



LIFEHACK
LABS

2014

The Report



[TL;DR - 5-Page Summary](#)

[WHO IS LIFEHACK?](#)

[ABOUT LIFEHACK LABS](#)

[RESULTS OF THE LIFEHACK LABS PROGRAMME](#)

[SUMMARY OF THE UPDATED THINKING ABOUT THE PURPOSE & ROLE OF LIFEHACK LABS](#)

[KEY LEARNINGS FROM LIFEHACK LABS](#)

[NEXT EXPERIMENT](#)

[LIFEHACK LABS PROGRAM LOGIC](#)

[The Full Report](#)

[Introduction](#)

[About Lifhack](#)

[Lifhack Programme Logic & Theory of Change](#)

[Research Methodology](#)

[Some of the most telling insights came from the below initiatives](#)

[Background - Evaluation](#)

[Hypotheses](#)

[Approach](#)

[Outline of the tactic](#)

[Design Principles & Process](#)

[Lifhack Labs Programme Design](#)

[Results & Findings](#)

[The Documentary](#)

[Human & Social Capital - Most Significant Change \(MSC\)](#)

[Conclusions from MSC](#)

[Participant Feedback On Labs](#)

[Work Ethic & Atmosphere](#)

[Sense of purpose](#)

[Working with great people](#)

[Building & Executing](#)

[Culture](#)

[Personal Development](#)

[Physical & Digital Capital](#)

[Economic Capital](#)

[MSC learnings](#)

[Personas](#)

[Insights from Labs Personas](#)

[Validated Learnings](#)

[Lean Canvas](#)

[Key Learnings From Lifhack Labs 2014](#)

[Investing in whanaungatanga & helping people "arrive" made a huge impact](#)

[Who are we creating experiences for?](#)

[Transformation & learning new ways of thinking is uncomfortable but has lasting impact](#)
[Collaboration and input from a wide group of "friends of Lifehack" made the small core team's work more impactful.](#)
[Building Wellbeing into the Labs programme enhances personal experience and Digital Capital outputs](#)
[Disturbance leading to emergence](#)
[Every participant utilised this opportunity as a personal development opportunity and noted that it felt more about that than building things.](#)
[Design At Appropriate Scale](#)
[Expectations Going into Labs - Building vs Learning](#)
[Next Experiment](#)
[Appendix](#)
[Lifehack Background](#)
[Logistics / Operations](#)
[Research & Critique](#)
[November to August](#)
[Participative Co-design](#)
[February - Ongoing](#)
[Marketing & Recruitment](#)
[Logistics & Coordination](#)
[Methodology / Data Points](#)
[Participants' Expectations going into Labs](#)
[Most Significant Changes for Participants](#)
[Lifehack Labs 2.0](#)



TL:DR - 5-Page Summary

WHO IS LIFEHACK?

Over the course of the year, Lifehack has been running a diverse range of tactics. As a social lab, we aim to assess how our tactics perform and assess their impact on improving youth wellbeing. Lifehack catalyses and supports a venture portfolio of wellbeing projects to create wellbeing outcomes for NZ youth communities through technology innovations led by young people.

We are pioneering the use of [Social Labs](#) practice in New Zealand to rapidly identify and launch interventions which focus on enhancing youth wellbeing, through a focus on social entrepreneurship and designing at appropriate scale. There is much talk of 'scale' when it comes to entrepreneurship and social innovation. Our insight from the programme (and subsequent talks with Zaid Hassan) is that not every solution, even tech projects, have scalability – nor should they. Whilst it is tempting to want to put digital interventions out to 'the masses', some (if not all) will have a natural, appropriate scale of user groups – the digital tool will not always translate to different geographies, cultures and user-specific requirements. In this case, we either need self-customisable technology solutions, or

alternative tech interventions - thanks to the cost of technology now, this is a viable alternative.

ABOUT LIFEHACK LABS

Our most complex tactic of 2014 was a five week social innovation bootcamp - Lifehack Labs. It was focused on rapidly developing social & human capital (trust, collaboration, skills, capabilities) and develop significant intellectual capital (insights) to improve youth wellbeing. Out of this we expected would emerge physical & digital capital (apps, games, websites). For these to become technology interventions used around the country they will need to be further developed by resilient teams with access to talent, resources and profile.

RESULTS OF THE LIFEHACK LABS PROGRAMME



No amount of data or short story snippets can capture a 5 week immersive experience, so we commissioned a short documentary by a young Kiwi filmmaker to let the participants tell you about the journey for themselves. [Watch the documentary here](#)

HUMAN / SOCIAL CAPITAL

We interviewed every participant to find out what was the Most Significant Changes they noticed as a result of their experience. Having assessed the interviews, the following noticings became apparent:

- Investing in whakawhanaungatanga / trust / safe spaces and doing the social connection work before the mahi begins
- Paying attention to the small things - what might be a 'throwaway moment' for some, could have significant importance for others
- Focusing on diverse personalities – have people in the room with different attitudes to feed off each other and develop empathy, understanding and new lenses for work and the world.

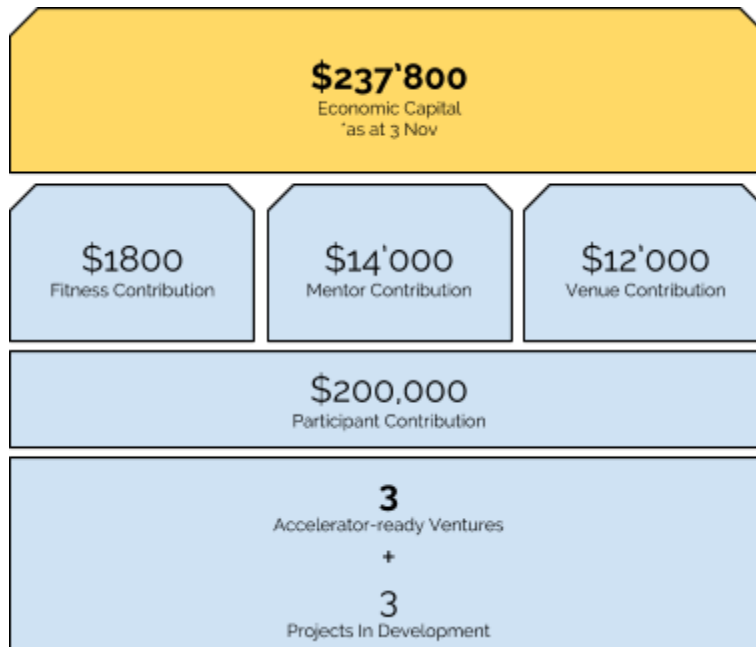
PHYSICAL / DIGITAL CAPITAL

The physical and digital outputs from Labs were extensive due to the nature of prototyping and iteration. The following graphic gives an indication of some of the latest in the ongoing process:

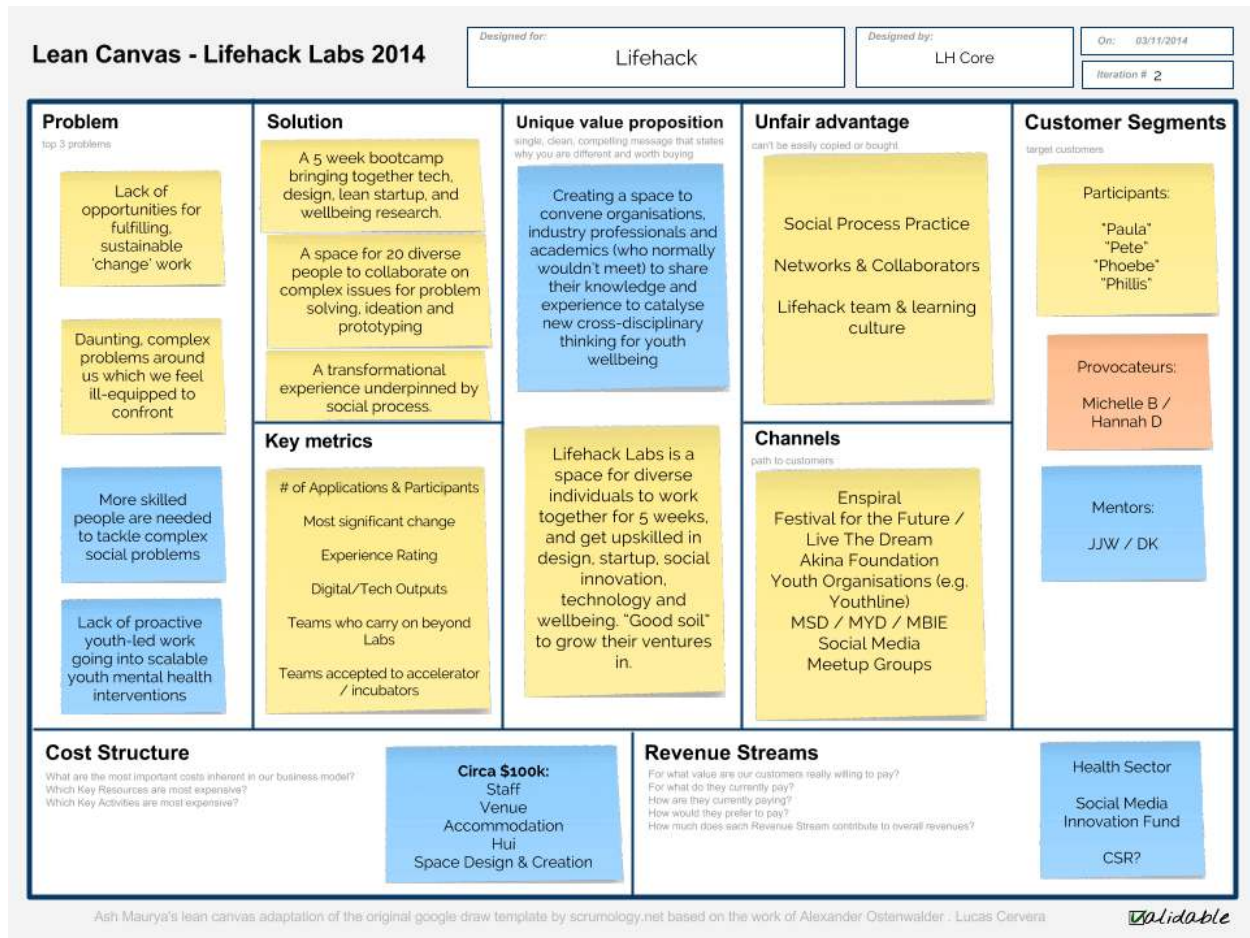
MOBILE APPS, WEB APPS, WEBSITES & SOCIAL MEDIA



