**Vertical 12 - Innovation Labs**

**[Initial draft with some completed sections (D1, D7 & D8) and resources included. Other content included is rough )**

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| **Content structure by “Deliverable” area - see below for template guidance:**   1. **An “elevator pitch,” which provides highlights of the content, such as why the approach is important, how it works, and examples of where it has worked** 2. **A short, digestible summary of underlying premises and rationales, supported by research (i.e., not a report)** 3. **Profiles of major categories of candidate users, including specific examples of when, and under what circumstances, the approach may be employed, supported by research into the target audience and their needs** 4. **One or more “success stories” or other learning narratives that highlight the impact of and justification for using this approach.** 5. **Documentation of challenges to deployment, and potential limitations of the approach, including barriers or obstacles encountered within agencies employing the approach** 6. **A “How-To” document, detailing key steps for deploying the approach, including promising practices in adaptation and deployment** 7. **An online inventory of resources** 8. **Examples of policy (e.g. legislation, Executive Order, etc.) that have enabled or encouraged the approach** 9. **Future directions (next practices as opposed to best practices)**   **(Note – D7-9 is typically reordered to appear in order 9, 8, 7 for clarity/flow)** |

**Pull Quotes section:**

* “Primarily it’s creating the time and the space to be able to do it. That’s minimal resources, but it’s giving people the time and space to look at a problem differently, think about what potential solutions are, do a bit of research and then test and try out the new ideas to see if they work. Initial successes are also very helpful as success builds on itself.” [[Jim Macrae Q&A with HHS Idea Lab on Operationalizing Innovation]](https://www.hhs.gov/idealab/2015/11/25/operationalizing-innovation-qa-jim-macrae/)

### **Deliverable 1: Elevator pitch summary**

**Intro**

The purpose of Innovation Labs is to create space for agency staff and key external stakeholders to imagine, test, and scale new ways to address their most intractable challenges. Labs are intended to promote a culture that is open to experimentation and learning, both of which are critical to success in carrying out any mission. A common fundamental goal among labs is to apply creative mindsets focused on ideation and iteration, often drawing on methods from human-centered design and Lean Startup frameworks.

**Why**

Existing bureaucratic structures have enormous operational responsibilities. Consequently, they sometimes lack the bandwidth and capacity to work through the challenges of executing new methods for the first time. [Camron Gorguinpour, phone interview with Policy Design Lab, December 22, 2016]. By providing a space for agencies to cultivate ideas and build employee capacities to solve problems, labs are unique environments for enhancing the way business is conducted and generating new ways of addressing seemingly intractable problems.

A network of Innovation Labs can foster a culture of progress at Federal agencies by empowering and equipping agency employees as well as the general public to implement promising ideas that effectively serve the American people. In many cases, the best ideas for improving the effectiveness and efficiency of government activities, ranging from hospital patient intake processes to benefits processing, come from tapping internal expertise. However, front-line workers are not always empowered to work together to develop and test what they propose because of anticipated risks or other obstacles. The purpose of an Innovation Lab is to offer a physical space where employee ideas can collide and collaborate to solve problems. [“[A Strategy for American Innovation](https://www.whitehouse.gov/sites/default/files/strategy_for_american_innovation_october_2015.pdf),” Economic Council and Office of Science and Technology Policy, October 2015.]

**How**

In recent years, a number of Innovation Labs have surfaced within agencies across the Federal government to increase capacity for innovation by bringing together individuals with a knack for problem-solving. Innovation Lab programs are generally structured to provide participants with autonomy to make decisions and to implement new approaches—with a preference for the sort of higher uncertainty, higher reward experiments that (if and when successful) can lead to increased efficiency and improved quality in the provision of government services. Innovation Labs are designed to encourage more rapid exploration, embracing the reality that intermittent failure is an integral part of any learning process: not getting something right initially creates a need to try again and do it differently the next time around. Innovation Labs provide resources and support for employees and members of the public to develop, test, and scale approaches that have been proven to meet agency goals, resulting in significant improvements to the effectiveness and efficiency of the Federal Government. [Adapted from “[A Strategy for American Innovation](https://www.whitehouse.gov/sites/default/files/strategy_for_american_innovation_october_2015.pdf),” Economic Council and Office of Science and Technology Policy, October 2015.]

