

Creative questions that revealed the need to focus on trust:

1

- How do we build trust both in organizations and between individuals?
- How might we experience learning together as a dialogic practice?
- What if we identify barriers to trust between people?

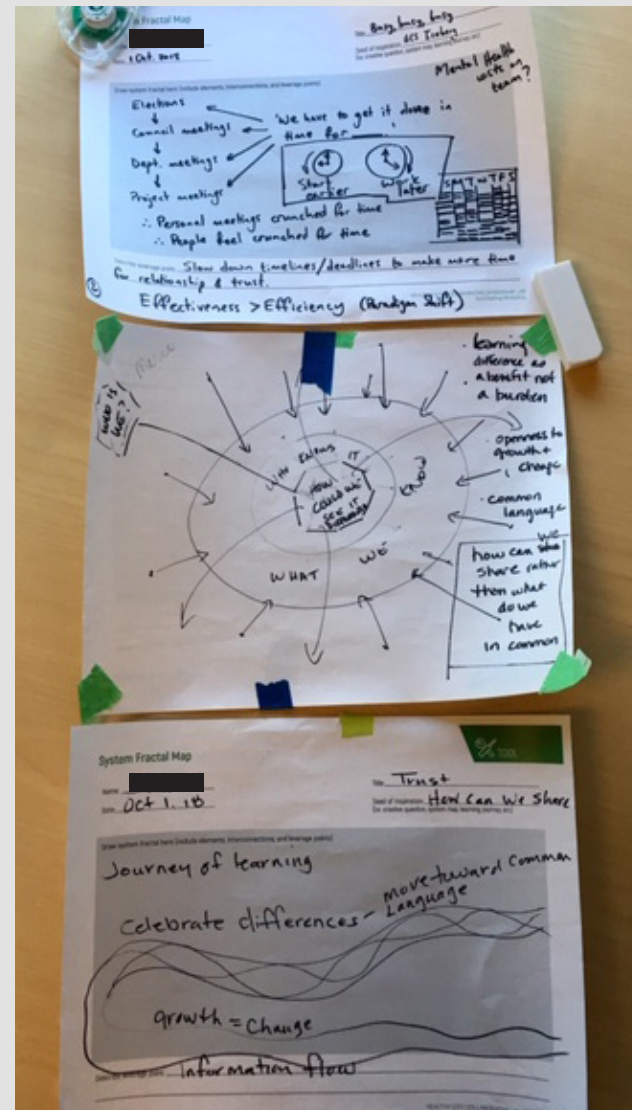
Precedent research:

2

- What Knitting Can Teach Us About Parenting, by Perri Klass, M.d., in the The New York Times (Oct. 24, 2016)

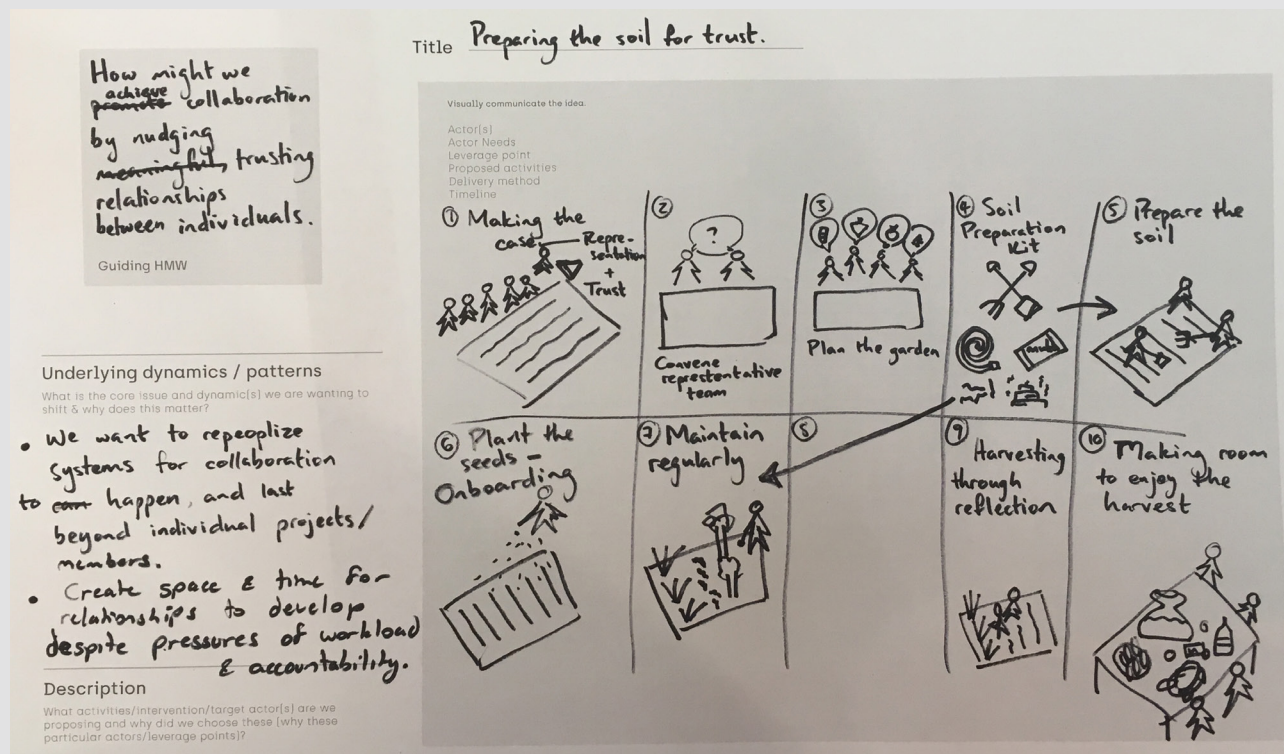
Systems fractal + leverage point:

