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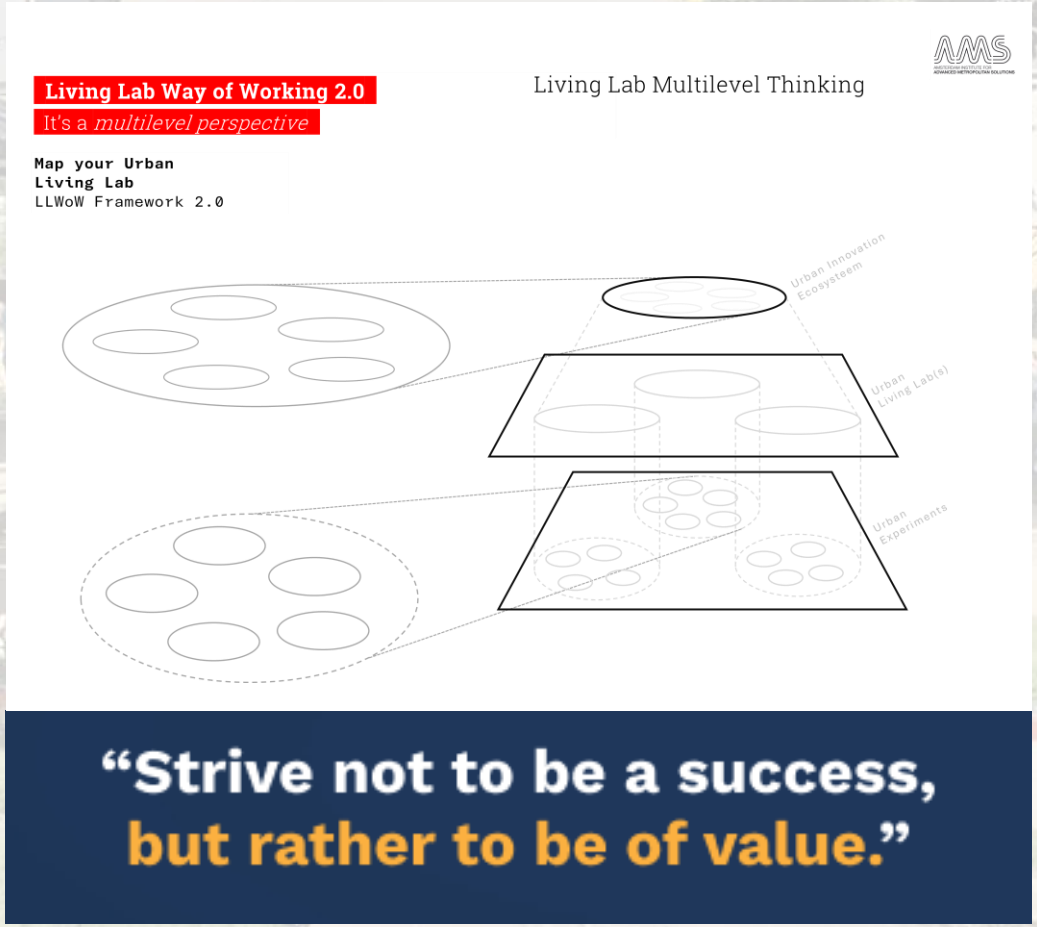
# Living Lab Training Exercises

