

Economic Immigration Lab

Participant Orientation Pack

September - December 2017
www.noulab.org/immigration
www.economicimmigrationlab.org

Sacramental

If there is a heaven, and I'm not sure there's not,
at its harbour will be waters that we've travelled,
sometimes seeing
mostly not.

And at its hearth will be people saying
welcome, welcome, welcome
to where you've always been a
part of.

Who knows where this journey started,
or how this journey ends.
All we know is that we hope in destinations
tended by the practice of these virtues -

Love, and those sacramental eyes.
Embrace with arms wise to their limitation.
Loyalty to the courage of the voice.
And wonder at these voices growing daily.

And so, we hold and bless ourselves,
in the hope of untamed harbours,
unrestrained delight
and unending love in this unfolding story.

- Pádraig Ó Tuama, *Sorry for your troubles*

It is with great pleasure that we welcome you to the Economic Immigration Lab!

In this orientation pack you will find program information and logistics to help you arrive feeling fresh and ready to participate in the lab.

We have also included some background information on the process, resources to help further your knowledge, and a few details about your hosting team and fellow participants.

If you need any further information, please do not hesitate to contact us!

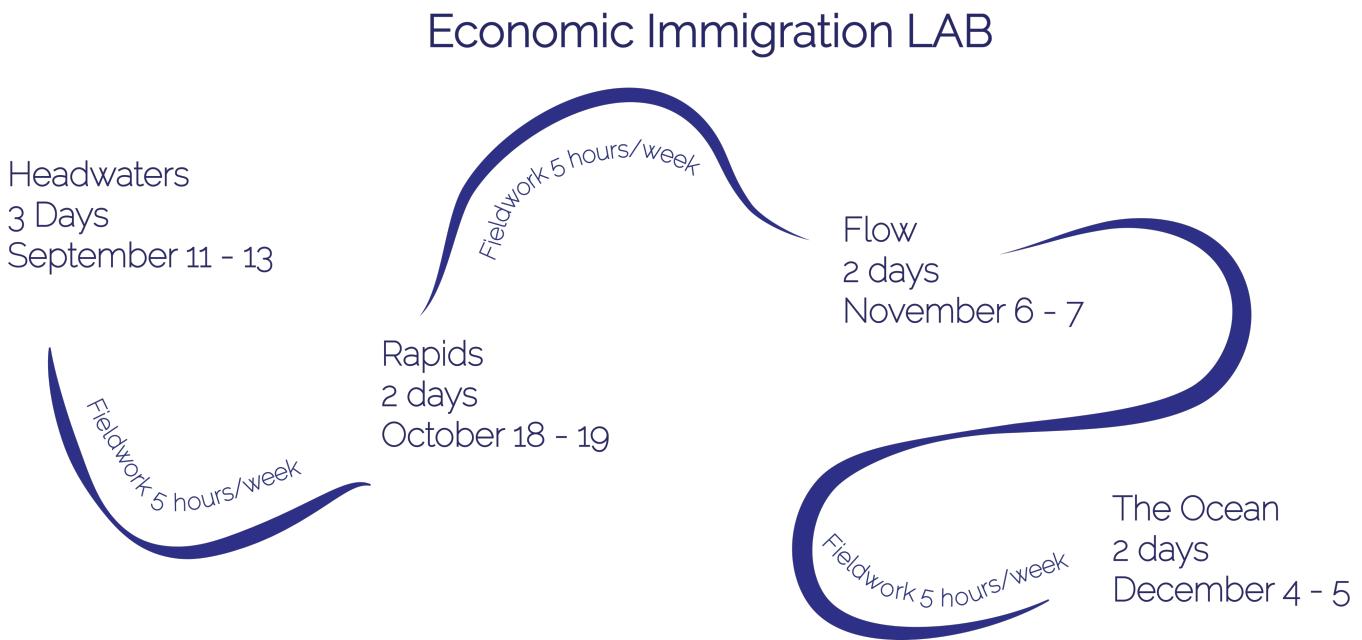
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Economic Immigration Lab: Purpose + Learning Objectives

The Economic Immigration Lab has been convened around three themes in economic immigration in New Brunswick. Firstly, we aim to become leaders at attracting, welcoming and retaining newcomers to the province in order to contribute to a robust economy. Secondly, we aim to help newcomers find meaningful employment and reasons to make New Brunswick a permanent home. Thirdly, we aim to help employers find and connect with immigrants with the skill sets they need in order to grow their businesses.