**Examples of where Innovation Labs have worked**

Several agencies have made sustained investments in developing their internal innovation capacity through Innovation Lab models. These include HHS IDEA Lab, USAID Global Development Lab, Lab at OPM, VA Center for Innovation, and National Security Agency (NSA) Incubation Cell.

For example, the HHS IDEA Lab operates with the premise that many of HHS’s 90,000 career employees have creative ideas for improving their agency and reaching their strategic goals. Accordingly, the IDEA Lab is designed to empower HHS teams to pursue these ideas by providing time, mentorship, various levels of funding, and training in innovation methodologies, such as human-centered design. Teams that generate promising initial results are eligible to compete for follow-on funding to scale up their ideas.

### **Deliverable 2: Summary of underlying rationales / empirical research**

**Benefits of Innovation Labs include:**

1. **Creating solutions to solve specific challenges**
2. **Engaging citizens, non-profits and businesses to find new ideas**
3. **Transforming the processes, skills and culture of government**
4. **Achieving wider policy and systems change**

**Creating solutions to solve specific challenges**

With a team-based approach focused in one physical space, Labs can focus on solving high priority problems and developing usable and scalable solutions, often in collaboration with colleagues in or across agencies. Agency staff and citizens alike may take part in co-creating innovations.

**Engaging citizens, non-profits, and businesses to find new ideas**

Labs can open up their agencies to new ideas sourced from anywhere. Often pairing open innovation approaches like crowdsourcing or challenges with robust engagement strategies, Labs can be a conduit for new ideas and new solutions to be brought in from the outside.

**Transforming the processes, skills, and culture of government**

By acting as a central organizational home for innovation a central organizational home, Labs can transform an agency’s approach to innovation. Staff with expert skills provide consultancy services and training to agency colleagues to help empower them to use new, more effective ways of problem-solving. Providing how-to blueprints and coaching, Labs act as an educational resource for agencies to build their internal capacity to adopt and deploy new approaches.

**Achieving wider policy and systems change**

Labs can also take a broader vantage point, looking beyond specific projects and challenges to consider how to help shift the policy context in their agency. As innovation architects, Lab staff can help encourage systemic change.

**Private sector:**

Like with many novel approaches to problem solving, innovation labs were popularized in the private sector as a means to design and develop novel products and services. Now utilized by city administrations, universities, think tanks, and multinational corporations, “labs are becoming an almost default framework for collaborative innovation”. [Gryszkiewicz, L., Toivonen T., and Lykourentzou I., “[Innovation Labs: 10 defining features](https://ssir.org/articles/entry/innovation_labs_10_defining_features)”, Stanford Social Innovation Review, November 2016].

### **Deliverable 3: Profiles of major cats of candidate users - examples of when to deploy**

Agencies should consider the following when establishing and structuring innovation labs of their own:

* **Mission & Focus**: How do you envision the Lab supporting the goals of your agency? A desire to encourage innovative practices to flourish within government is not enough to establish an innovation lab. Instead, agencies should carefully consider their mission and desired impact, and critically evaluate whether existing structures can help realize their mission most effectively. If an agency goal is to engage the public, then a new structure charged with bringing community members, technologists, government workers, and other relevant stakeholders together to identify challenges and develop solutions may be appropriate.

The mission also determines the various decisions related to personnel, structure, and resources. For example, an innovation lab charged with an internally-focused mission of producing greater efficiencies in government or of increasing cross-agency collaboration will require leadership with a clear understanding of how government operates. In these cases, a respected career civil servant may be a more effective leader than someone from the private sector. If the mission of the innovation lab and agency is more externally-focused—for example, to promote economic growth—a leader with connections to the business community may be a more prudent choice. Certainly, the mission of the lab, be it internally- or externally-focused or consultative, technological, human capital development, or procedural in nature, is crucially important. Ultimately, the mission will inform every aspect of an agency—from human resources and the budget to partnerships and communications.