*"Impact and Value driven"*

*"Project Management & learning Model*

*"Off-the-shelve and Tailor-Made*



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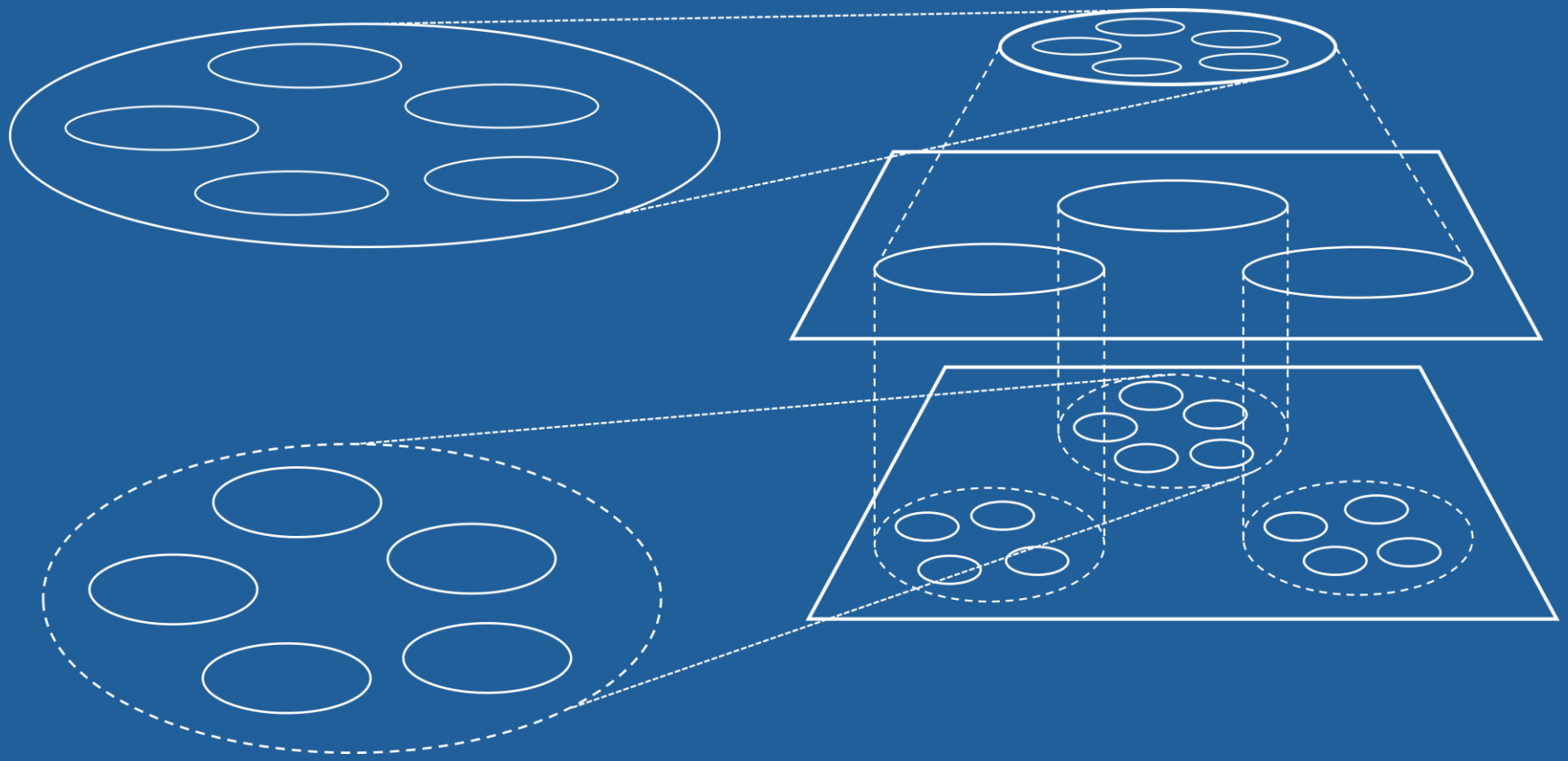
# Gaining Perspective



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# Intention of the Tool

**Intention**
A thinking exercise to better understand the different levels of the Living Lab, enable distinguishing between different actors and activities, allow for system thinking and speaking the same language.

**Learning Objective**
- Gaining understanding of the characteristics of the 3 different levels
- Hearing and seeing each others' views, ideas, motives connected to the different levels

**Activities**
This exercise is set up with a few intriguing questions per level to engage with each other, supporting a discussion on different insights and ideas. Reflect on the exercise afterwards
- Possibility to move to concrete actions, but its main purpose is to support a discussion between stakeholders within a project.
- An extra layer could be added, by discussing individual motives and beliefs behind certain views and ideas, per level.

**Rules**
Have people freely express their opinions, let them use post-its, or drawing and creativity to foster the thinking process. Be clear on the length of discussion for each layer, and that you will intervene per level.