The Learning Objectives.

- Improved understanding of the perspectives of New Brunswickers towards newcomers.
- Improved understanding of newcomer experience
- Improved understanding of the enablers of economic immigration in New Brunswick.
- Improved understanding of the barriers to economic immigration in New Brunswick.
- An understanding of potential leverage points in the system.
- Stakeholders be engaged at a grassroots level.
- 5-7 prototype teams testing and learning from prototypes.
- Harvested learning that is applicable to other communities.

NouLAB Principles.

We can be sure at some point on the journey each of us will feel hopeful, optimistic and energized, and at some point we will feel frustrated, resigned, and discouraged. As we set out on this journey, it's important to have a shared expectation –as much as possible– of the road ahead.

Having embarked upon previous journeys of this sort, we have learned that being a good traveler requires us to follow a few basic principles:

- Speak from your experience
- Listen to learn
- Hear all the voices
- Play, doodle, draw

"In these troubled, uncertain times, we don't need more command and control; we need better means to engage everyone's intelligence in solving challenges and crises as they arise".

- Margaret J. Wheatley

Kick-off workshop: September 11-13, Moncton

Purpose.

The purpose of the Kick-off workshop is to collectively create the conditions for our journey through the first cycle of the lab together. Furthermore, we will establish the prototyping teams and begin to develop the skills necessary to prototype successfully.

Learning Objectives.

- To understand the roles of the hosting team, participants, the lab process and the lab resources.
- Increased understanding of the need/urgency of the lab.
- The formation of prototyping teams.
- Connection to the purpose of the lab.
- Increased understanding of the systemic nature of the challenge and how we all contribute to it.
- A deepened empathy for co-participants
- Team practices to work well together
- An understanding of self, team, problem solving and learning styles
- The beginning of a ‘prototyping mindset’.

Location.

The kick-off workshop will be held at The Cocoa Room (in the Chocolate River Station) in Riverview, just across the Petitcodiac River from Moncton. The Chocolate River Station is easily accessible via the Moncton/Riverview bike paths. Otherwise, there is plenty of free parking on-site.

Please note that there is no internet available at the site.

Registration.

Registration will be between 08:30 and 09:00 on Monday, September 11 at the Cocoa Room in Riverview.

September 11-13, The Cocoa Room, Riverview

Agenda:	Monday, September 11
08:30 – 09:00	Arrival and registration
09:00 – 10:00	Welcome and check-in
10:00 – 10:15	Break
10:15 – 11:30	Activity: Why are we here?
11:30 – 12:30	Teach: Social innovation and systems change
12:30 – 13:30	L U N C H
13:30 – 14:00	Teach: Theory U and sensing
14:00 – 16:30	Activity: Journey mapping
16:30 – 17:00	Check-out
17:00 – 19:00	Happy hour @ the Cocoa Room

Agenda:	Tuesday, September 12
09:00 – 09:30	Welcome and check-in
09:30 – 10:00	Teach: Divergence – Emergence - Convergence
10:00 – 11:00	Activity: Setting the context (includes break)
11:00 – 12:00	Activity: Appreciative trios/Dialogue interviews
12:00 – 12:30	Activity: Solo reflection
12:30 – 13:30	L U N C H
13:30 – 15:00	Activity: World café (includes break)
15:00 – 16:30	Teach/activity: Prototyping
16:30 – 17:00	Check-out

Agenda:	Wednesday, September 13
09:00 – 09:30	Welcome and check-in
09:30 – 12:00	Activity: Open space technology (includes break)
12:00 – 13:00	L U N C H
13:00 – 13:30	Activity: Team formation
13:30 – 15:00	Teach/activity: Bassadur index
15:00 – 15:15	Break
15:15 – 16:30	Activity: Fieldwork planning
16:30 – 17:00	Check-out

What is NouLAB?