ECONOMIC CAPITAL



SUMMARY OF THE UPDATED THINKING ABOUT THE PURPOSE & ROLE OF LIFEHACK LABS



KEY LEARNINGS FROM LIFEHACK LABS

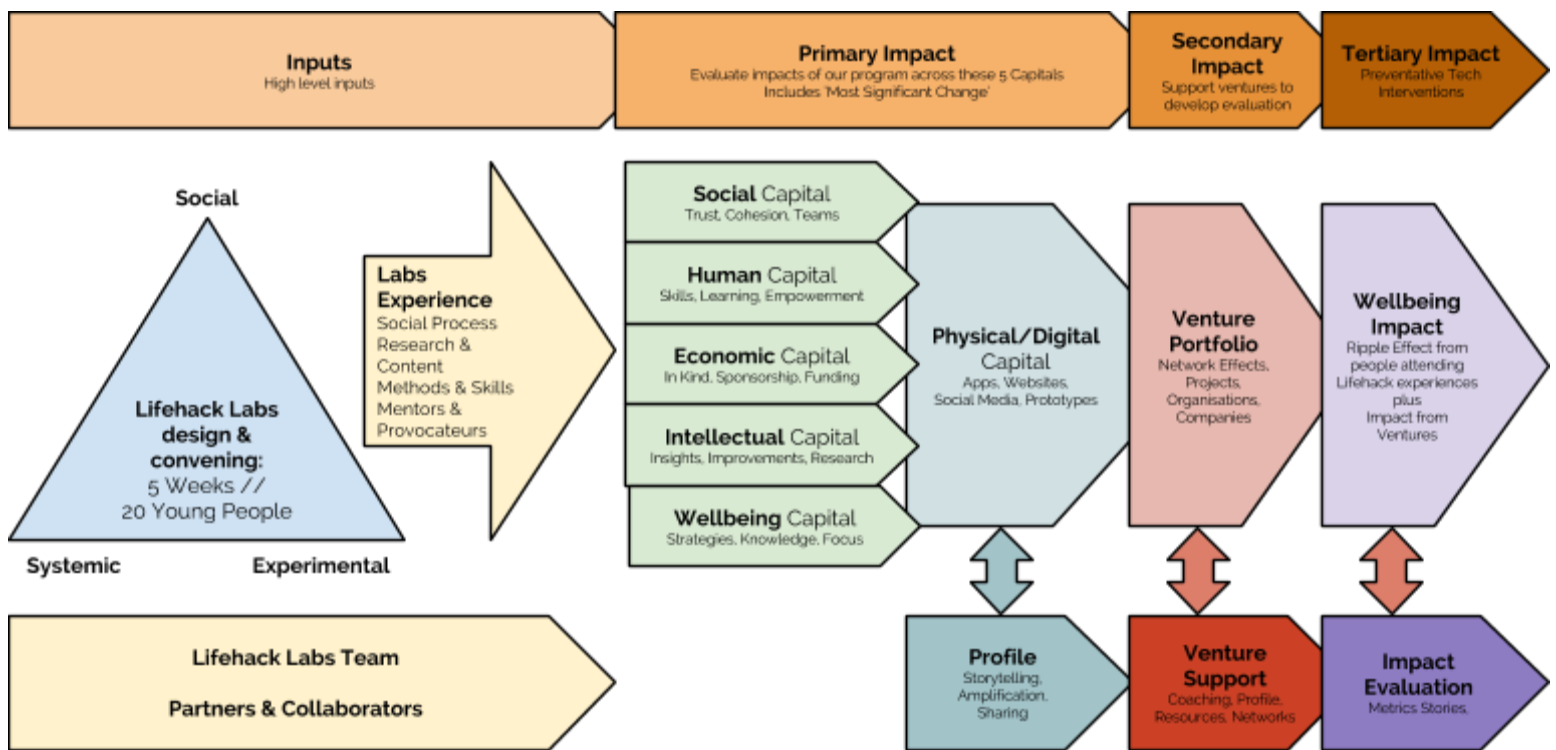
- There is significant value in investing in creating whanaungatanga & helping people "arrive" into their new community of friends and colleagues
- We now have a clear picture of the 'personas' who gain value from this kind of experience: Mid-Late 20s professionals who are ready to use their skills for good but don't know how.
- Pushing participants through inner questions of transformation & learning new ways of thinking is uncomfortable but has lasting impact on how they problem solve and collaborate
- Collaboration and input from a wide group of "friends of Lifehack" made the small core team's work more impactful, insightful and targeted
- Building Wellbeing as a topic into the Labs program enhances personal experience as well as Digital Capital outputs
- Better outcomes were reached when the Labs team allowed disturbance to lead to emergence; work with what happens, as it happens.
- Every participant felt Lifehack Labs was more about personal development than building things; "to first help yourself before you can help others".

NEXT EXPERIMENT

We are working on several experiments into the end of 2014, and beginning to crystallise some ideas for 2015. They largely fall into several areas:

- Labs 2014 Cohort: Participant & Venture Support
- Lifehack Labs 2.0
- Bridging sectors for deeper collaboration
- Creating a Platform for Youth Wellbeing

LIFEHACK LABS PROGRAM LOGIC



This is a high level overview of the Lifehack programme Logic:

ACKNOWLEDGEMENTS

We would like to acknowledge the trust and collaboration forged between the Ministry of Social Development, our supporters in Enspiral, our Advisory Board, and Patillo for bringing together a programme of the magnitude of Lifehack Labs. We look forward to building on this work to provide more pathways for young Kiwis to codesign and develop youth wellbeing interventions, nurture new relationships and collaborations with other stakeholder organisations.

The Full Report

Introduction

Lifhack Labs was the most intense initiative run by Lifhack across 2013 and 2014. Aside from months of preparation and prototyping of various parts of it, the programme required intense mental, physical and emotional commitment from the team for the full-time and fully immersive programme. It proved challenging and rewarding on many levels.

Given the topic of youth wellbeing and mental health, it was important that we carefully looked after the wellbeing of ourselves, the Labs core team, the Labs cohort and the wider network of mentors and provocateurs.

To properly evaluate the initiative, we gathered data from a multitude of views, points in time and in a variety of ways. We ended up with vast amount of data, and spent weeks immersing ourselves in the research in order to extract meaning and insights.

One of our main assumptions is that by creating the right environment, people are able to focus on important issues and can get started on tackling the wicked problems. So even though it looked like from the outside that we were inviting people to launch ventures, it became increasingly evident that a huge amount of personal development was going on inside Labs.

This in turn raises the question what are the products of this tactic, and what is a by-product? In our framework, the 'product' is the increase in individuals' confidence, skills, empowerment, ability to collaborate, social bonds and trust. The 'by-products' are the ventures, logos, business plans and apps. However, we acknowledge that it depends on the view of the reader, and all the different stakeholders of this project, how to interpret this.

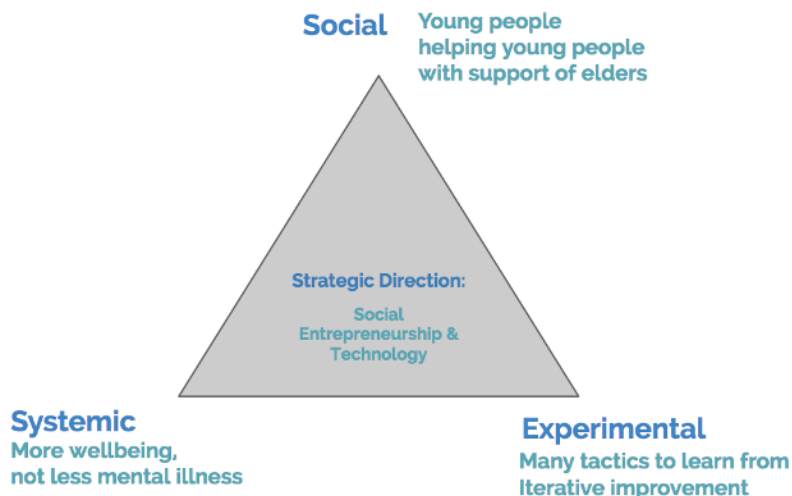
Through our work in 2014 we have discovered it is near impossible to build physical/digital outputs which will have meaningful, sustained impact without a strong focus on connection and trust of the people building them. Going back as far as March this year, during one of our weekend events in Greymouth, we came to learn about the importance of whakawhanaungatanga through the help of a local young man, who struggled to work on projects on the first day due to the lack of knowing who the other people in the room were, and how we all came to be together on that day. To prove his point, he took us out to his marae and land, and told us the story of his whanau. Having realised the importance of setting the right tone, we have since then invested heavily, in terms of time spent, in whakawhanaungatanga as a process, making it an integral part of all of our initiatives.