**Timing**
45-50 minutes

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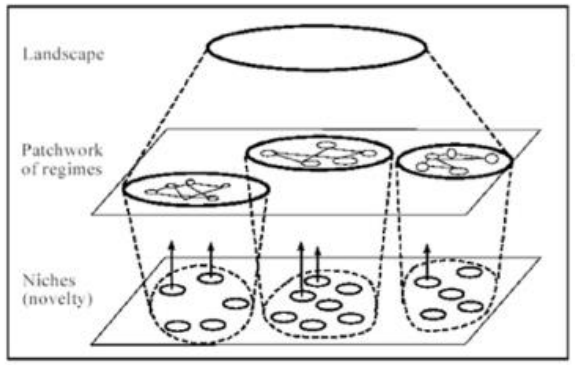
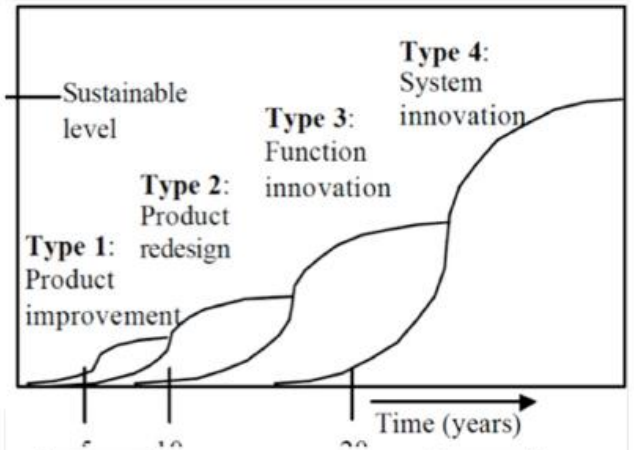
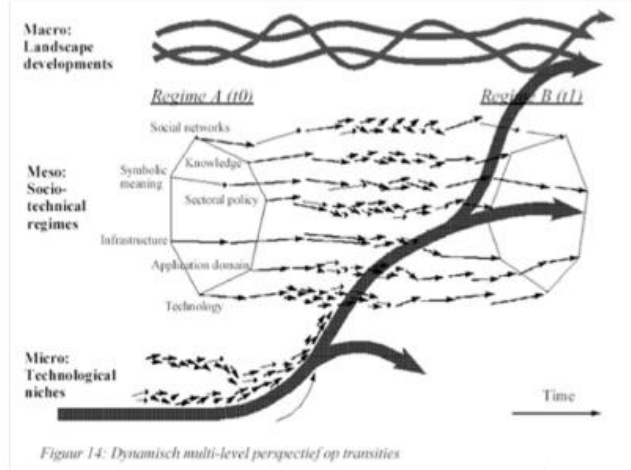
# LLWoW 2.0 Multilevel perspective

## MULTI-LEVEL APPROACH

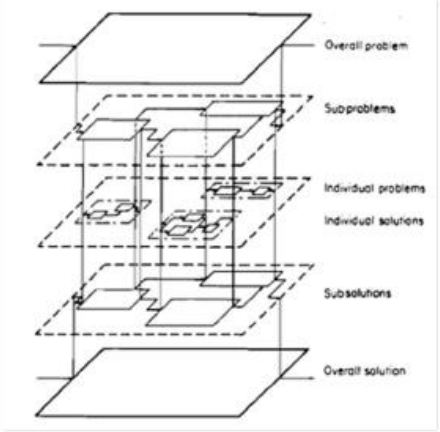
*Figure 2:* Multiple levels as a nested hierarchy (Geels, 2002a)