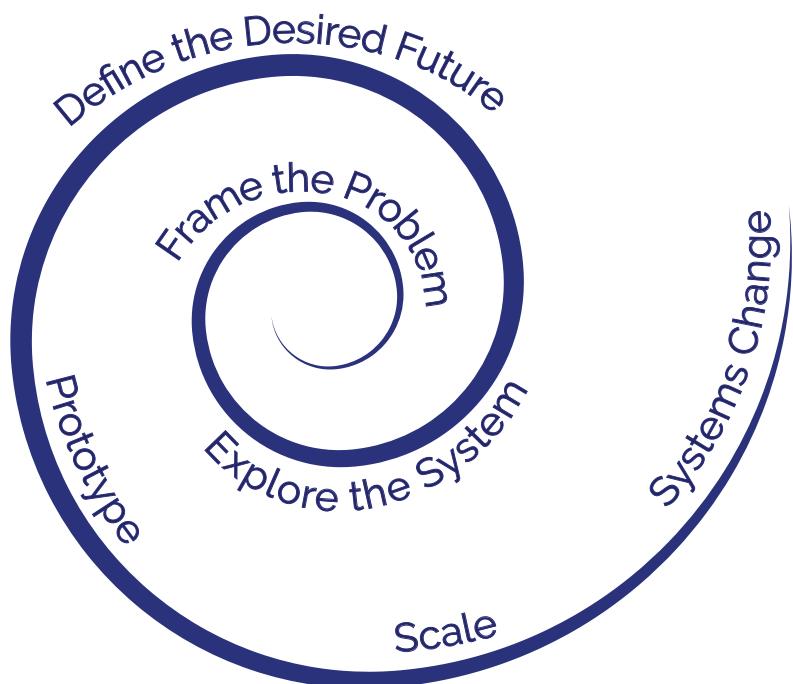
Who We Are.

NouLAB is a partnership between the Pond-Deshpande Centre and the New Brunswick Social Policy Research Network. NouLAB is New Brunswick's public and social innovation lab. Our mission is to provide pathways throughout which we, together, explore ideas and test solutions to complex challenges.

What We Do.

NouLAB is New Brunswick's public and social innovation lab. We help the public and innovators act together to address our most pressing social, environmental, and economic challenges. By connecting change agents from across sectors, convening them around pressing issues, and facilitating their journey to deep change, NouLAB is making the change process smarter.

The NouLAB Process



What to Expect

The Economic Immigration Lab journey is iterative and each of the elements of the program are interdependent and develop in parallel with each other. Your teams will be encouraged to reflect back on previous work in order to build on your learning. This learning will come from sharing diverse perspectives with the other members of your team and better understanding the system in which the problem exists – through exploration, data, research and talking directly to stakeholders.

Time.

Social labs are iterative processes, and they need to be in order to succeed. By agreeing to participate in the lab, you are committing to:

- a) 15 days working on the challenge. This includes 8 full day workshops between September and December 2017 (September 11-13, October 17-18, November 6-7, December 4-5);
- b) Attend virtual coaching sessions with leading experts in social innovation; and
- c) Work collaboratively with a diverse group of stakeholders.

Fieldwork.

The intention of field work is to inform a series of prototypes that will help you learn what works and what doesn't. Fieldwork will help enable your team to communicate the importance of your challenge as well as to ask for support in the development of prototypes or other initiatives that may be uncovered throughout the lab process.

Coaching.

Each team will have the support of coaches to meet between workshop sessions (and as otherwise needed) to help guide teams through the process. Each team will be matched with coaches that align best with the specific needs of that team.

Intentions.

By the end of the Economic Immigration Lab, you will have:

- An improved understanding of the problem you are facing, and new ideas for addressing specific issues that are part of the problem;
- A pitch/presentation to communicate the importance of your challenge and to ask for further support for the development of prototypes or other initiatives that were uncovered throughout the process;
- Plans for new field research and increased capacity to ask questions and collect information about the problem.

What to bring.

- A pen (or two)! We will be providing you with a journal, a printed version of this Orientation Package, as well as more background information and templates for your fieldwork.
- An open mind.

Lunch, snacks and coffee/tea will be provided, as well as refreshments during the Happy Hour on Monday. If you have any dietary and/or accessibility requirements, please let Rose know: rose@noulab.org.