* **Size and resources of the agency:** What is the level of commitment from the agency to establish an innovation lab? Different missions require different levels and types of resources. A minimum commitment of support is required of the agency to meet the lab’s goals. Resources are not only financial; leaders should also consider technological and human capital needs, among many others. Simply assigning additional responsibilities to a current team member may not be enough to accomplish the goals of the lab. Innovative hiring mechanisms, in addition to traditional hiring of full-time employees, such as hiring part-time employees, contractors, fellows (PMF, PIF, ORISE, AAAS, etc.), or interns. Some Labs have volunteers from their existing workforce manage their lab while simultaneously completing their day-to-day tasks. Some agencies maintain large teams to staff their labs, while others utilize smaller teams. Finally, effective and early partnerships with the following offices within an agency is of utmost importance: Office of the General Counsel (OGC), Office of the Chief Financial Officer (OCFO), Office of the Chief Human Capital Officer (OCHCO), Office of Communications and Outreach (OCO), Office of Management, and the Office of the Secretary/Administrator.
* **Resources of potential partners:** How can partnerships [cross-link to aligned commitments and PPPs] be leveraged to support the mission of the lab? Academia, other agency labs and government Communities of Practice (CoPs) can be invaluable resources and partners. Also, consider the role that private and philanthropic actors or the research community can play in augmenting existing resources and capacities for the lab. External resources are valuable in the absence of government support.
* **Leadership and political strengths**: What is the political will and willingness to take risks from agency leadership to establish a lab? Assessing the political support is not a simple up-or-down list of interagency agreement to launch a lab. The more buy-in from leadership across the board, the more likely the lab can function optimally and sustainably over the long-term.
* **Approach & Accessibility:** Some Labs receive ideas and suggestions from internal stakeholders via a “suggestion box” while others receive recommendations from external stakeholders using prizes and/or challenges. Some Labs include the individual who provided the suggestion in the implementation of that individual’s innovative idea while others don’t. In some cases, project proposals come from agency leadership while others depend on a bottom-up approach. Many Labs opt for an open-door policy when it comes to receiving ideas and involving employees in implementation while others prefer to receive an application and/or proposal from innovators. It will be important to identify how ideas are generated and how they are recorded and organized.
* **Physical and Organizational Location:** It is important to consider both where the Lab will be located both physically and within the organizational hierarchy. The physical structure and location of the Lab can create or diminish a collaborative culture. In some cases, however, Labs have no physical structure whatsoever, relying on an “idea box”, i.e., a suggestion box, whether physical or digital. Similarly, identifying where the organization sits within the organizational hierarchy is of great importance. Positioning the Lab near Department or Agency leadership can be either beneficial or detrimental to the success of the Lab.
* **Training & Communications:** Finally, change management best practices dictate that it is vital to determine how best to convey the creation, and subsequent initiatives, of the Lab after its creation. Attempts should be made to gauge employee interest in the Lab. New employees should be made aware of the Lab during orientation proceedings. All-Staff Meetings are an effective way to consistently remind staff of the existence, and mission, of the Lab, making it an integral part of the agency culture and structure. There are numerous marketing and communication strategies ranging from posting messages on intranet and external websites to offering Lab-specific training opportunities to employees and the creation of advising councils that tout the Lab’s successes. Certainly, recording successes, using both quantitative and qualitative metrics, and publishing those data and stories will help the Lab build credibility and ensure the continued growth and existence of the Lab moving forward.

[Extended direct quote/excerpt from: <http://www.businessofgovernment.org/sites/default/files/A%20Guide%20for%20Making%20Innovation%20Offices%20Work.pdf> ]

**Examples of where Labs have been deployed**

Among the agencies that have created their own Innovation Labs are the following: The US Census Bureau, the Department of Housing and Urban Development (HUD), The Department of Homeland Security, the Department of Health and Human Services (HHS), and NASA.

The mission and structure of these labs varies widely. For example, The Department of Homeland Security’s (DHS) Procurement Innovation Lab is focused tightly on improving the efficiency and speed of the DHS procurement process. The Global Development Lab at the US Agency for International Development (USAID), launched in 2014 under the leadership of former Google engineer and Department of State (DOS) adviser Ann Mei Cheng, focuses on supporting external projects in a structured manner so that they can meet the core objectives of USAID at the scale required of a global development agency. The Idea Lab at the Department of Health and Human Services is comprised of an array of initiatives that alternately seek to improve internal processes and capabilities at HHS and to catalyze and leverage external capacity to meet DHS objectives.

Sources: <https://medium.com/homeland-security/can-google-fix-the-government-eebd4f5c27dd#.m21e9pyt0>”; USAID Deep Dive Case Study; HHS Deep Dive Case Study.