3



CONCEPT DEVELOPMENT + PROTOTYPING: TRUST

Concept poster



4

Prototype plan

To research/test a set of tools/approaches that can be used by people/teams working on a variety of different HCS activities to build trust, relationships, and connection with one another.

5

User testing

Test icebreaker cards use. These are to be used by a facilitator/meeting chair. The cards have different levels of questions to ask to participants and build trust within the meeting. Also test uptake of using a small plant, that symbolizes trust, as a talking stick and/or for each person in the group to take turns taking care of the plant in between meetings.

Next steps...

Testing the identified tools/approaches: 'trust building' icebreaker cards and 'real' plant in a group work context (class and VCH) and to measure the level of trust before/after the intervention to see if/how trust is built.

6

CONCEPT DEVELOPMENT + PROTOTYPING: TRUST

PROTOTYPE SOLUTION

How might we... build connections and let people get to know each other for Healthy City Lab so they feel they have enough trust to be more comfortable sharing their opinions.

The Trust Kit

This kit includes a set of tools which rehumanizes meeting structures in order to build trust in meetings in the long run. We believe that the best way to increase trust is through getting to know each other, by finding out commonalities and revealing vulnerabilities; to discover each other's true personalities.



Plant: this Harworthia succulent can act as a talking stick when people are answering questions. Also, for people in the team to take turns taking care of the plant after each meeting. We want people to be reminded that nurturing trust is the same as nurturing a plant.



Trust measurer: this is a way to visualize trust levels (publicly or anonymously) in meetings. Three different colours of marbles represent three different levels of trust. After each meeting, the facilitator can test out the trust levels by asking everyone to pick a marble that represents their trust level. The marbles should be inserted into the tin box. The facilitator assesses the colours in the box and gets a general sense of the trust level in the room.



Ice breaker cards: facilitator chooses the card/s for the group context, reads it to the team and invites everyone to answer the 'trust building' question. Non-verbal responses like drawing and acting are welcome.

CONCEPT DEVELOPMENT + PROTOTYPING: STORY OF THE LAB

Prototype plan

Develop a video that tells the story of the lab to decision-makers. This video should tell the story of the HCS Collaborative Leadership Solutions to future HCS collaborators in order to support understanding and shared commitment to what happens afterwards.

PROTOTYPE SOLUTION

Story of the Healthy City Solutions Lab video

Click on the image below or do a Youtube search for 'Story of the Healthy City Solutions Lab.'



THE END, FOR NOW...

This is the fourth and last 'workshop' report we share with you. Stay tuned for a summary report coming out in the new year that covers the whole Healthy City Lab and begins to answer the question "now what?" For inquiries or feedback on any of the reports, please contact the Healthy City team.