Please note that there will not be internet access at the site.

“None of us see the system. We see our own part based on our own background and history. And we all think we see the most crucial part.”

— Peter Senge, Accelerate 2014

What Are Social Labs?

Many challenges we face today are complex and systemic, with no one clear cause or trigger. Indeed, unpacking how we might become leaders at attracting, welcoming and retaining newcomers to grow the New Brunswick economy has no clear one size fits all answer.

There are millions of laboratories around the world dedicated to the natural sciences and technology, receiving trillions of dollars in funding. But how many laboratories around the world are dedicated to addressing social issues? Social labs do just that.

A social lab is a multi-faceted approach that involves facilitated processes to help anybody - from individuals to multi-stakeholder groups - address complex problems, such as Economic Immigration. Social labs are, by nature, social, experimental and systemic.

They are social.

Social labs start by bringing together diverse participants to work in a team that acts collectively. They are ideally drawn from different sectors of society, such as government, business and community. The integral participation of diverse stakeholders, as opposed to teams of experts, defines the social nature of social labs.

They are experimental.

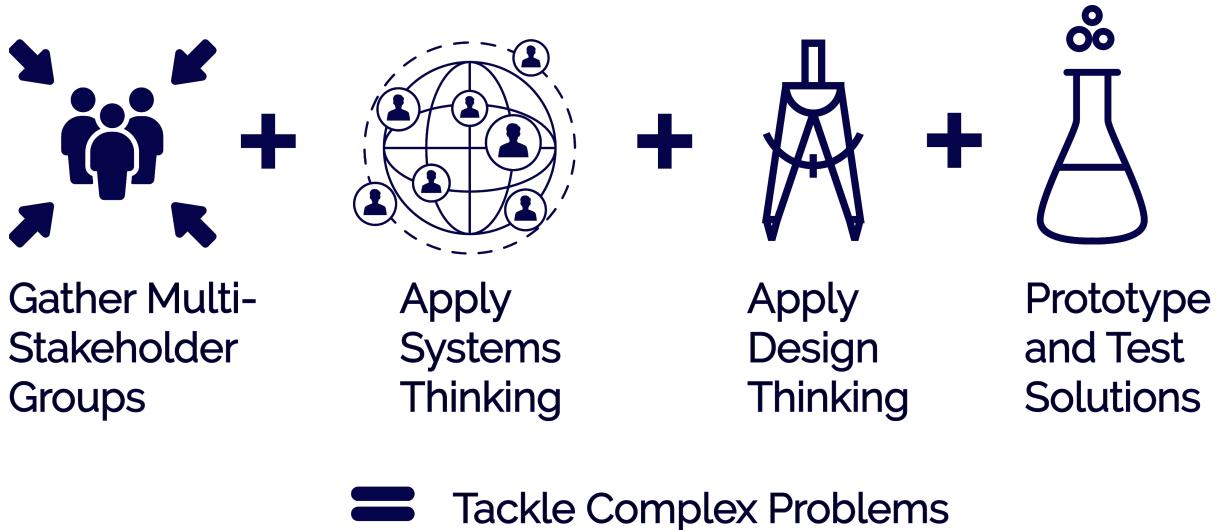
Social labs are not one-off experiences. They're ongoing and sustained efforts. Teams take an iterative approach to the challenges they want to address—prototyping interventions, incorporating feedback, and managing a portfolio of promising solutions.

They are systemic.

The ideas and initiatives developed in social labs go beyond dealing with symptoms and instead address the root cause of why things are not working.

Social issues are collective action problems where some form of capital is found wanting or being depleted. In a challenge like population decline and immigration retention, we see a decline in multiple forms of capital - social, financial and cultural - for example: lack of labour to