### **Deliverable 4: One or more “success stories” or learning narratives to underscore impact**

**Case study profiles:**

1. The Lab @ OPM

2. USAID Global Development Lab

[Note: we have resources to share here but cases were too underdeveloped to include]

### **Deliverable 5: Challenges to deployment / approach limitations (inc. lessons learned from agencies where implemented)**

Outline the challenges

### **Deliverable 6: How-To: Steps for deploying, practices for adapting**

**Create a physical space**

Toolkit definitions and other artifacts can be instructive, but the human element is critical to creating innovation. A physical space enables time to interact with others to evoke change

**Mentors and support within Innovation Labs**

Having a person to go to for guidance is the most critical resource for innovation labs since interjecting the experiences and confidence to other peers is one of the reasons why the labs exist. People are starving for the kinds of encounters in which they are given feedback and are allowed to grow and take risks. A lot is on the web, but a support system is needed. Face-to-face interaction is important, so substituting it may compromise the value of such a resource.

[Insert text box on effective common practices]

**Lessons learned from working in Labs:**

* The type of Lab you create should be driven by the ultimate goal of the agency – whether that goal is to generate specific solutions, engage citizens, grow innovation capacity in the public sector, or encourage system level change.
* Forge strong links to executive power inside government, leveraging internal and external partnerships, resources and insights, to achieve goals.
* Build a team with a diverse mix of skills and a combination of insiders and outsiders to government.
* Develop a lean funding model for the team itself, and attract secure funds from partners for implementation.
* Continually demonstrate and communicate the unique value of the Lab and team.
* Employ explicit methods, drawing on cutting edge innovation skills and tools, alongside strong project management to get work done.
* Have a bias towards action and aim for rapid experimentation, combining early wins with longer term impacts.
* Be clear on handovers early on, tasking implementation and delivery to government.
* Relentlessly measure impacts, quantify successes, and be sure to stop what isn’t working.
* Celebrate success and share credit.

[**NESTA 2014 report,**[**http://theiteams.org/system/files\_force/i-teams\_June%202014.pdf**](http://theiteams.org/system/files_force/i-teams_June%202014.pdf)**]**

Paula Brown, in her Harvard Kennedy School blog post on “[human-centered design in the US Federal Government](https://www.innovations.harvard.edu/blog/human-centered-design-us-federal-government),” identified the primary lesson from innovation labs in the U.S. “Human-centered design is an effective tool for government innovation,” she wrote. The first step is to “create the overarching policy framework (duly endorsed by the premier of the current political administration — president, prime minister, etc.) to guide the innovation initiatives locally.”

### **Deliverable 9: Future directions (“next practices as opposed to best practices”)**

Outline the next possible frontiers. [1-2 paragraphs]

### **Deliverable 8: Examples of policy that have enabled or encouraged approach (legislation, exec order)**

Cite Strategy for American Innovation – all 3 iterations

* [Acquisition Innovation Labs & Pilot for Digital Acquisition Innovation Lab](https://www.whitehouse.gov/sites/default/files/omb/procurement/memo/acquisition-innovation-labs-and-pilot-for-digital-acquisition-innovation-lab-memorandum.pdf) (White House memorandum)
* More here: [Fostering a Culture of Innovation Across Government through Acquisition Innovation Labs](https://www.whitehouse.gov/blog/2016/03/09/fostering-culture-innovation-across-government-through-acquisition-innovation-labs), The White House, March 9, 2016.

“Ensure they [agencies] have innovation labs, or similar mechanisms, to promote meaningful collaboration through an integrated product team”

[A Strategy for American Innovation](https://www.whitehouse.gov/sites/default/files/strategy_for_american_innovation_october_2015.pdf), National Economic Council and Office of Science and Technology Policy, p. 111, October 2015

*Fostering a Culture of Innovation through Innovation Labs at Federal Agencies*  
*The Vision  
“*A network of Innovation Labs can foster a culture of innovation at Federal agencies by  
empowering and equipping agency employees and members of the public to  
implement their promising ideas to more effectively serve the American people.”

[Fiscal Year 2017 Budget Overviewhttps://www.whitehouse.gov/omb/overview](https://www.whitehouse.gov/omb/overview)

Supporting the President’s Management Agenda

….“creating new Idea Labs to support employees with promising idea”

[H.R.3924 - Global Development Lab Act of 2016](https://www.congress.gov/bill/114th-congress/house-bill/3924?q=%7B%22search%22%3A%5B%22innovation+labs%22%5D%7D&r=3)

Establishing the Global Development Lab in USAID <https://www.congress.gov/bill/114th-congress/house-bill/3924?q=%7B%22search%22%3A%5B%22innovation+labs%22%5D%7D&r=3>