Labs was a personal development journey, for everyone involved. If we had invited people onto a 'personal development journey' (as opposed to doing so indirectly), we suspect we would have seen a different set of participants apply. We invite you to pay attention to this as Labs was designed to open up each person individually and enable collaborative execution from that social foundation.

About Lifehack

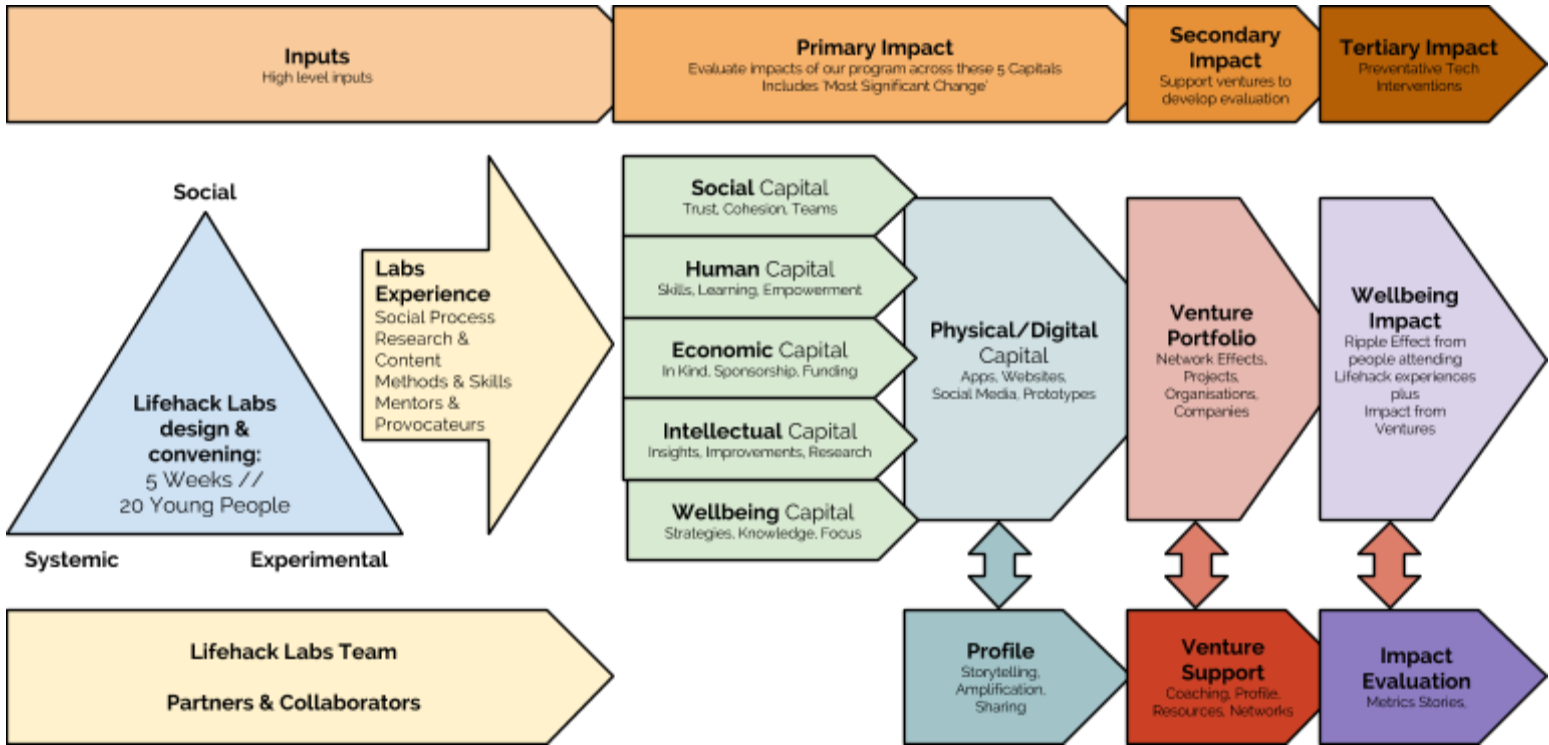
Over the course of the year, Lifehack has been running a diverse range of tactics. As a social lab, we aim to assess how our tactics perform and assess their impact on improving youth wellbeing.

We are pioneering the use of Social Labs practice in New Zealand to rapidly identify and launch interventions which focus on enhancing youth wellbeing, through a focus on social entrepreneurship. We are doing this because there is little in the way of hard insights as to how we can prevent mental health problems in young Kiwis - it is a complex problem which is dynamic and changing, it is personal and collective.



Lifehack Labs was one way of testing hypotheses in order to assess their impact. The Labs programme, along with the hui that kicked off the programme, were tactic 7 and 8 in a series of experimental approaches that ranged in human connection levels, length and intensity. Examples from this year are the [weekend events](#) series held between February and June, or the online course which ran in early 2014.

Lifehack Programme Logic & Theory of Change



Our Theory of Change is built around tackling complex problems where there is little certainty of actions and reactions.

For Lifehack Labs in particular, we hypothesised that by designing and convening a 5 week Lab space, we would create a place where 20 young New Zealanders can come together to work collaboratively to co-create projects and social ventures supported by a range of mentors and stakeholders. The Lab would rapidly develop social & human capital and develop significant intellectual capital to improve youth wellbeing. Out of this mix, physical & digital capital would emerge, but for those to become technology interventions which were used by Kiwis they would need further developed by resilient teams with access to talent, resources and profile.

Research Methodology

Given the primary impact of Labs are driven by the people involved in it, there would likely be a range of possible outcomes that could result for people personally, their ventures, the cohort and the team. We employed a research and evaluation approach which was open to emerging impact, which focuses on generating data, patterns and insights; as a

result we ended up with data from different views, points in time and different ways of collecting data.

Success of Lifehack Labs is judged on finding evidence to validate or invalidate hypotheses. Given the focus on social, human and intellectual capital – as opposed to binary things that can easily be counted, eg the numbers of apps designed – much of our data is qualitative.

For a more thorough explanation of how each of these data points were gathered, please refer to the [appendix](#).

Data Points:

- Overall evaluation by Patillo
- Most Significant Change (MSC) Interviews written and video
- Weekly Survey from participants filled out on Fridays
- Final Participant Reflection Form
- Journey Map (built by the participants with post-its)
- One-on-One interview notes across all participants from 3 times in the programme
- "35 Expectations" Game - run twice.
- MSC Summit - collaboratively reflecting on the MSC interviews
- Programme Reflection from the core team
- Statistical summary of number of Provocateurs, Supporters, & Mentors involved
- Final Event engagement
- Online engagement metrics

Some of the most telling insights came from the below initiatives

Most Significant Change (MSC) interviews:

Help us understand the personal experiences of the participants and impact of Labs on their lives. We built a transformative experience so we want to understand what was transformative, and how this experience might lead them to become wellbeing ambassadors in their communities who have the skills to create what they see needed in their communities.

35 / I statements - Expectations:

Help us understand what participants anticipated Labs would be about for them personally, and what they were open to taking away from it.

Key reflections survey:

Help us understand which aspects of the design of the lab were more transformative/important to them than others. We asked them open questions about what was memorable, what was interesting, what would they keep /change if this

programme was run again. Their responses have been grouped to tell us key feedback within each aspect of the Labs design including week-by-week feedback.

For more detail on each data point and what information we drew from them, please refer to the [Appendix](#).

Background - Evaluation

Optimising for Emergence

An Opening Comment from Developmental Evaluator Maree Maddock

“Creating time and space to reflect on the 5 week intensive learning lab involved a series of deep dive reflective sessions for the Lifehack coordination team. Reflecting on dynamic social change processes can be a struggle, taking patience and time. A reflective process was designed that enabled the team to reflect on the intention of each week, any disturbance /disruption that had occurred to the planned activity and to name the emergence that had occurred, if any.

*In the introduction to her book ¹Engaging Emergence’ Peggy Holman reminds us that **any change begins with disruption and while we might usually relate to disruptions or disturbances negatively, a key shift to engaging emergence is developing a positive relationship to such stressors.***

The five key principles she outlines to engage emergence are: Welcome disturbance, Pioneer, Encourage random encounters, Seek meaning and Simplify. (p116)

*Through reflection, we noticed the team was developing mastery of a practice we hadn’t focussed on before - **navigating emergence through leveraging disturbance**. For example week three focussed on helping participants get into “doing” and “honing in on problems”, “sense making and prototyping”. The flow of the work was disturbed by one of the Lifehack lead facilitators, Sam, being away from the Lab and through that absence provided the opportunity for an outside, independent facilitator, Penny, to step in and help. The handover process required Sam to summarize what he was seeing was needed next for the group. Penny was able to provide a new way of understanding the work at hand through Sam’s summary, and on his return these insights created a new baseline which was been used and referenced by the Lifehack core ever since. Additional disruptions where some Lifehack Labs teams were not ready for the planned content, challenged the Lifehack team to recognise the wider steps involved in their work. These challenges have given rise to many future experiment ideas.*

¹ Holman,P. Engaging Emergence, 2010

It is anticipated that the continued practice of optimizing for emergence, by engaging it, will help the team to successfully face disruption and emerge a stronger team, learning what to notice, what to explore, what to try and what mind-set opens new possibilities with every new phase of their work.

Impact Evaluation

We have worked to develop a comprehensive framework for evaluation of Lifehack. Our evaluation criteria are across several 'Success Indicators' known as the 5 Capitals. You can [read more about the approach here](#).

Evaluation intention

Maree Maddock, developmental evaluator, comments on the Lifehack Labs programme:

"This initiative requires an emerging evaluation approach - developmental evaluation – an approach that nurtures social innovation in its process of generating, testing and adapting novel solutions to youth wellbeing that are exploratory and uncertain. The long term goal of youth wellbeing might be well defined however the path to getting there is less clear. Developmental evaluation was chosen for this initiative as it is innovative and in development - exploring, creating, emerging."