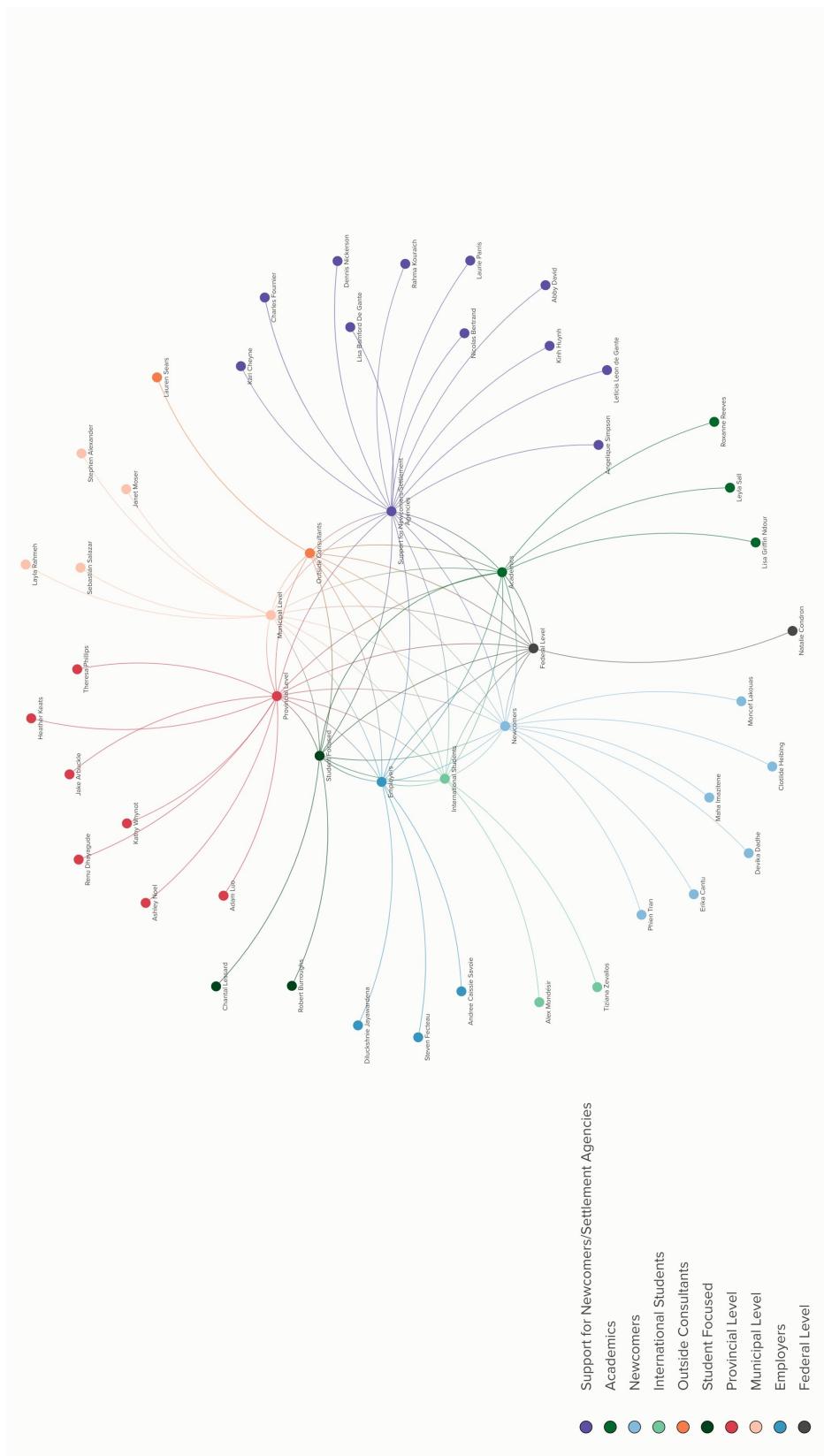
labour needs, reduction in new business, reduction in tax base for municipalities, reduced population in schools, etc. Successful social labs can re-generate different forms of capital, in order to address the most complex challenges.



“If progress, planning & reason have led to the failed systems that litter our landscapes, might speculation & dreaming be our only way forward?”

- Victor Papanek

Stakeholder Map



A Few Chaordic Assumptions

New solutions are needed.

Social Labs are built on the assumption and experience that an increasing complexity in the problems we face compels us to find new ways of solving them. These solutions are more comprehensive and more readily come to and owned if they are co-created by the stakeholders impacted by the challenge.

New solutions grow between Chaos and Order.

