



**Topic:** Sharing Across Labs

**Hosts:** Giuliana Ortega, C&A Foundation Brazil & Christel Scholten, Reos Partners Brazil

**Who Else Participated:**

Julio (Mexico)	
Claire (Australia)	Leigh (Australia)
Eduardo Marino (Brazil)	Lucilene (Brazil)
Geoff (Australia)	Manuela (NA)
Jess (NA)	Monica (NA)

**Main ideas, insights, and take-aways:**

Did a round of introductions and surfaced questions:

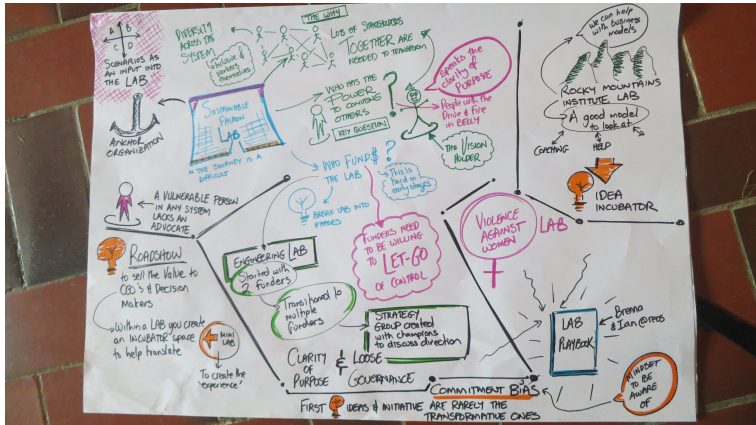
- What is going on in Labs?
- How can we continue to learn across labs? Cross-pollinate?
- How does a lab start – convening, composition, funding, how to engage key stakeholders at the beginning?
- What does the transition from scenarios to the lab look like? How to manage this?
- Design questions
- How to scale and institutionalize?
- What are the other ways we do labs?
- How to fund initiatives?
- How to make the 2nd phase effective?

**Giuliana** shared the beginning of the **Sustainable Fashion Lab**: C&A Foundation initiated and invited ILO, ABIT (industry association) and ABVTEX (association of retailers) – needed to have the problem owners as part of the Convening Alliance, initial funding came from C&A Foundation. The beginning is harder to fund. Later others contributed. The aim is for the C&A Foundation's percentage of financial contribution to decrease over time. Funders need to be willing to let go of control. The key question is: Who has the power to convene others? Mapped stakeholders, invited 40 leaders and stakeholders from across the system. Ensured diversity across the system – including workers themselves, not a representative voice. Lots of stakeholders together are needed to transform the system. Scenarios were used as input to the Lab. Can connect the initiatives to the scenarios and later come back to the scenarios. Initiatives have individual leaders and anchor organizations. It is important to break the lab into phases. We are going into the 3rd phase now: a platform for continuous collaboration and innovation after phases 1 & 2 (Scenarios and Lab).

**Monica** shared experiences from a number of Labs: Engineering Lab, e-Lab, Emergency Aid Lab, ECD, Energy Futures Lab

- starting point: stakeholders understand that the only way forward is by collaborating
- Convenor(s): the people with the drive and fire in belly, vision holder, speaks the clarity of purpose, the why, very articulate about the issue, co-convenors can bring credibility.

- **ECD lab** had co-convenors (United Way, Government): provided credibility, but had difficulty shifting the mindset of the funder.
- **E-lab** (Rocky Mountain Institute): a think and do tank, high credibility, capacity to provide expertise to the initiatives, need to find money and time to continue the initiatives, a project manager, coaching and resources are essential, need a core place of action and prepare selves for this, need project management skills, have an accelerator process, an idea incubator space (4 days), there is passion for change in this system, the subject matter plus Reos understanding of working together plus passionate people makes this one work well, it is a good model to look at, has coaching help, and an idea incubator, RMI can help with business models
- the funding aspect gets easier when you have something that exists
- **Engineering Lab** had co-convenors (engineering company, activist NGO), have a champions group that each give USD 50,000/year (4 universities, Suncorp Energy Foundation, Boeing, McConnell), started with 2 funders and transitioned to multiple funders, can't have a command and control board structure, this model doesn't fit, need clarity of purpose and loose governance, a strategy group was created with champions to discuss direction and to help think about the future of the lab, we had a strategy group, a champions group and a secretariat group. Held a strategy day before the workshops.
- **Energy Futures Lab** (Alberta): created a Roadshow where the team goes into the company to share the experience and to sell the value to CEOs and decision makers, within a Lab you create an incubator space to help translate, create a mini-lab to create the 'experience' (from 2 hours to a half-day workshop experience), create an alternative operating system in the company so the person isn't alone and is with colleagues from the lab, a vulnerable person in any system lacks an advocate
- **Emergency Aid Lab**: moving to scale, started with 5 campuses, have workout programs, asked that they bring in initiatives they are currently working on and struggling with – these could be the first generation of initiatives, the first ideas and initiatives are rarely the transformative ones
- Initiatives are not the only way forward. David Easton on public policy: Transformation happens when work on 3 levels: shifting narratives about the problem and shifting mental models (ex. tweeting new narratives and new stories), shifting policy or "the regime" and innovating and incubating the new
- communicate about the group itself – that the multi-sectoral group exists – this in itself is innovative
- commitment bias, a mindset to be aware of
- Lab Playbook that Brenna and Ian are working on
- Violence against Women Lab (Brazil, South Africa, Australia): sharing across offices on common themes



**Any next steps, actions or commitments:**

- keep in touch and continue sharing across labs
- invite Monica to give input to and brainstorm together on lab/platform designs for projects in Brazil
- feed into Global Meeting OST on Mapping the Landscape of Current Projects across Reos Globally and documenting the different Reos Lab Models