- Implementers are experimenting with different approaches and activities
- Little is known about what will work, under what conditions , how and with whom.
- New questions, challenges opportunities, successes and activities continue to emerge (evaluating social innovation p6)"

Developmental evaluation as described by evaluator Michael Quinn Patton

"Developmental evaluation informs and supports innovative and adaptive development in complex dynamic environments. DE brings to innovation and adaptation the processes of asking evaluative questions, applying evaluation logic, and gathering and reporting evaluative data to support project, programme product and/or organisational development with timely feedback." (patton 2011)

From our point of view, Developmental Evaluation is best suited to complex and dynamic scenarios where the programme is being rapidly adapted and changed dependent on feedback and insights. It is ideal for Lifehack Labs as we expected patterns to emerge which we wouldn't have been able to predict before the Lab begun.

Hypotheses

This section outlines the enquiries we held going into Labs, and the areas in which we sought to uncover insights and learnings. These hypotheses were drawn from our earlier experiments, as well as research into other program designs. Based out of Enspiral, Lifehack has insight into the effectiveness of different attempts to incubate and accelerate start ups as well as social change initiatives. Through our own experiences and the work of our colleagues we designed a set of hypotheses which represent the most up to date edge of our thinking around what works to create lastingly impactful change initiatives.

New ideas come more quickly outside of institutions

Whilst the resources and capabilities to roll out and scale initiatives may largely be locked up in institutions, the pace of innovation is much faster outside. Allowing innovation to happen in an external space with different rules, developed by and with the user (eg young people who have direct lived experience), and then bridging the relationship with the organisations later is a way to increase the pace of new ideas being adopted and scaled. This is not about developing pilots, it is about designing at scale and rigorously proving impact.

Starting with individuals will result in more robust teams and projects

By participants entering as individuals without preconceived ideas, we can save time, energy and resources. This means we start with questions rather than answers. The co-creative process of coming up with solutions together during the Lab will build a stronger sense of identity and ownership amongst the teams which form, and will enable them to create more user-centered solutions.

Intensive programmes add value to people

International research from business accelerators and incubators indicate a reasonable degree of capacity to increase the likeliness of success by intensive programmes to help develop entrepreneurial skills, traits and behaviours in teams of people.

Programs which pay special attention to building a shared, intentional culture enable faster learning, more rapid social innovation, and unlock collective intelligence faster. They also create the foundation for collaboration in the short term, but have much longer lasting effects on the social bonds and possibilities between people into the future.

We need to catalyse people living and working on Youth Wellbeing

Only a few people currently work on the preventative end of tackling youth mental health problems in NZ, so an initiative to catalyse new projects was needed.

People need space in their lives to think deeply and make sense of complex problems.

It is vital to create a safe space where experimentation is normal and accepted, whilst acknowledging the importance of ethics processes and research or evidence-backed interventions.

Wellbeing is fractal

Building wellbeing into the programme at a personal level will enable participants to gain insights about interventions, habits, processes and resilience strategies. This will provide new insights during the lab, as well as long term strategies for their own lives. Proactive resilience strategies are also vital when embarking on entrepreneurial ventures.

(Co)Design-thinking results in human-centered ideas

Design is a methodology and toolkit which is *not used enough* in the entrepreneurial world. Codesign begins with questions, not answers, and keeps the innovation process focused on the user of the service when it comes to needs, behaviours and motivations.

Key insights are not being accessed

Lifhack can bridge the worlds of academia, NGO's, public sector and enterprise - geographically, philosophically and linguistically. Creating spaces for collaboration to emerge is difficult yet essential to tackling the challenges which face young people in Aotearoa and around the world. These insights are vital to rapidly developing new interventions to shortcut the research & development process.

We need to provide people with a provocation and a springboard for them to launch

We work in an NZ context. We have a young entrepreneurial community (and an even younger social entrepreneurial one), with relatively few people being involved in their second, third or fourth venture. Experience is missing from many people who are keen to take on the challenge, so more support is needed to help them avoid pitfalls. At the same time, Wellbeing is a relatively young area of science - bridging it into the entrepreneurial community is important to base the future of preventative healthcare on sound science. We see Labs as a starting point to people's journeys in the entrepreneurial world and assume it is a springboard, rather than the finish line.

By going through the Lifhack Labs experience your venture will be more accelerator/incubator ready

As a catalyst programme, Labs seeks to spark projects and ventures which have been developed through a process of rigorous design, influenced by leading academic research, 'battle tested' insights from the health field, and lived experience. This is a model for the *next generation of entrepreneurial programmes* to tackle complex problems.

Through the Lab, the people behind the projects will develop their rigour and quality of entrepreneurial practice, and do the cultural teamwork which will make them more resilient as a team - key factors which accelerators & incubators will look for.

Approach

Outline of the tactic

Lifehack Labs was our most complex tactic to date, building on learnings from all our previous tactics and insights from 2013 & 2014; our online course, eight weekends, 2013 remote coaching programme, and more.

Lifehack Labs is a **catalyst programme** which aims to;

- create an entry point for young people to engage in social entrepreneurship
- create a transformational experience for a group of 20 people, connecting them deeply as a cohort
- upskill, empower and create a sense of agency in young Kiwis to work on complex problems
- focus the energy of the group on creating projects & ventures which improve youth wellbeing
- bridge the worlds of academia, youth work, social innovation, technology, design, psychology, social enterprise, industry professionals, health promotion and others
- create a platform to showcase the projects, ventures and people who emerge to amplify their opportunities to be successful

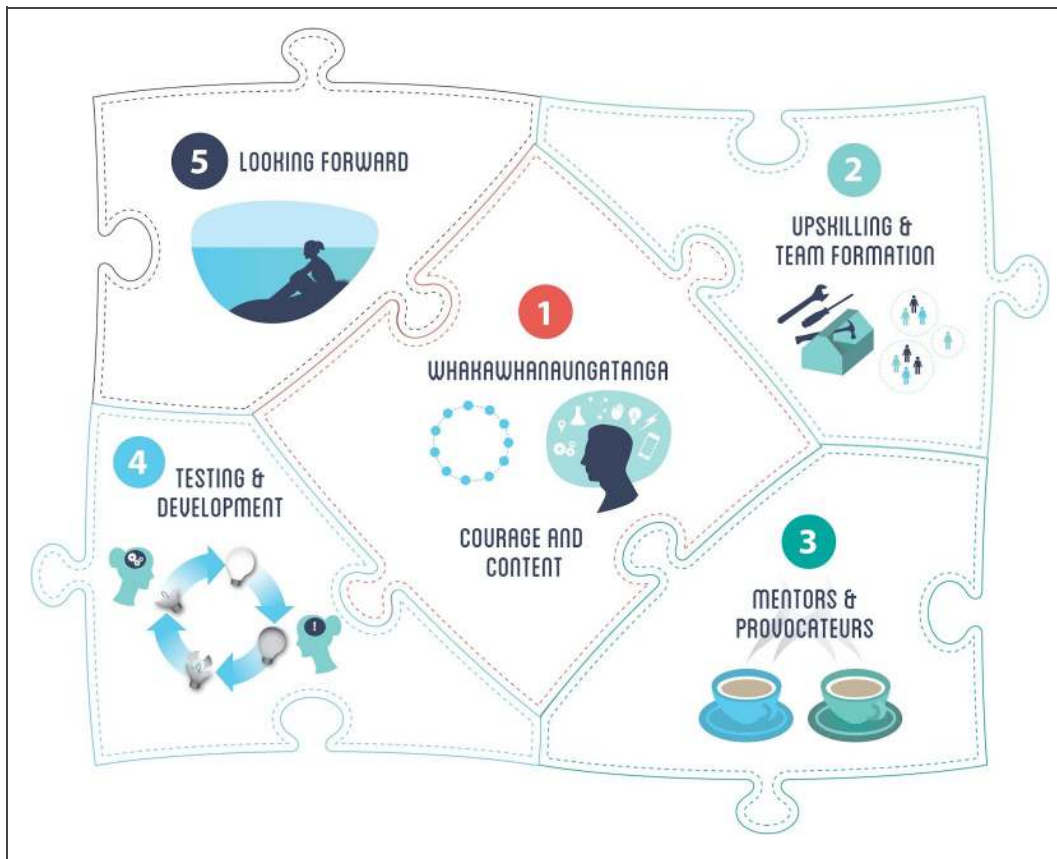
Design Principles & Process

From the conception of Labs, we followed a codesign approach to develop the lab with the participant experience at the centre. We used a data-driven research approach to making key decisions about the design of the Labs experience with participants, mentors and other stakeholders consulted throughout.

These are the discrete phases of developing this Lab which the Lifehack team went through:

1. Research & critique
2. Participative Co-design
3. Marketing & Recruitment
4. Logistics
5. Content Creation & Curation
6. Experience Design & Facilitation
7. Evaluation
8. Ongoing Support Design

Lifhack Labs Programme Design



The five week programme provided a space to deliver a layered learning curriculum and for people to take practical action.

Each of the 5 weeks had a theme; they were the steps in the wider design of the journey.

1. **Whanaungatanga & Purpose:** build trust & center in on the purpose of the labs
2. **Tool Up:** practice new skills to approach complex challenges & begin forming teams around shared interests.
3. **Shape up your thinking:** Validate your problem, customers and solution through discovery interviews and prototyping.
4. **Iterate and Kill your Darlings:** Let go of your preconceptions and change your solution based on user feedback from interviews and prototypes. Build your team processes, vision and culture.
5. **Prepare for the world:** Build a team cadence, a validation board, develop the product and build relationships with key stakeholders.

Please have a look at [this link](#) if you're interested in the full curriculum.