If we want to innovate or work with change, we have to be willing to let go of what we know and step into not knowing. In nature, all innovation happens at the edge of chaos, or in the space between order and chaos (the chaordic path). It is in this space that new connections are created and new possibilities emerge. The path to any major change or transformation will go through chaos into new order.

Conversations matter.

It is common sense to bring more people together in conversation. We have done this for generations - gathering around fires, and sitting in circles. Conversation is the way we think and make meaning together. It is the way that we build strong relationships that invite real collaboration.

Meaningful conversations lead to wise actions.

Human beings that are involved and invited to work together tend to only pay attention to that which is meaningful to them. Conversations that surface a shared clarity on issues of importance foster ownership and responsibility when ideas and solutions must be put into action. Actions that come out of collective clarity are sustainable.

Organisations are living systems.

When human beings join together in an enterprise or organization they have more in common with a living system than a machine. Living systems are intelligent and capable or self organising their own and unique solutions. The way you 'lead' a living system is radically different from operating a machine. When these systems grow big enough, they organise in levels. They need structures, containers and boundaries that can facilitate or act as host for the collective resources and intelligence.

The Breath Pattern: Divergence, Emergence and Convergence

In entering into an inquiry or multi-stakeholder conversation we operate with three different phases in the process - divergence, emergence and convergence. The three phases are complementary but different ways of thinking and working. They can be likened to the three phases of breathing: breathing in (lungs expanding/diverging); holding (emergence); and breathing out (lungs contracting/converging). The 'breath' pattern - of divergence and convergence - is at the heart any interaction, from a conversation with a friend to the development of a prototype. Longer processes (this lab, for example) will go through several such breathing cycles.

Divergence.

In the divergent phase, there is as yet no clear goal. This is a 'goal-seeking' phase in order to determine a clear and shared purpose that gives the collective direction. An important driver in this phase is asking the right questions. If you close the divergent phase too soon, the level of innovation will be less and the quality of the outcomes will suffer. Ideally a group will stay in inquiry in the divergent phase until a new shared and agreed upon purpose emerges, or a goal is seen collectively.

Divergent thinking typically generates alternatives, has free-for-all open discussion, gathers diverse points of view and unpacks the problem. The Divergent Phase is non-linear and needs "chaos time". It is process-oriented and needs prolonged decision time.

Emergence.

Between the divergent and convergent phases, the emergent phase is fondly known as the 'groan zone', or the 'grown zone'. It is the phase where different ideas and needs are integrated, and where the magic happens. It may require us to stretch our own understanding to hold and include other points of view. We call it the groan zone because it may feel messy, and an uncomfortable stretch, but it is also the phase where the new and innovative solution emerges, and where we 'grow' beyond the solutions we had thought possible prior.

Emergence is the phenomenon of order arising from chaos. A more nuanced definition goes

like this: Emergence is *higher-order complexity* arising out of chaos, in which novel, coherent structures coalesce through interactions among the diverse entities of a system. Emergence occurs when these interactions disrupt the system, causing it to differentiate and ultimately coalesce into something novel.

Convergence.

The Convergent Phase is about evaluating all the alternatives, summarising key points, sorting ideas into categories and arriving at general conclusions. The Convergent Phase is goal-oriented and focused, linear, structured and usually subject to time constraints. It is focused on getting results and may require quick decisions.



Working with emergent change processes:

- Getting started is a leap of faith - the seeds of most great ideas are misunderstood, dismissed or discouraged by others.
- Success can be a hurdle – since engaging emergence involves the unknown, it is risky. Organisations are afraid to proceed without certainty.
- Outcomes can be difficult to recognise – when we encounter novelty, our first impulse is to try to fit it into our existing frame of reference. Sometimes seemingly minor shifts can change fundamental assumptions about how things work. Yet years may pass before we appreciate the implications.
- What's most important is probably not on our radar screen – organisations tend to measure tangibles like 'number of projects launched and successfully implemented'. But the most powerful fruits of emergent change processes tend to be intangibles, like trust and friendship. Self-organising networks arise that can be catalysed into action if an intention of sufficient magnitude arises.
- Not everyone makes the trip – most of us have experienced situations in which others have stepped in to an experience, but we've chosen not to. Are we missing something? Or is everybody else dangerously deranged?
- Death or loss is usually part of the mix – perhaps fear of loss is the biggest reason why we resist emergence. Few of us choose to experience emotional turmoil if we can avoid it, so we invent strategies that bury the root causes of disturbance, perhaps inadvertently setting up a system to die.