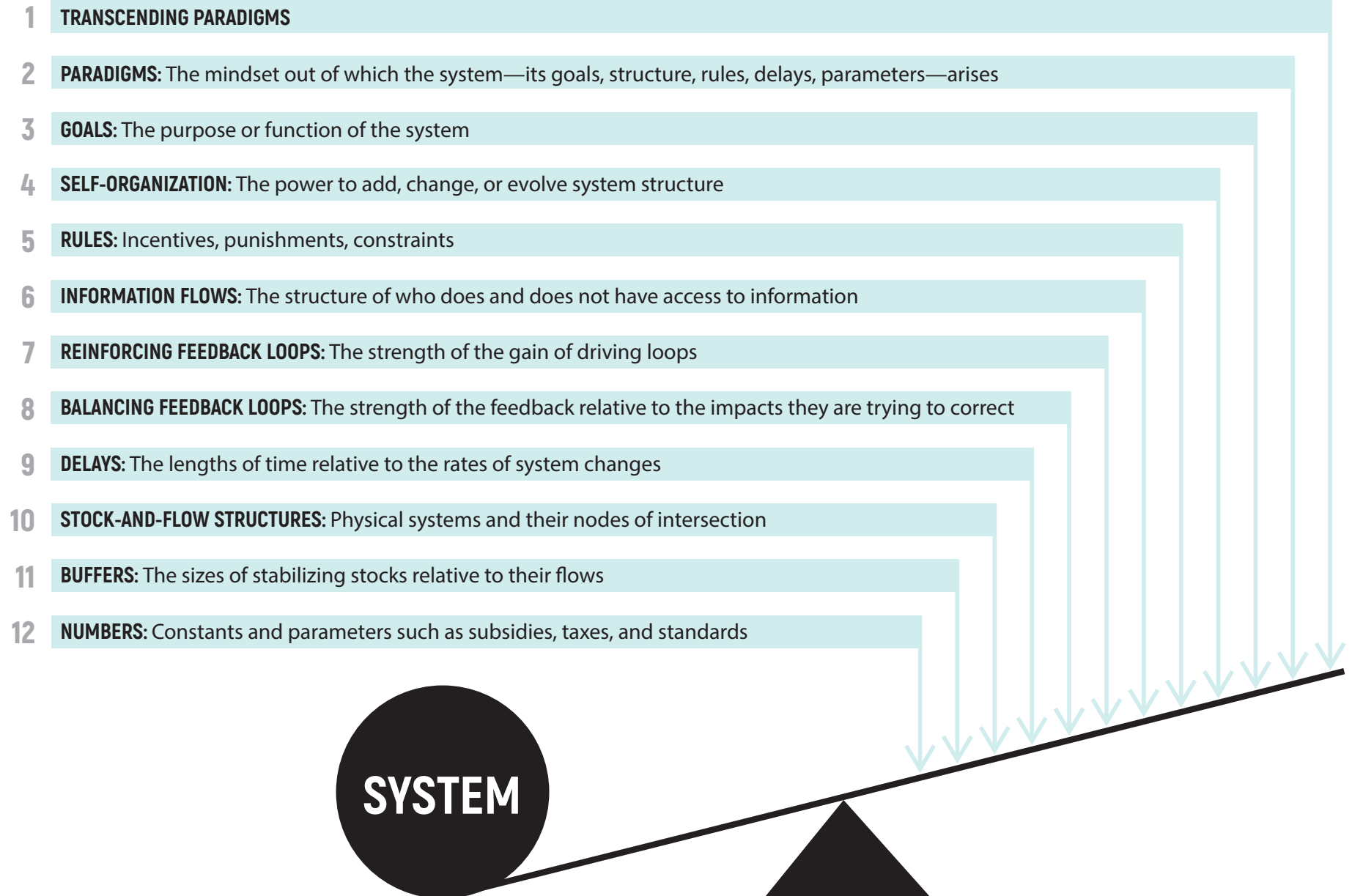
We would like to take a moment to thank each and every person who has been a part of the Healthy City Collaborative Leadership Solutions Lab. We very much appreciate your interest and deep commitment to a process that demanded new ways of thinking and working together.

What happens next?

Moving forward, using the outcomes of our Lab, we will be continuing the process of refining and re-energizing the Healthy City Strategy's systems and structures. So, expect to hear from us as we continue shaping the proposal for the Healthy City's renewed governance model and key processes that place trust, accountability and the people who call Vancouver home as priorities. Your support in moving these critical changes forward will be very important in the new year!

The Healthy City Collaborative Leadership Solutions Lab Team

APPENDIX 1: POINTS OF LEVERAGE IN A SYSTEM



APPENDIX 2: PROTOTYPE PLAN



THE PLAN...

WHAT

What question are we testing with this prototype?

What element are we prototyping first?

What will our prototype look/feel like?

WHO + WHERE

Who will we do our user testing with?

Where will it happen?

TIMELINE + ACTIONS

What is our timeline?

What tasks are there, and who will do them?

How simple, low-fi and aligned can we make this?

HELP!

What help do we need?

Who can help us?

LEARNING + ITERATION

CAPTURE

What did people say/do/feel/think during user testing?

LEARNING

What did we learn?

What worked?

What do we need to let go of?

INCREASE LEVERAGE

How can we amplify potential impacts of this solution?

How can we more fully align our talents, resources, responsibilities, power, and relationships in the next iteration?

ITERATE

What main question do we want to test next?

What prototype can we make to test it?

**Go back to the planning stage!