Excerpt of the programme: Week Two

Lab Daily Programme Schedule						chelsea@loomio.org			
File Edit View Insert Format Data Tools Add-ons Help						Last edit was made on October 15 by Alexandra Whitcombe			
fx									
WEEK	Monday	Tuesday	Wednesday	Thursday	Friday				
TWO	25 Aug	26 Aug	27 Aug	28 Aug	29 Aug				
8am			Yoga	Lifehack crew time					
9am			D School	One-on-one check in's	Open Space				
10am	Wellbeing Tech	Business Models	Design think	Video Evaluation	Problems worth solving				
		Lean Canvas							
11am	Collective impact & youth recovery/resilience	Sam/Michael E.S.			Open Space				
12pm	Hannah Dunlop - Red Cross	Youth conversations							
	Lunch Break	Lunch Break	Lunch Break	Lunch Break	Lunch Break				
1pm			D School	Dealing with mental health services SPARX	Team Forming				
2pm	Finding opportunities	How to research workshop / health-related pres	Design think, reflect	Importance of Teams	Set up				
	Julian Apatu/Simon VL		Keoni Mahelona & Sam Rye	Terry Fleming					
3pm	Co-create	Research Time	Afternoon Tea Break	Afternoon Tea Break	Closing Circle				
	Design briefs for D-school	Personal or group	Afternoon Tea Break	Personality Types	Weekly Reflections				
4pm	Alina Stegried	Paul Stone - Mof Culture/here	Ako x3 (participant skill-share)	Chelsea & Char	& vid diaries				
	Spoken Word 80 min				Start up weekend				

Five areas of learning were weaved into each week:

1. What is **wellbeing**?
2. What approaches and ways of working can lead to **social innovation**?
3. How can **design-thinking** help us be more user focussed?
4. What's the **leading thinking on technology** and how we relate to it?
5. How can we learn and leverage the **tools of business and entrepreneurship** to shape up wellbeing projects?

Please have a look at our [weekly blog posts](#) to see more about how each topic came across. [Participants perspective on Week 2, an excerpt:](#)



Results & Findings



The Documentary

No amount of data or short story snippets can capture a 5 week immersive experience, so we commissioned a short documentary by a young Kiwi filmmaker to let the participants tell you about the journey for themselves.



[Watch the documentary here](#)

Human & Social Capital - Most Significant Change (MSC)

Conclusions from MSC

The MSC method helped us capture what people considered as events and experiences that were significant. For example, one participant who is employed in a traditional, hierarchical mental health institution talked about the importance of observing another participant leaving the group to work on a self-set assignment; following his own initiative was greeted with support, as opposed to criticism. Even though it seemed like a small thing at the time, it became evident that this was a pattern that was important to pay due attention to.

Through MSC it also became clear what attitude people shared towards some of the stories that were singled out as important ones. For example, one participant talks about how being in the Labs programme made him realise that there are a multitude of career options, as opposed to the one 'prescribed' by tertiary institutions and traditional employers.

Most notably, the MSC approach showed us how important the hui was at the beginning of everybody's time together. It was unsurprising that the hui featured in most of the stories in the first round of interviews, however finding that most participants still referred to the hui as something significant in the second round of interviews in week 4 and 5 led us to understand the desire for the 'digital generation' to connect meaningfully offline.

Overall, it revealed the importance to pay attention to all of the little things which make up a social experience. It backed up our assumptions that creating a 'space' which was built on trust, where people can share the hard things openly and safely, would enable our participants to do better work..

In terms of helping us with our future thinking, the MSC work distills down to:

- Investing in whakawhanaungatanga / trust / safe spaces and doing the social connection work before the mahi begins
- Paying attention to the small things - what might be a 'throwaway moment' for some, could have significant importance for others
- Focusing on diverse personalities – have people in the room with different attitudes to feed off each other and develop empathy, understanding and new lenses for work and the world.

Participant Feedback On Labs

We asked participants what they found transformative, relevant and useful through Labs - the key synthesis follows;

- **Work Ethic & Atmosphere**

Participants valued the opportunity to build **"understanding [of] different styles of working"**. They described the energy of the room as **"Push" "Excitement" "Passion" "Commitment"**, but at the same time, they noticed **" a tension between building things & learning ideas"** in the atmosphere.

- **Sense of purpose**

Participants felt the weight of the work around youth wellbeing, saying **"Everything we're doing here is so important"**, and we're able to tie that to their personal sense of purpose, **"I feel like I've learnt where my passion comes from"**. We found that the negative and challenging experiences faced by participants also supported their journey to discover what they were really about; **"My hardest times were personal struggles about what i'm here for, and they were fruitful"**

- **Working with great people**

"I could be myself, and bring my whole self", **"People here care about who you really are"** - we heard this from every participant at some point in the lab. There are a huge strength in the types of people who were in the room and their ability to open up as well as our ability as a facilitation team to help them open up. Participants used words like **"Diversity"**, **"Beauty"**, and **"Connection"** to describe their new Lifehack family. **"I met people who I would never have met otherwise"**. At the same time, participants were realistic about what these new relationships would mean for their lives going forward. One of the older participant's said **"I like all the people here but I wouldn't go into business with all of them"**.

- **Building & Executing**

Participants were clear in their reflections that they were seeking a greater spaciousness for head-down work time. **"We needed more time to do more!"** Most participants felt socialised to think that building things means they're succeeding, which we know is not always true, **"Building an MVP felt like really getting somewhere"**, but since this feels rewarding, it is also part of the process which fuels their interest in re-designing when something they build needs to change. One participant remarked that **"I felt I already had a sense of what I wanted and I found it hard feeling like I had to include others"**, this was uncommon compared to the strong call for space to "do". **"We lacked long periods of uninterrupted time to execute"**, **"If I could change something I'd ask "Let us work more!"**

- **Culture**

"I'm really going to miss talking about big ideas late into the night", participants found Lifehack Labs to be cultural context of **"Initiation"** and **"openness"**. **"You can talk to anyone here about anything"** - the cohort as a whole felt connected to one another.

Additionally, the teams that formed also created their own cultural practices: **"Playing ninja every afternoon in our team", "we built fun into our culture"**. 3-4 participant reflections commented on the way in which the Labs culture was very positive but didn't offer a tone of critical thinking which would have enabled the group's work to be more systemic, saying there were a **"lack of safe spaces to dissent and think more widely about the social construction of labs and society as a whole"**

- **Personal Development**

The importance of Lifehack Labs to personal development & transformation was even bigger than we expected and was shared across the majority of the group. **"I realised why I've loved this LifeHack journey, and it's because "I have found my place". I have never before been in a place/space/group where I am 100% confident to be myself, I don't need to pretend to be anyone else and I don't have to hide any part of me. That's huge for me because aside from my family, even my close friends don't see all of me. I don't know why it is that in this space I feel I have been able to do that so I guess the next step for me is to figure that out and how I can bring whatever it is into other parts of my life."**

For more statements on the Labs Process, Support Structures, Content & Curriculum and Environment & Space please refer to the [Appendix](#).

Physical & Digital Capital

The physical and digital outputs from Labs were extensive due to the nature of prototyping and iteration. The following graphic gives an indication of some of the latest in the ongoing process:

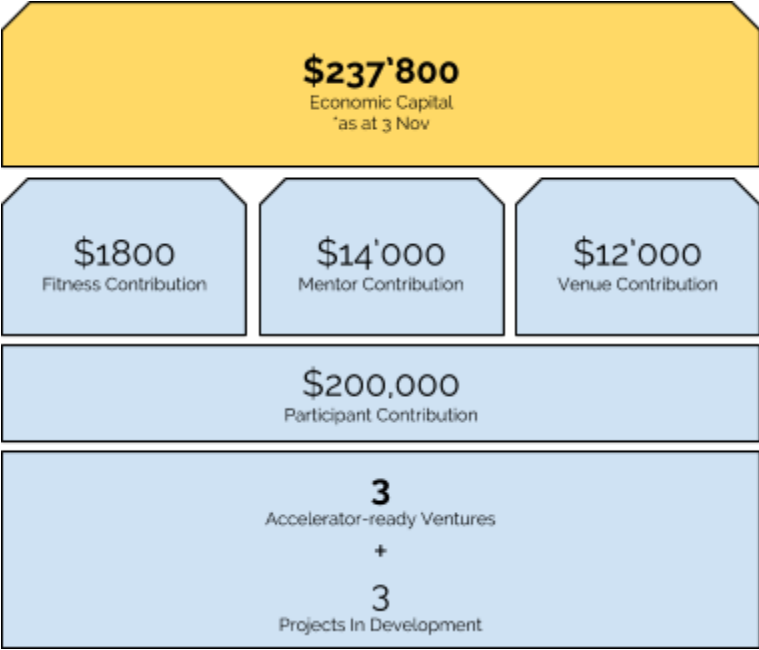
MOBILE APPS, WEB APPS, WEBSITES & SOCIAL MEDIA



LOW-FI PROTOTYPING & USER RESEARCH



Economic Capital



Thirty five world-class Mentors & Provocateurs were engaged in Lifehack Labs in varying capacities, we estimate their in kind contribution to be around \$14'000 (at \$100/h).

Our twenty participants worked full time across five weeks, we estimate their in kind contribution to be around \$200k (at \$40/h). This could feasibly be calculated much higher considering their skills.

We received an in-kind contribution from Les Mills Gyms of \$1800 toward the health of the participants throughout the Labs phase.

Trade Me partnered with Lifehack Labs offering their iconic startup office space at a drastically reduced price - a further \$12'000 in-kind contribution.