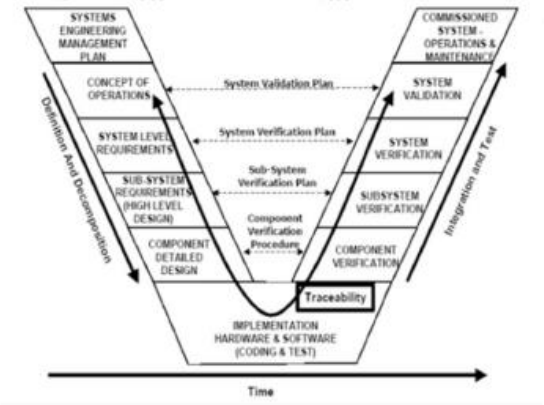


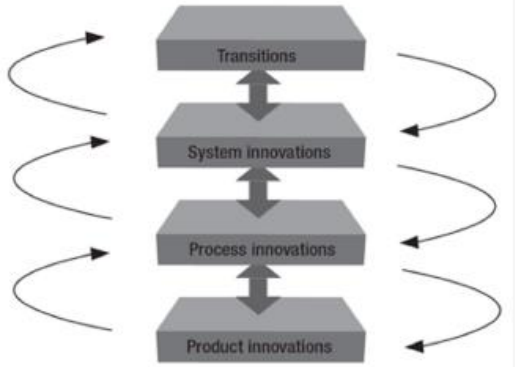




*Figuur 14: Dynamisch multi-level perspectief op transities*



# LLWoW 2.0 Multilevel perspective

A living lab way of working 2.0

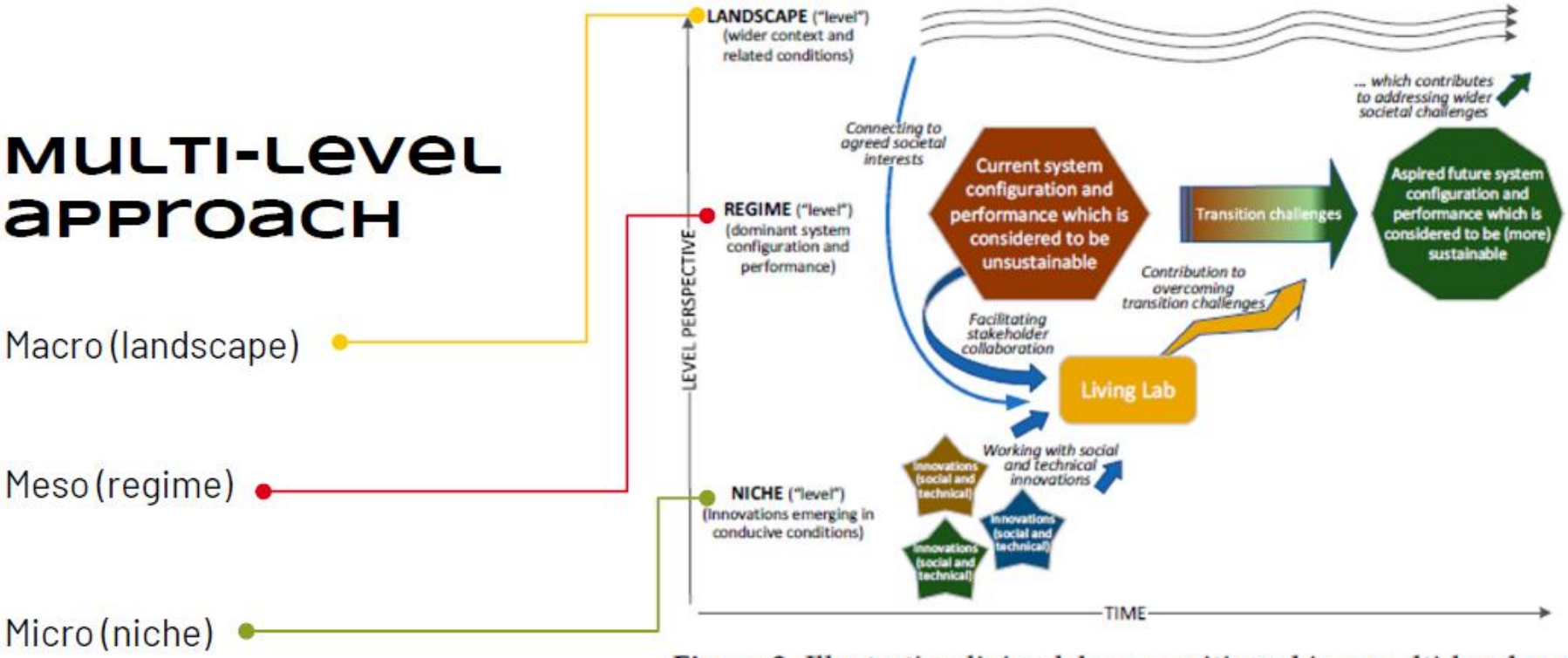



Figure 2. Illustrating living labs as positioned in a multi-level perspective.

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# Multilevel perspective

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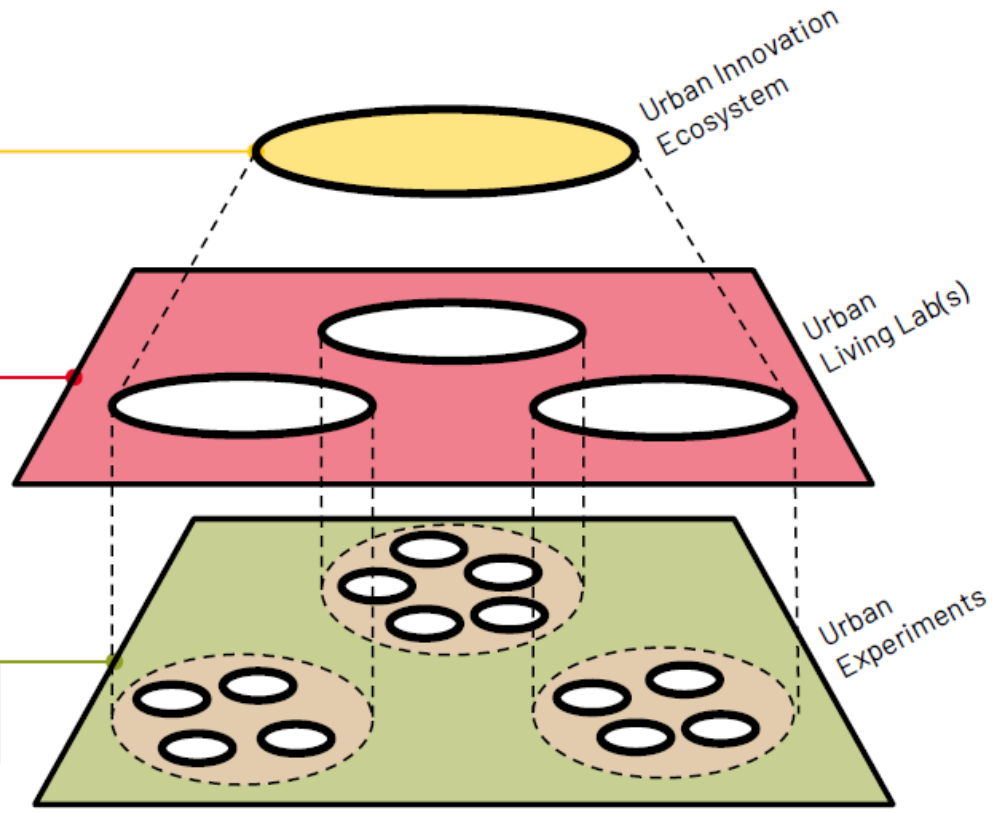
way of working 2.0