<https://www.congress.gov/bill/114th-congress/house-bill/3924?q=%7B%22search%22%3A%5B%22innovation+labs%22%5D%7D&r=3>

[H.R.2241 - Global Health Innovation Act of 2015](https://www.congress.gov/bill/114th-congress/house-bill/2241?q=%7B%22search%22%3A%5B%22innovation+labs%22%5D%7D&r=13)

USAID must report innovations in global health to Congress

[S.163 - A bill to amend chapter 31 of title 5, United States Code, to establish in statute the Presidential Innovation Fellows Program.](https://www.congress.gov/bill/115th-congress/senate-bill/163/text?q=%7B%22search%22%3A%5B%22innovation+labs%22%5D%7D&r=1)

[H.R.239 - Support for Rapid Innovation Act of 2017](https://www.congress.gov/bill/115th-congress/house-bill/239?q=%7B%22search%22%3A%5B%22innovation+labs%22%5D%7D&r=2)

Supporting innovation in cybersecurity tech, not labs specifically

[S.3084 - American Innovation and Competitiveness Acthttps://www.congress.gov/bill/114th-congress/senate-bill/3084?q=%7B%22search%22%3A%5B%22innovation+labs%22%5D%7D&r=2](https://www.congress.gov/bill/114th-congress/senate-bill/3084?q=%7B%22search%22%3A%5B%22innovation+labs%22%5D%7D&r=2)

“The NIST shall implement a comprehensive strategic plan for laboratory programs expanding interactions with academia, international researchers, and industry, and commercial and industrial applications.”

[Presidential Memorandum -- Accelerating Technology Transfer and Commercialization of Federal Research in Support of High-Growth Businesses](https://www.whitehouse.gov/the-press-office/2011/10/28/presidential-memorandum-accelerating-technology-transfer-and-commerciali), The White House, October 28, 2011.

“Agencies with Federal laboratories shall develop plans that establish performance goals to increase the number and pace of effective technology transfer and commercialization activities in partnership with non federal entities, including private firms, research organizations, and non profit entities.”

[FACT SHEET: President’s Budget Proposal to Advance Mission Innovation](https://www.whitehouse.gov/the-press-office/2016/02/06/fact-sheet-presidents-budget-proposal-advance-mission-innovation), the White House, February 06, 2016.

“U.S. Agency for International Development (USAID). USAID will establish a new R&D effort through the Global Development Lab and the Global Climate Change Initiative that will support joint efforts in clean energy – such as electric vehicles or affordable energy-self-sufficient, or net-zero-energy, housing and community buildings – that are important to developing nations.”

[EDA Issues FInal Rule Applicable to the Regional Innovation Strategies (RIS) Program](https://www.eda.gov/oie/ris/final-rule.htm), U.S. Economic Development Association, January 11, 2017.

[Final Rule here](https://www.federalregister.gov/documents/2017/01/11/2017-00116/regional-innovation-program)

[HHS Strategic Goal 2, Objective B](https://www.hhs.gov/about/strategic-plan/strategic-goal-2/index.html#obj_b): Foster and apply innovative solutions to health, public health, and human services challenges, Health and Human Services

[Office of Personnel Management: Agency Needs to Improve Outcome Measures to Demonstrate the Value of Its Innovation Lab](http://www.gao.gov/products/GAO-14-306), US Government Accountability Office, April 30, 2014.

[Executive Order - Presidential Innovation Fellows Program](https://obamawhitehouse.archives.gov/the-press-office/2015/08/17/executive-order-presidential-innovation-fellows-program), The White House, August 17, 2015.

Formalizing the Presidential Innovation Fellows Program

### **Deliverable 7: Online inventory of resources**

* Further reading/annotated bibliography [especially high quality, non Federal sources]
* Any previously produced “how-to” content, as available (e.g. challenge.gov or DigitalGov)
* A point of contact/SME (ideally this builds to communities of practice)

**Contact**

Sanjay Koyani, Senior Advisor, HHS CT) at [idealab@hhs.gov](mailto:idealab@hhs.gov)

**Literature on Labs**

“[Recruiting, Preparing, Retaining, and Rewarding Highly Qualified Career and Appointed Officials](http://www.napat16.org/images/RecruitmentRecsFINAL8.15.pdf)”, Transition 2016, National Academy of Public Administration, 2016.

* How to bring in high quality officials during the time of administrative transition.