Analysis

MSC learnings

A secondary analysis was undertaken across all interviews with a search for issues to address for future versions of the Lab; 13 comments were made ranging from :

- requests for more pause and reflection points on content
- recalibrating the amount of new content workshop sessions and applying the new information in teams, changing the learning/doing cycle
- taking in a broader context to mental health and wellbeing and time for the conversations including valuing constructive dissent
- The challenges of taking the lab learning back to a low tech traditional health workplace
- personal sustainability and the balance of physical wellbeing
- personal sustainability between lab for 5 weeks as well as employment

Personas

To assess the impact Labs had (or has) on people, we constructed personas to work out on whom Lifehack has created a lasting impact, and why that might be.

LIFEHACK LABS PERSONAS

PAULA 	PETE 	PHOEBE 	PHILLIS 
Needs:	Needs:	Needs:	Needs:
Goal: Learn	Goal: Build / Start Something Big	Goal: Build / Learn / Find next opportunity	Goal: Learn
<ul style="list-style-type: none">- Personal & Professional Development- Sense of Community- Intrinsic motivations; Purpose · contribute to something bigger than self (seeking)- Extrinsic motivations; Financial Security (not wealth hoarding)- Recognition; Peer (close circle)	<ul style="list-style-type: none">- Status (individual security & prosperity)- Extrinsic motivations; provide for family- Intrinsic motivations: Mastery & Autonomy- Recognition; Global (ego)- Quality of life is NOT a priority	<ul style="list-style-type: none">- Wants to learn more about Tech & Design- Intrinsic motivation: Purpose (already has strong sense of this though)- Recognition; Organisational / Management	<ul style="list-style-type: none">- Wants to learn more about Tech & Design implications for their world- Intrinsic motivation: Purpose (very strong sense of this already)- Recognition; Self-reflective / Peer

Insights from Labs Personas

As with all programs, the Labs experience saw some personalities thrive, some struggle, and some transform. We noticed some general insights:

- **Learn Vs Build** - people who came with sole mindset of 'building something' had less powerful experiences than those who were open to the new learnings.
- **Individual vs Collectivist Thinkers** - the mindset and attitudes which people entered the Lab with strongly correlated with the level of personal/professional transformation they experienced. Labs was a collaborative space, so people who already had or were able to adopt this mindset had more powerful experiences.
- **Team Cohesiveness** - we had a range of teams form, some which formed bonds stronger than others. Whilst we have some hypotheses about why these might be, nothing conclusive was picked up in the evaluation, so we will be exploring this further in 2015.
- **Cross-Persona Teams** - the [FLURO team](#) contains people from all of the persona groups. They were the largest group which is displaying strong traits of collaborative action, resilient culture and cross-disciplinary team formation.

[in]Validated Learnings

Lean Canvas

We have developed a lean canvas to show the high level design/modelling of Lifehack Labs on one page.

Lean Canvas - Lifehack Labs 2014				
Designed for: Lifehack		Designed by: LH Core		On: 03/11/2014
				Iteration #: 2
Problem <small>top 3 problems</small> <ul style="list-style-type: none"> Lack of opportunities for fulfilling, sustainable 'change' work Daunting, complex problems around us which we feel ill-equipped to confront More skilled people are needed to tackle complex social problems Lack of proactive youth-led work going into scalable youth mental health interventions 	Solution <ul style="list-style-type: none"> A 5 week bootcamp bringing together tech, design, lean startup, and wellbeing research. A space for 20 diverse people to collaborate on complex issues for problem solving, ideation and prototyping A transformational experience underpinned by social process. 	Unique value proposition <small>single, clear, compelling message that states why you are different and worth buying</small> <ul style="list-style-type: none"> Creating a space to convene organisations, industry professionals and academics (who normally wouldn't meet) to share their knowledge and experience to catalyse new cross-disciplinary thinking for youth wellbeing 	Unfair advantage <small>can't be easily copied or bought</small> <ul style="list-style-type: none"> Social Process Practice Networks & Collaborators Lifehack team & learning culture 	Customer Segments <small>target customers</small> <ul style="list-style-type: none"> Participants: "Paula", "Pete", "Phoebe", "Phillis" Provocateurs: Michelle B / Hannah D Mentors: JJW / DK
Key metrics <ul style="list-style-type: none"> # of Applications & Participants Most significant change Experience Rating Digital/Tech Outputs Teams who carry on beyond Labs Teams accepted to accelerator / incubators 	Channels <small>paths to customers</small> <ul style="list-style-type: none"> Enspiral Festival for the Future / Live The Dream Akina Foundation Youth Organisations (e.g. Youthline) MSD / MYD / MBIE Social Media Meetup Groups 	Cost Structure <small>What are the most important costs inherent in our business model? Which Key Resources are most expensive? Which Key Activities are most expensive?</small> <ul style="list-style-type: none"> Circa \$100k: Staff, Venue, Accommodation, Hui, Space Design & Creation 	Revenue Streams <small>For what value are our customers really willing to pay? For what do they currently pay? How are they currently paying? How would they prefer to pay? How much does each Revenue Stream contribute to overall revenues?</small> <ul style="list-style-type: none"> Health Sector Social Media Innovation Fund CSR? 	

Ash Maurya's lean canvas adaptation of the original google draw template by scrumology.net based on the work of Alexander Osterwalder - Lucas Cervera

Validable

Key Learnings From Lifehack Labs 2014

Investing in whanaungatanga & helping people "arrive" made a huge impact

Sessions which rapidly build sense of whanaungatanga, trust, openness, safety, communication were an important investment. Every participant reported their gratitude for time invested in learning about each other on a marae for 5 days before working together. Ultimately, investing in this up front ensures fast and wide reaching relationship building across all participants in a programme, accelerated personal growth, group bonding and willingness to be challenged.

Who are we creating experiences for?

It appears that there were some demographic factors that massively influenced participants' experiences during Labs. These findings need to be taken into consideration when designing future experiments for subsets of demographic groups:

- It seemed that people hailing from rural New Zealand had a strong vision what they wanted to create for their hometown. It seems as though Labs provided them with some of the skills and confidence they needed to kick-start their projects with drive and dedication.
- For people largely familiar with academic institutions and approaches, Labs seemed to provide an environment that broke down boundaries and the traditional roles within those. For example around whose role it is to start doing things in new ways, whose responsibility it is to take on new projects, and who can be in charge.
- Age / life experience seems to play a role in how transformative Labs was perceived as an experience. It seems as though people in the older age bracket (27 upwards) **and** with an open-minded attitude benefited the most personally.

Looking at these findings, it becomes apparent that any future experiment can be more carefully tailored around demographics and softer indicators like attitude and life experience.

Transformation & learning new ways of thinking is uncomfortable but has lasting impact

Some of the sessions, in particular the inner critic session held by Josh Vial during the hui, were evidently difficult for participants. The inner critic workshop resulted in people crying, leaving them unable to participate and complete the exercise of voicing, out loud to another person, what the inner critic says to them inside their head. Even though it was uncomfortable during the exercise, it kept, during MSC and other instances, getting referred to as one of the most transformative experiences.

Similarly, with the [De Bono](#) 'thinking hats' group exercise (process, creativity, caution, feelings, benefits, facts), people had trouble enjoying the exercise. However, during the following weeks of the Labs programme, the exercise was often referred to, and applied regularly.

Collaboration and input from a wide group of "friends of Lifehack" made the small core team's work more impactful.

In "Social Labs Revolution" Zaid Hassan talks about the role of the "External Team and it's importance to the success of an experimental programme. Each Labs Team (i.e. the participants) will have a range of skills and talents, but they will need further support, skills and advice to extend their project's possibilities and insight. To bring this support to the teams, we wrapped a network of friends around the lab. Our "external team" was a huge network of:

- mentors
- provocateurs
- advisors
- MSD (Ministry for Social Development)

- Academic partnerships
- International inspiration & friends

On a daily and weekly basis we learnt a huge amount from the insights of different partners. This was true before, during and after the programme. This is another way in which our commitment to sharing insights has proven beneficial for us and others. We are not experts in this work, we are building expertise. Building expertise happens faster with feedback.

Building Wellbeing into the Labs programme enhances personal experience and Digital Capital outputs

By building wellbeing frameworks into the programme, it enables people to have more transformative experiences and do better work. With the focus on active personal wellbeing strategies, it also enables people to more authentically and empathetically build Digital tools & solutions with a wellbeing focus.

Disturbance leading to emergence

The Lifehack core team's practice and approach to the Lab was optimised for emergence. By operating in an "experimental", open mindset, bolstered by constant feedback mechanisms from Labs participants, we were able to listen and look for emerging patterns and themes, which we could evolve the Labs programme and support network around.

Examples include:

1. Week prior to lab at the welcome drinks evening and conversation with Joshua re "Inner critic" session and this was scheduled into the week one programme. The impact of the session fast tracked personal confidence and group cohesion.
2. Week 3 and Sam away from programme, and Penny invited to facilitate a workshop with a health and ethics lens. This resulted in clarity on new models and how to use them.

Every participant utilised this opportunity as a personal development opportunity and noted that it felt more about that than building things.

We were conscious that most of what people knew about Labs was influenced by what we had communicated to them via the website and during the recruitment process. Due to its prototype nature, there was no 'objective' information available, as everything that was written about it came from us.

Finishing the programme, we asked people what they felt Labs was about, compared to what they thought it would be focusing on prior to their arrival.

Every participant utilised this opportunity as a personal development opportunity and noted that it felt more about that than building things.

Design At Appropriate Scale

There is much talk of 'scale' when it comes to entrepreneurship and social innovation. Our insight from the program (and subsequent talks with Zaid Hassan) is that not every solution, even tech projects, have scalability - nor should they. Whilst it is tempting to want to put digital interventions out to 'the masses', some (if not all) will have a natural, appropriate scale of user groups - the digital tool will not always translate to different geographies, cultures and user-specific requirements. In this case, we either need self-customisable technology solutions, or alternative tech interventions - thanks to the cost of technology now, this is a viable alternative.