## MULTI-LEVEL LIVING LABS

Urban Innovation Ecosystem (macro)

Urban Living Lab (meso)

Urban Experiments (micro)



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# Macro level

## ECO SYSTEM

Policy

Vision

Strategy

Ambitions

Transition

Triple Loop Learning

Culture Change

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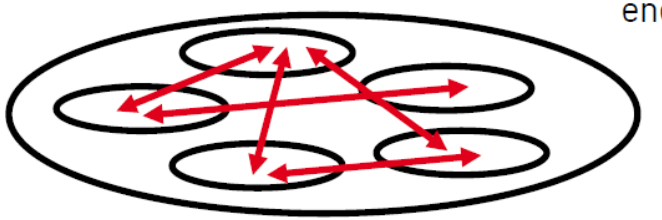
RELATIONS [1]

Elements of the urban ecosystem related to social issues like **citizen acceptance and behaviour**

Elements of the urban ecosystem related to energy **technology**

Elements of the urban ecosystem related to **economic, financial, market issues**



Elements of the urban ecosystem related to **human capital, training, expertise**

Elements of the urban ecosystem related to new **policy and regulations**

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# Multilevel perspective

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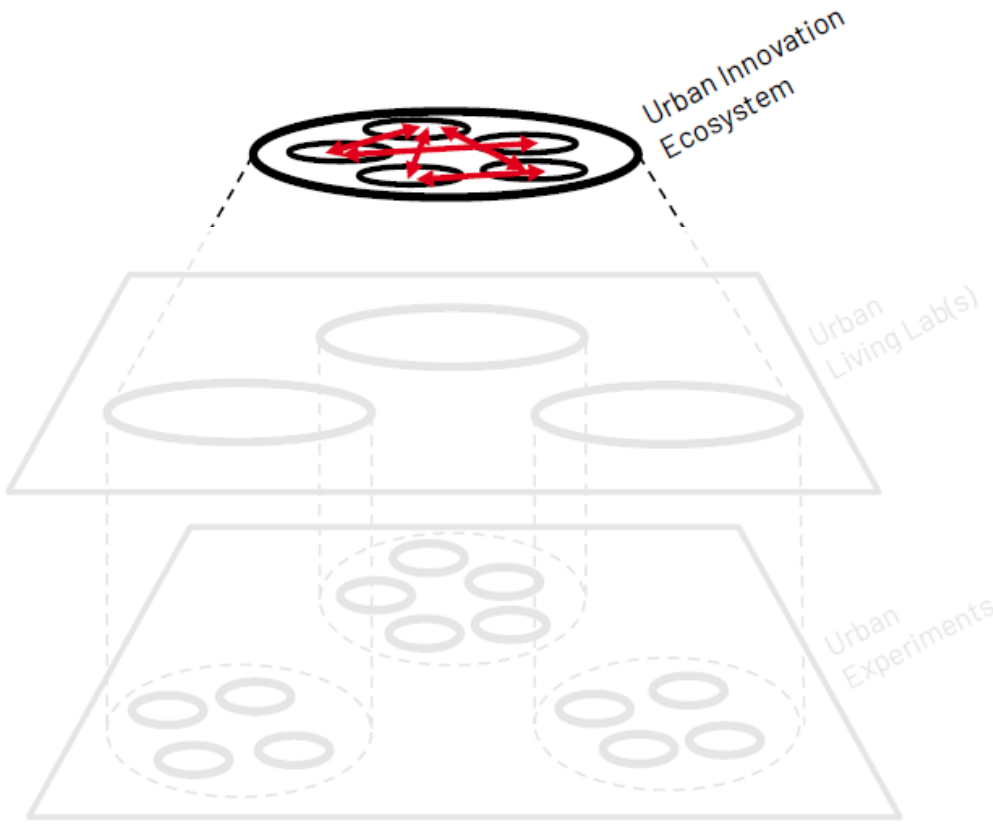