Gryszkiewicz, L., Toivonen, T. and Lykourentzou, I., “[Innovation Labs: 10 Defining Features](https://ssir.org/articles/entry/innovation_labs_10_defining_features)”, Stanford Social Innovation Review, November 3, 2016.

* A close analysis of what makes an innovation lab what it is so that funders and participants can understand the potential impact.

Piechowski, D., “[Beyond the Lab: Government Innovation in Unlikely Places](http://www.businessofgovernment.org/blog/business-government/beyond-lab-government-innovation-unlikely-places)”, IBM Center for The Business of Government, August 1, 2016.

* Many institutions use innovation in surprising ways that might not be considered “flashy”.

“[Gov Innovation Labs Constellation 1.0](http://nyc.pubcollab.org/files/Gov_Innovation_Labs-Constellation_1.0.pdf)”, Parsons Desis Lab New School, Fall 2013

* Poster shows the spread of innovation labs across the US and the world

Burstein, R. and Black, A., “[A Guide for Making Innovation Offices Work](http://www.businessofgovernment.org/sites/default/files/A%20Guide%20for%20Making%20Innovation%20Offices%20Work.pdf)”, IBM Center for The Business of Government, 2014.

* Note especially the section on Success Factor Three: Create a specific mission, tied to specific impacts)

“[Innovation Labs: A Do-It-Yourself Guide](https://www.unicef.org/videoaudio/PDFs/Innovation_Labs_A_Do-It-Yourself_Guide.pdf)”, UNICEF, October 2012.

* Guide to creating an innovation lab. See especially Section 1: The Lab Landscape
* <http://www.napat16.org/images/RecruitmentRecsFINAL8.15.pdf>
* <https://ssir.org/articles/entry/innovation_labs_10_defining_features>

**Labs in government**

“[Disruptive Innovation Labs](http://www.bain.com/publications/articles/management-tools-disruptive-innovation-labs.aspx)”, Bain Management Tools, June 10, 2015.

* Overview of disruptive innovation labs

[“Can Google Fix the Government?”,](https://medium.com/homeland-security/can-google-fix-the-government-eebd4f5c27dd#.8iqakbvme) Medium, May 28, 2015.

* A look into innovation labs and their potential

“[The Partnership for Public Service on Innovation in Government](https://www.ideo.com/us/news/the-partnership-for-public-service-on-innovation-in-government)”, IDEO and Partnership for Public Service, February 2011.

* How agencies can encourage innovation

<https://www.ideo.com/us/news/the-partnership-for-public-service-on-innovation-in-government>

Fox, T., “[What makes some federal agencies better than others at innovation](https://www.washingtonpost.com/news/on-leadership/wp/2015/04/27/steps-federal-agencies-can-take-to-be-more-innovative/?utm_term=.28db8ee14db3)”, The Washington Post, April 27, 2015

* A look at what sets apart the agencies who have been able to create a culture of innovation

Grant, A., "[How to Build a Culture of Originality](https://hbr.org/2016/03/how-to-build-a-culture-of-originality)?" Harvard Business Review, March 2016

* How the Navy managed to build innovation and creativity into their culture

**Labs outside the government**

[MIT Media Lab, The Principleshttps://www.media.mit.edu/about/principles](https://www.media.mit.edu/about/principles)

[Incubating Success. Incubation Best Practices That Lead to Successful New Ventureshttps://www.nist.gov/sites/default/files/documents/ineap/Incubating-Success-Report.pdf](https://www.nist.gov/sites/default/files/documents/ineap/Incubating-Success-Report.pdf)

[Harvard University innovation lab](https://i-lab.harvard.edu/)

[The PeaceTech Lab](http://www.peacetechlab.org/) at United States Institute of Peace (USIP)

[Tec^Edge Innovation & Collaboration Center](http://wbi-icc.com/centers-services/tecedge-icc) (ICC)

**Guides on Labs**

“[Labs: Designing the Future](http://www.marsdd.com/wp-content/uploads/2012/02/MaRSReport-Labs-designing-the-future_2012.pdf)”, MaRS Solutions Lab, February 2012

“[Innovation Teams and Labs: A Practice Guide](http://www.nesta.org.uk/sites/default/files/innovation_teams_and_labs_a_practice_guide.pdf)”, Nesta, 2014

“[Innovation Labs: Do-It-Yourself Guide](https://www.unicef.org/videoaudio/PDFs/Innovation_Labs_A_Do-It-Yourself_Guide.pdf)”, UNICEF, October 2012