**“Every object, well contemplated,
opens up a new organ of
perception within us.”**

- Johann Wolfgang von Goethe

Practising Dialogue

Suspend judgements, assumptions and certainties - It is not about knowing who is right or wrong. It is about exploring together and surfacing what we do not know or see yet.

Focus on what matters - We have no time to waste on what doesn't.

Accept that divergent opinions are OK - We do not always need to reach a consensus. Innovation and new solutions come from putting different perspectives together.

Speak one at a time and speak with intention – Say what you mean and then stop.

Listen with attention – Really seek to understand what is being said.

Be aware of your impact on the group – we each contribute to a good dialogue. We can be aware that we do not monopolise the speaking time and make sure everybody can be heard.

Contribute with your mind and heart - Bring your full self into the room. Allow yourself to be both a professional and a human being.

Listen together for insights and deeper patterns or questions – is an invitation not to remain at the surface of what you already know but to listen to the meaning underneath the meaning.

Slow down - Slowing down helps to foster more reflection and create spaces for silence, where inspiration is often born.

Link and connect ideas - This is how we can learn and surface what do not know yet, and see the connections and patterns.

Play, doodle & draw – It can be helpful to use a large sheet in the middle of your group as a space to capture the results of your collective reflection.

Have fun! What if enjoying ourselves was the key to improving our learning and performance?

Theory U

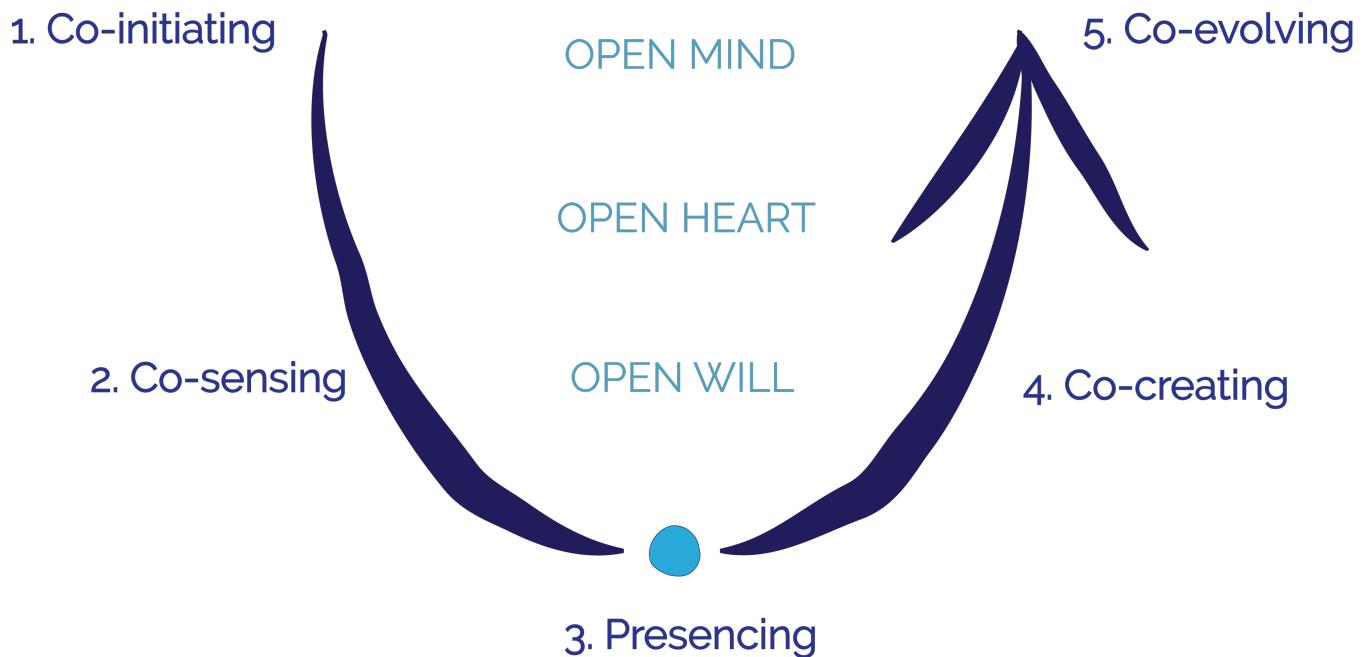
Theory U is based on the idea that the quality of the results we create in the world is a direct result of the quality of our inner condition (awareness, consciousness). Theory U can be understood as a framework, and a method for leading profound change.