## RELATIONS [1]

Urban and Societal Challenge

*"What is the complex urban or societal challenge that you want to address?"*

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# Multilevel perspective

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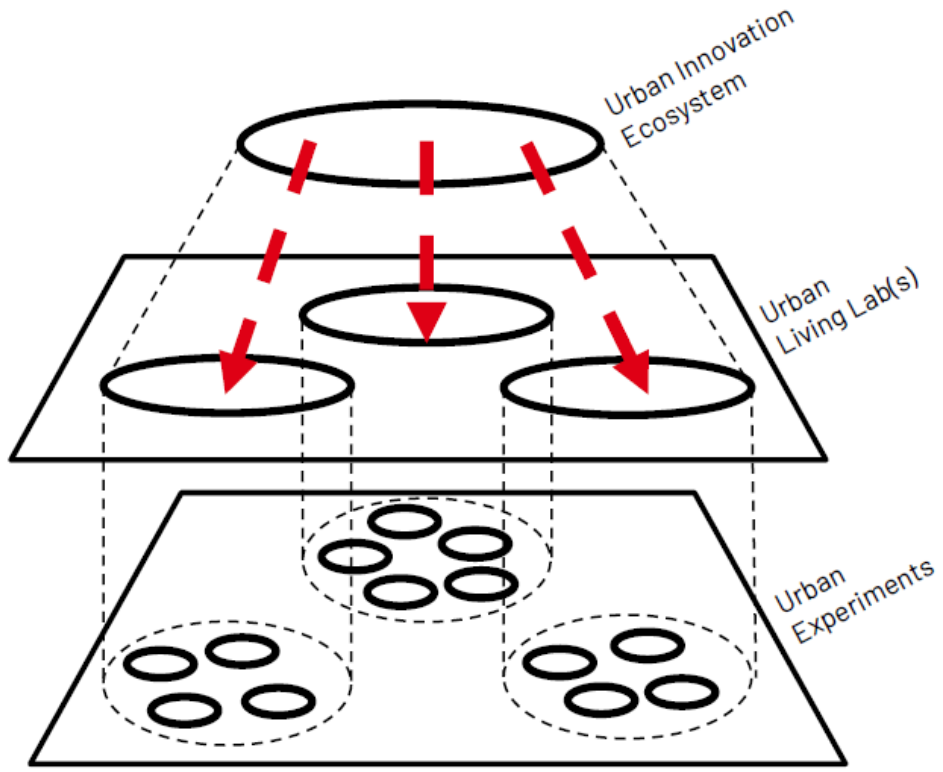
## RELATIONS [2]

Addressing Urban and Societal Challenges in Urban Living Labs

**Common vision and mutual understanding of approach**



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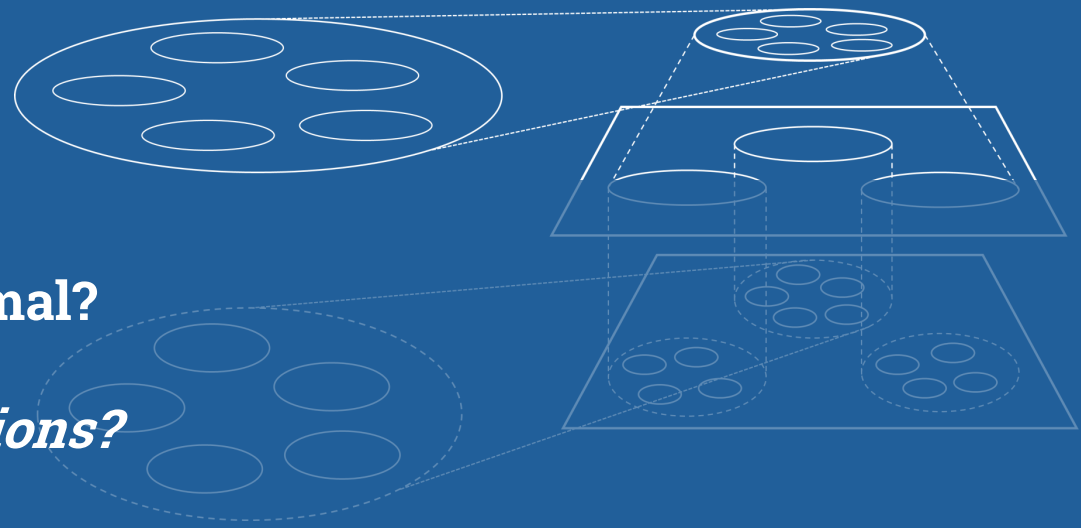
# Gaining Perspective: *eco system*