Expectations Going into Labs - Building vs Learning



This validates our hypothesis that to build digital interventions to improve youth wellbeing, we would first need to build the people behind these products and ventures. Digital technology projects are not "once off" builds - they need to be constantly iterated and improved to move with the ever-increasing rate of technology.

Therefore, building young people's *capability* to undertake or be involved with building technology projects and ventures is **absolutely vital** to building these technology interventions.

Comparing this to the themes coming of the "I statement" work at the beginning of Labs, this reflects what people thought Lifehack Labs was going to be as an experience for them. The statements which most participants ranked "highly agree" covered:

"Collaborative
Action"

"Learning new things
about myself and the
world"

"a new
adventure
promoting
positive change"

"life changing"

For more data, please refer to the [Appendix](#).

Next Experiment

We are working on several experiments into the end of 2014, and beginning to crystallise some ideas for 2015. They largely fall into several areas:

- Labs 2014 Cohort: Participant & Venture Support
- Lifehack Labs 2.0
- Bridging sectors for deeper collaboration
- Creating a Platform for Youth Wellbeing

Labs 2014 Cohort: Participant & Venture Support

As Lifehack Labs was a 'catalyst' programme for both individuals and ventures, we recognise the need to support this cohort going forward. Whilst we are not funded to be a venture incubator or accelerator there are several things we can do to support including:

- Cohort Support Package - [outlined here](#)
- Venture Diagnostics
- Labs Handbook
- Pathways to accelerator / incubator programs
- Impact Evaluation workshops

Our aim is to understand how we can best support the onward journeys of individuals and ventures to be the most they can be, without having to build the infrastructure for social enterprise support, as this is being developed by Enspirial & Akina Foundation.

Lifehack Labs 2.0

We have learnt a huge amount about the potential of Lifehack Labs, undergone a deep internal critique, and are engaging with our wider stakeholders to get wider feedback. We

are aiming to deliver another Labs experience in 2015 with better attention to learning processes and solving problems systemically, amongst many other changes which you can read [in the Appendix](#).

Bridging sectors for deeper collaboration

Through running Labs we learnt a lot about creating spaces for collaboration to flourish, the potential for NZ organisations & institutions to share their knowledge, and the need for deep insights to move the conversation forward about youth wellbeing in Aotearoa.

We believe Social Labs (the continuous space created for collaboration to flourish - not just the 5 weeks Labs bootcamp tactic) could play a vital role in spurring deeper cooperation and collaboration in cross-sectoral social innovation. This is an area which needs further exploration and testing to better understand how Lifehack can play a role, who key partners would be, and what kind of different streams might be needed. We have already been working on an "entrepreneurship" and "skilled volunteering" stream during 2014, but we think there is a significant opportunity for "intrapreneurship" and "organisational" streams.

We will likely use a community building tactic which seeks to use a communication platform (such as Slack or Loomio) to spark more regular communication between key individuals within organisations working on (or connected to) youth wellbeing. We have several people involved in Labs mention that they would be keen to see this happen.

Creating a Platform for Youth Wellbeing

Our focus on youth wellbeing in 2014 has taken us into some exciting new directions, including collaborations with Australian Cooperative Research Centres, Universities, Startup Bootcamps, and more.

We have had preliminary conversations with several NZ entrepreneurial ventures and more established organisations who have agreed that Lifehack has the potential to enhance and augment their work, through acting as a platform for access to Talent, Resources & Profile. We seek to better understand the value we can add to organisations & ventures who haven't yet been involved in a Lifehack tactic directly.

A key part of this platform building will involve media creation to tell the stories of existing examples domestically, as well as inspiring examples from overseas.

Appendix

Lifhack Background

How might we improve youth wellbeing through technology?

This is the question at the heart of our work.

With only 24% of Kiwis “flourishing” - Aotearoa New Zealand consistently ranks near the bottom of the global wellbeing rankings in both personal and social wellbeing.

We believe in youth-led projects and social ventures rather than top-down approaches, so we engage young Kiwis in supporting existing projects and starting their own to lead change for themselves, their friends and whanau.

We work collaboratively with individuals and organisations around the country and the world who share our kaupapa, to increase the amount of talent, resources and profile brought to bear on one of the biggest challenges and opportunities of our generation - improving wellbeing and unleashing the creative potential of young Kiwis.

Research from around the world shows that social innovation is enabled by **social capital** (the connectivity and trust between us) and **human capital** (how well educated and equipped we are), combined with access to information about the problems we face, the ability to speak with people who have experience in similar fields, and the resources to sustain the work.

We measure our success against some key indicators including Social, Human, Physical & Digital, Economic and Intellectual.

Logistics / Operations

Research & Critique

November to August

After deciding that a programme was needed which would address the needs of young people to engage in designing and developing ventures, and the funder’s desire to tackle youth mental health through youth-led projects - we began to explore what other domestic and international examples were available.

We engaged in online research, interviews, social network outreach, and attended a conference which focused on the intersection of youth mental health and technology.

This phase was critical to the development of Labs, as we were able to curate, assess and analyse a variety of programs to inform the shape, form and content of our Lab. It was

also the phase in which we formed several significant relationships with individuals and organisations who gave presentations during Labs, and also a phase in which we discovered Zaid Hassan's book 'Social Labs Revolution' which contributed validation for our approach and a framework for our evaluation of Labs.

Participative Co-design

February - Ongoing

We used a design style which engages users and other stakeholders during the design process. This was also essential for how Labs shaped up.

We engaged with "target users" in 'user discovery interviews', so that we were able to understand their motivations for getting involved, how they're currently looking for opportunities, and what they would expect from a programme like Labs. This information was used to build our marketing and recruitment strategy and planning, as well as continue to guide the shape of the programme itself.

We also engaged key stakeholders during a rapid prototyping process, during which we made a landing page which gave an overview of Labs. Our aim was to see whether they would get involved, as they were a key group for us to get excited about the program to wrap enough support and experience around the Labs participants. During this phase we made about 20 iterations of this landing page design, the language and sign up mechanisms - it formed the basis of our mentor & provocateur recruitment strategy, and gave us an opportunity to build relationships with people who went on to play a core role in Labs.

Finally we used the co-design process to reach out to internationally recognised advisors, to share our high level plans, and begin to build recognition of Lifehack's work beyond NZ, and enable us to access other experience and resources which we wouldn't otherwise have had the benefits of.

Co-design was a core principle which ran throughout the whole of Labs - it was not a discreet phase which had a start and stop date, as we continued to use it during Labs to understand the emergent themes and drivers of change, and respond to them. We will continue to use it as a lens beyond Labs to ensure the teams are best supported.

Marketing & Recruitment

June - July

We knew that we would need at least 60 applications to choose from to ensure we hit our target of 20 participants, when we considered people dropping out of the process, the diversity of participants we were looking for, and the tight criteria we were selecting for.

Marketing began by feeding in insights from the user discovery interviews, further analysis of other opportunities (domestic & international), drawing together key content to communicate, and a first cut on our recruitment process. As this was pulled together, we created a one page website to hold the information, a communications strategy and plan, and began experiments to test uptake.

With several experiments completed to give us some data points on sign up rates, we were able to focus on several key areas:

- Media Outreach - we briefed a PR/Comms agency with a small contract to do this outreach (to reduce the burden on our overloaded team), as well as contact networks who we identified as having contacts with young people who would overlap in purpose and interest. This was focused on skills and values - design, technology, youth leadership and social innovation.
- Content Marketing / Social Media - we have built up reasonable channels on social media and our blog. We leveraged these to spread the word through visual media including a promo video and graphic design templates for alerting people to closing dates etc.
- Email Marketing - we used the list we have built over 2 years to share the word with people connected to Lifehack.
- Online Advertising - we used a mixture of keyword search, Remarketing from the signup page on our website, and social media paid promotion.
- Word Of Mouth - we leveraged our personal and professional networks to spread the word face-to-face, by email, through social networks and more. We called in all our favours, including asking mentors, provocateurs and Enspiral's network to share the word.

Our recruitment process was designed to help us maximise signal-to-noise of the participants applications as it unfolded. We spoke to several founders of other programmes who we thought did this well, and used this information to influence and shape our own process.

Our key criteria for recruitment were:

- Good thinker
 - Critical thinking & ability to navigate complex information.
- Problem solver
 - Some people just eat obstacles for breakfast. We want that, but even more than that, we want people who don't tackle problems deductively but instead who EXPAND and look at the biggest possibilities when navigating around a blockage. Someone who might ask why 5 times instead of just solving the short term issue.
- Good Do-er
 - The applicant needs to demonstrate having delivered on something previously

- Ninja skills
 - Mad skills in something. Design, development, coordination, public speaking, video making, number crunching, business development.
- Do Good-er
 - Hook in the brain about doing good & making a big impact in the world.
- Communicator
 - Good communication skills including online communication methods. Listening is a biggest part of communication for lifehack.
- Nice person
 - Humility and empathy
- People person
 - Connector, collaborator, leadership as a service

Our recruitment process happened in phases:

- Apply online (we used a web form built on TypeForm)
- Follow up questions which focused on building a bigger picture of people (also using a web form)
- Shortlisting down to about 35 participants.
- Skype interviews with top 25.
- Second shortlisting process, at which stage we started to build a Cohort of participants.
- Supplementary interviews to build a final ideal cohort.
- Offers for places for participants.
- Offers for supplementary places dependent on outcomes.
- Contract sent out to finalise places and attendance.

We were delighted to have nearly 100 applications by the end of our marketing and recruitment phase, especially considering Akina's 'Launchpad' (social enterprise accelerator programme) applications were also running concurrently.