As a process for innovation and collective leadership for change, the U takes us through 5 phases: co-initiating co-sensing, co-inspiring, co-creating and co-evolving. These phases are related to three core movements: to observe, to retreat and reflect, and to act in an instant.

Moving down the left side of the U, the steps encourage the opening of the mind, heart and will by connecting with unconscious sources of perception, decision-making and action.

At the bottom of the U is ‘presencing’ – a combination of the words ‘presence’ and ‘sensing’. This can mark a moment of change within us in relation to the work we are doing or challenge we are facing.

Moving up the right side of the U, the steps facilitate a creative, constructive process that invites the future that wants to be born.



Glossary of Terms

Co-creating: The movement of the U that enables us to explore the future by doing; enacting prototypes of the future by linking the intelligences of the head, heart, and hands and by iterating through the guidance of fast-cycle feedback from all stakeholders in real time.

Design thinking can be described as a discipline that uses the designer's sensibility and methods to match people's needs with what is technologically feasible and what a viable business strategy can convert into customer value and market opportunity. (Change by Design, Tim Brown)

Downloading: Reenacting habitual patterns of action, conversation, and thought.

Embodying: The capacity to bring the new into an institutionalized level of reality by embedding it in new practices, processes, and infrastructures while maintaining a connection to source.

Emergence is *higher-order complexity* arising out of chaos, in which novel, coherent structures coalesce through interactions among the diverse entities of a system. Emergence occurs when these interactions disrupt the system, causing it to differentiate and ultimately coalesce into something novel.

Labs processes bring together a variety of stakeholders to develop a common understanding of a problem, from which they can design new, innovative solutions. Based on, in part, whole-system and design thinking, labs leverage a diversity of knowledge, experience and perspectives to find solutions to complex, intractable social problems. Examples include Change Labs, Design Labs, Solutions Labs, and Social Innovation Labs.

Presencing: To sense, tune in, and act from one's highest future potential—the future that depends on us to bring it into being. Presencing blends the words “presence” and “sensing” and works through “seeing from our deepest source.”

A **Prototype** is a series of small-scale experiments, in simulated or real environments, that test a ‘first impression’ or ‘hunch’ regarding how to positively influence change within a defined ‘problem space’. Prototyping allows us to create microcosms that allow us to explore the future by doing. Prototypes function as landing strips for the future. They work through the principle of “failing early to learn quickly” (IDEO).

Prototyping is:

- Action- and learning-oriented;
- Best done collaboratively with diverse stakeholders (the way these principles are applied will depend on context); and
- Undertaken with the purpose of designing, testing and rapidly iterating new and unverified processes, services or programs in order to discover how they truly influence the complex problem you are trying to address.

Sensing: The view from within—when seeing and perception begin to happen from the field. When you enter the state of sensing, you experience a collapse of boundary between observer and observed.

Social innovation is a new idea that resolves an existing social, cultural, economic and environmental challenge. It is not policy or program improvement; true social innovations are systems-changing. They permanently alter the perceptions, behaviours and structures that previously gave rise to the challenge. It is not a new concept, but in recent years it has become more focused and structured – a deliberate process for finding, developing, implementing and scaling new ideas.

Systems thinking is the process of understanding how things, regarded as systems, influence one another within a whole. As an approach to problem solving, it means viewing "problems" as parts of an overall system, rather than reacting to specific part, outcome or event. It is based on the belief that the component parts of a problem can best be understood in the context of their relationships with each other and with other problems, rather than in isolation.

Theory U can be understood first as a framework; second, as a method for leading profound change; and third, as a way of being - connecting to the more authentic of higher aspects of our self. Theory U illuminates the source level of enacted systems (or social systems).