**Why are we doing what we are doing in the first place (in our Lab)?**



Dare to Dream
**What has changed in 15 years, that now is still normal?**

- ***How will your (grand)kids be using  the innovations?***

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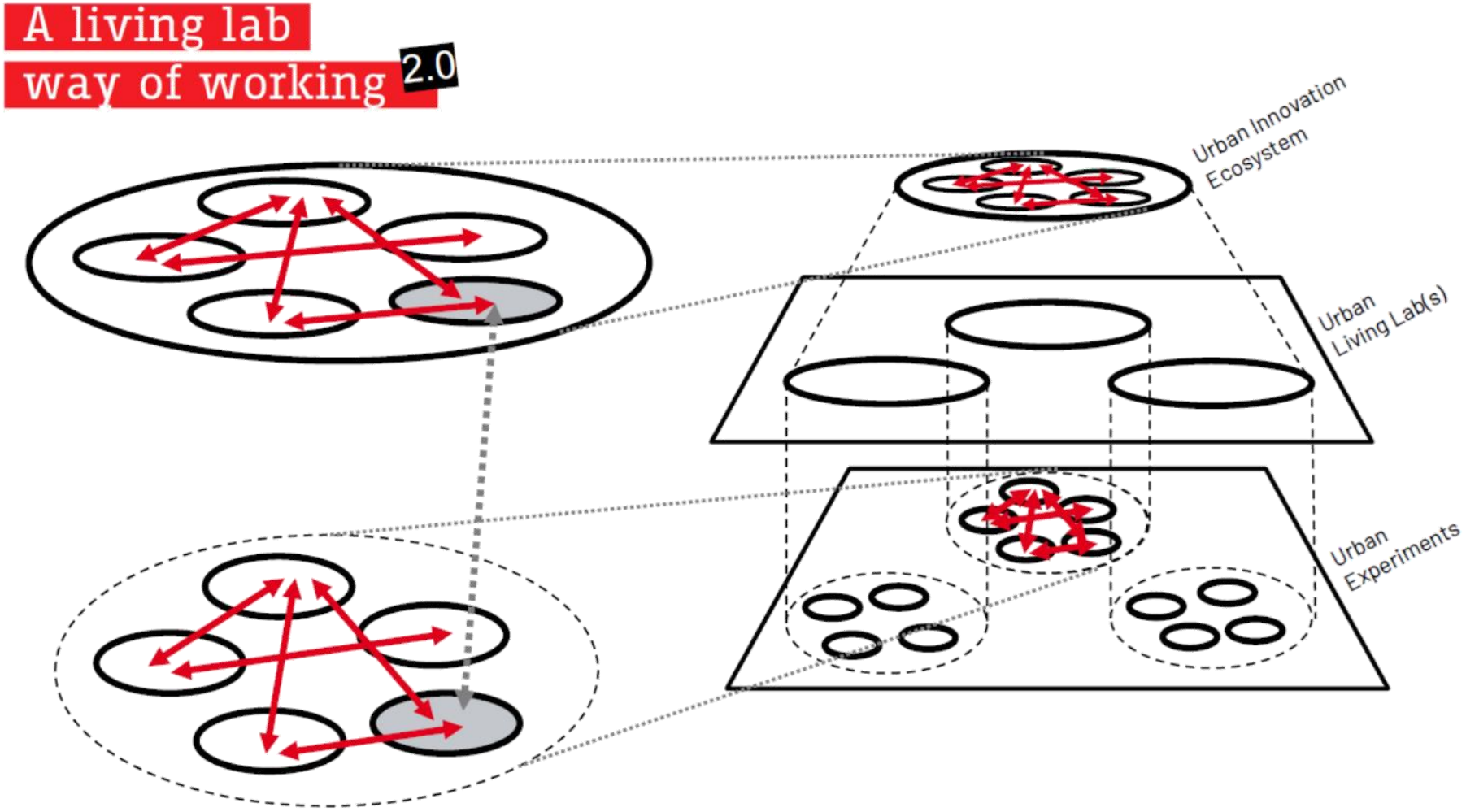
# Multilevel connections



# Multilevel perspective

**LOCAL**

Operational

Research

Product innovation

Objectives

CSFs and KPIs

Single Loop Learning

Evaluation

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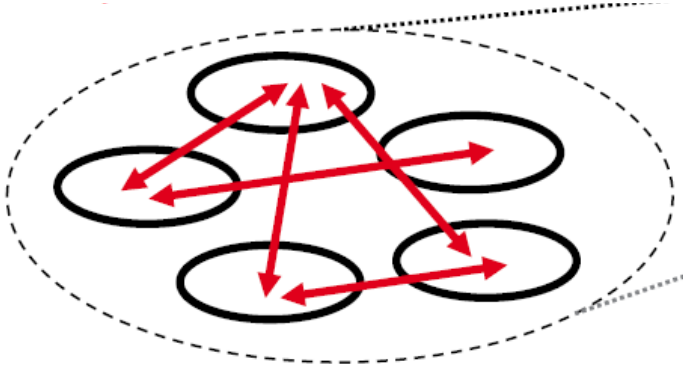