Logistics & Coordination

July to September

We hired a coordinator specifically to tackle this area, which is a make-or-break role for this kind of a programme.

The role took into account:

- Finding and securing an office venue
- Coordination of office venue fit out
- Finding and securing a hui venue
- Finding and securing an end-of-Labs celebration venue
- Finding accommodation for out of town participants
- Participant communication
- Mentor & Provocateur communication & coordination

- Managing the Labs budget
- Timing and runsheets
- Labs facilitation, coaching & mentoring (where appropriate)
- Office space day-to-day management, logistics & liaison
- Volunteer or Intern coordination & management

The role was a large one, varied, and at times would demand much more than a 9-5 commitment (as all the core crew roles did). We hired for someone who had extensive background in doing this kind of role previously, and had enough cultural overlap with our team that we were able to hit the ground running to work together. It was big plus for us if the person was interested in or actively engaged in the social enterprise / innovation landscape.

Methodology / Data Points

- Evaluation Interviews - Nicola video

As part of the Most Significant Change approach, our storytelling intern Nicola documented video and audio interviews with all participants. Whilst specifically asking about moments of significance, the interviewers also sought feedback on the programme.

- Experiment Hypotheses

For every initiative Lifehack has run, we phrase hypotheses which are aiming to sum up what exactly it is that we test for. These are usually documented in the Lean Canvas Experiment Sheets.

- Weekly Survey

Every week we asked the participants the same questions, largely based around how their experience as part of the cohort and the programme.

- Final Participant Evaluation Form

On the final day of the programme we invited the cohort to give feedback on all aspects of the programme - from their accommodation to the curriculum, the team etc. Those were largely open questions to make sure we invited critical and constructive feedback.

- Journey Map

On a weekly basis, individuals could pop Post-Its on a physical piece of paper which helped them visualise the journey they were on. This was part curriculum/phase-inspired, and part personal.

- One-on-One notes

In three instances throughout the five-week programme, the core Labs team had one-on-one conversations with each participant to check in on their wellbeing. Most of these conversations were document in note form.

- "35 Expectations" - run twice

In two instances, we ran a process called 35 - which allowed participants to come up with statements around the expectations they had in regards to Labs, and through a numerical

methodology, allowed fellow participants to rank the emerging statements in order of collective importance.

- Evaluation Summit

Twice during the programme we ran a summit as part of the Most Significant Change process where we watched the video interviews of participants and some mentors. Collectively, the sub-groups decided on stories that best represented moments of importance. Further information on this will be provided by Maree as part of her MSC analysis.

- Meta evaluation by Patillo

We've been working with Maree Maddock from Patillo since the culmination of Labs to work towards extracting meaning from all the data gathered and the experiences had. Maree's work has helped us see patterns, such as the theme of emergence. This work was largely done through retrospective 'walk-throughs' of every week of Labs, refreshing our memories and document noteworthy points.

- Final Event engagement
- 35 Provocateurs, Supporters & Mentors involved.
- Online engagement metrics
- Reflection walk-through with the team

Immediately after the programme finished, we took time to go over each week, refreshed our minds by looking at the curriculum, and noted down things that went well, didn't go well, and worked out how we would improve each. We documented this in Post-It form, and then used the information to form the basis of this report.

Participants' Expectations going into Labs

Upon arrival:

On the second day of Labs in week 1, we asked all participants to write down one sentence starting with the words "I Expect" which captures their personal expectations of the lab process ahead. They then ranked each others' statements anonymously. The statements which most participants ranked "highly agree" covered "**collaborative action**" "**learning new things about myself and the world**" "**new adventure promoting positive change**", "**lifechanging**". The full set of data is available in the below. This tells us that participants generally felt open to change in themselves as well as ready to take action together.

The statements which most participants ranked "highly agree" were:

"I expect to go on a journey of collaborative community action with a bunch of rad people"

"I expect to learn new things about myself and the world"

"I expect lifehack labs to be a new adventure which promotes positive change for everyone"

"I expect lifehack labs to be life changing"

"I expect to understand the context in which we work, and how we can be most useful"

On the third day of Week Four of Labs, we asked all participants to write an "I Expect" statement for their life after Labs.

The statements which most participants ranked "highly agree" were:

"I expect to keep building momentum and move forward with my project"

"I expect to take these new learnings and apply it to a new journey or project"

"I expect to be flourishing"

"I expect to be involved with a project with new people I met through Lifehack Labs"

"I expect to miss everyone immensely"

Most Significant Changes for Participants

Context

The *Most Significant Change Technique* was undertaken at the 2 and 5 week phases of the intensive learning lab process. This is a participatory monitoring and evaluation tool and was used to gather stories of change from participants and mentors to illustrate the changes/impact that had occurred for them as a result of the lab and an indication of what actions may be taken from the lab experience into the post lab phase.

20 participant stories and 3 mentor stories were collected and analysed by participants/invited mentors and staff from MSD at 2 learning summits. The participants were invited to read the stories out loud or watch the video clips and search and record as a group the impacts and immediate outcomes they identified.

Due to the personal nature of MSC evaluation, we have not included the full results in this public facing report, please [contact us](#) if you are keen to learn more about this however.

Lifehack Labs 2.0

From here, there are many steps we could take. If we ran another Lab with a similar framework and premise these are the following changes we would implement:

- **Wellbeing in the spotlight, and in our practice**

Begin with full focus on the topic of the lab - wellbeing (and mental health) & technology - and leave the content around business modelling, app development and participatory design until later weeks after the participants have a handle on their "why". Maintain a strong focus on practicing wellbeing techniques including exercise and mindfulness throughout the programme.

At a team level, integrate wellbeing practice too. Build a practice of group mindfulness to help them see the holes in their armour not just tell them what they need to work on.

Making time focussed on discussing why people have come, not just at the beginning but at many times during a process helps people stay focussed and clear on what they're there to achieve. these processes challenge world views and we need to offer real spaces for participants to share their thinking about their futures and their purpose actively. That would help their mental wellbeing.

- **Enable Team Formation Over time**

Focus fully on creating a greater emphasis on the strengths, interests and questions of the participants at the beginning to set the foundation of appreciating complexity of issues & what gifts people bring to help with collaboration later.

Enable team formation to happen over a longer period of time during the programme, allowing more space for people to have conversations, work out the issues to focus on. Maintain an open attitude in the following week(s) to let people move in and out of teams; normalise change. Get them to work with other people early on in challenge teams so they notice who they collaborate with easily.

As teams form clearly, teams need time together to build a sense of whanaungatanga in a new relational field. Create mandated, compulsory time in teams to uncover why each of them is committing to this topic and how they understand each others' theory of change.

- **Design a Great Learning Experience**

Assess the learning styles of participants, and build "learning type" personas to design for. Engage an educational psychologist in the advisory of this programme in the future.

Radically transform week 2: Move away from lecture style learning entirely. Focus on designing for best learning processes engaging all type of learners & give space for co-discovery of possible projects in the afternoons.

More spacious & open programme as a whole, with less workshops and more time for "sense-making", utilising more facilitated processes for discussing the meaning behind each presentation. Additionally, building in more fully open days where the timetable and agenda is built by the group's questions.

All workshops to be co-designed with the lab facilitators to ensure continuity, relevance & interactivity.

Integrating group work & design challenges would be a better more practical way of "tooling up" in new methods and skill sets. Introduce design process over 1 day not half a

day, introduce each tool theoretically and then put it in practice with a group. What would it feel like to act on the tools and the problems concurrently? How could we still "Tool people up" while ensuring relevance, importance and embodied practice through the process?

- **Wrap around coaching for "team" time to build team's capabilities to help themselves**

Incorporate more specialists in the lab environment during period of focus on a discipline or area. We had a great experience having Penny Hagen as a collaborator during a design focussed period. We also found "clinic" based support more useful for teams than lecture style input. It would be great to have a health practitioner present for a period of time too as an in-house coach with domain knowledge.

What if we had had the mentors providing feedback to the cohort not just us? What other ways could help the group self regulate? What if friday afternoons were used to plan challenges for the week ahead, based on mentor feedback like Julian's emails?

How can we build capability in the teams noticing what they need and going and getting that help/ having that help in the room but not at a scheduled time?

In the later weeks, creative content seemed to work well & clinics worked well. We think this partly due to the energy in the later weeks where participants loved every chance to experience "generativity" and wanted to enjoy experiences of "opting in" to an opportunity as opposed to "be here at this time".

- **Core Team & Support Structures**

Could we have been provocateurs? (20 minutes of content and then - report back at 5pm where you got to with that across the day).

Rotate head/heart/hands roles on a week by week level so we were ensuring content was landing in such a way that allowed continuity of learning (e.g. david clear waters' session). need to prep provocateurs in a way which allowed them to put it into their own words and co-write a brief for their workshops.

We needed some practical plans about how to manage the coaching of the teams & writing up updates of where each team is at so we could support easily and consistently.

Meta-facilitation & reflecting on the process is vital to the participants feeling ownership over their experience - spend more time (perhaps beginning and end of each week) building shared understanding of "where are we up to in the process"

Mentoring: Change the method of mentor-matching - next time try and just match them up behind the scenes as opposed to involving them in the process.

- **Co-create a definition of success**

We often asked ourselves the question - who is marking their exam? If this is a learning experience, as well as a place to build things, how do we know what people are confident in and what went over peoples' heads? How can we tell the difference between excitement and readiness for investment, or the difference between a prototype and something they think is a product? What hurdles do we need them to demonstrate they can jump over in order for us to justify investing more time in them? This thinking got embedded into the scorecard we designed which helps us decide how to support after the Lab, but during the Lab we wished we had co-designed a vision for the endpoint with the group more clearly. Design the goal posts together, shift them together, make sure everyone is on the same page even as things change.