# Multilevel perspective

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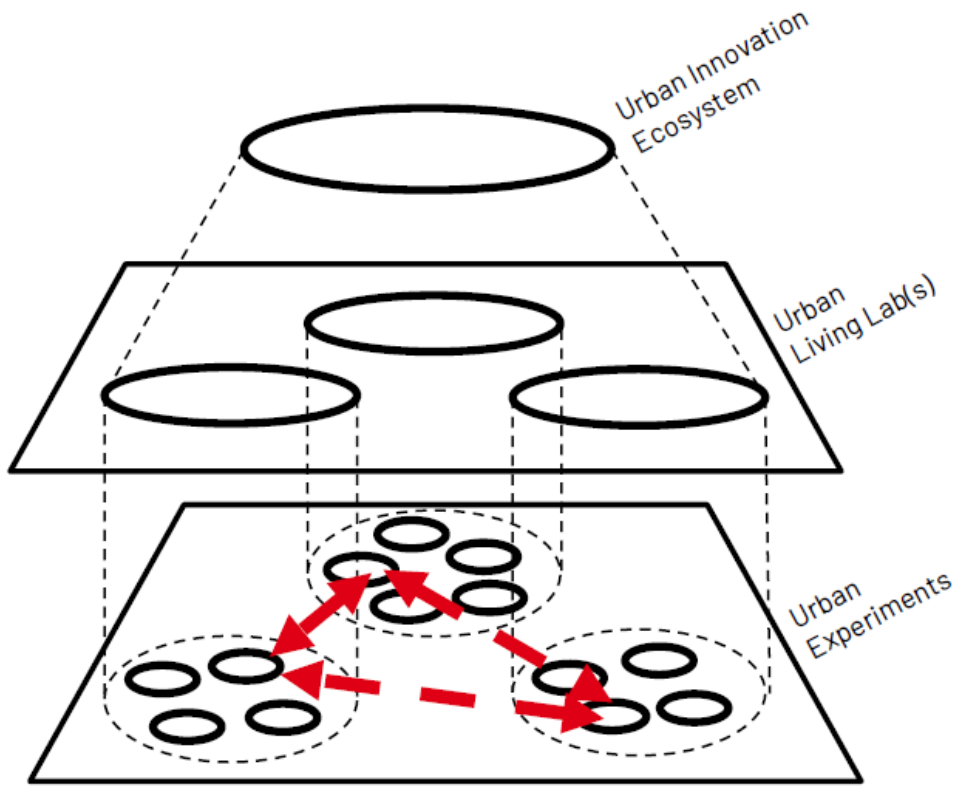
way of working 2.0

RELATIONS [3]

*Knowledge exchange*

**Synergy and practical contributions**



# Multilevel perspective

A living lab
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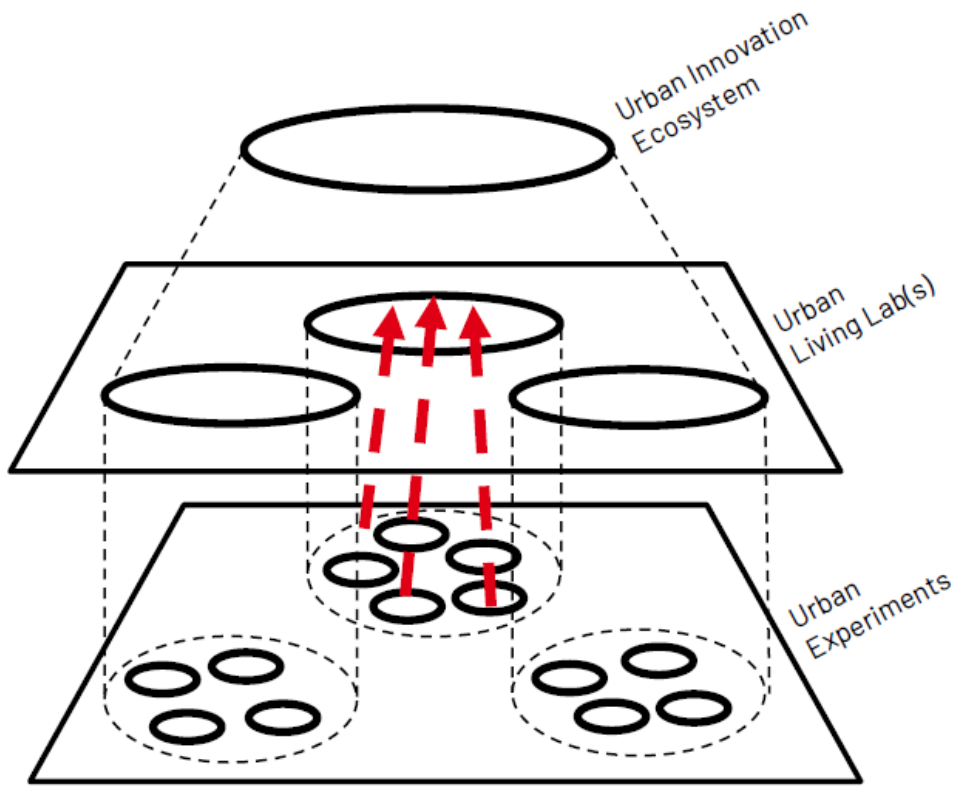
## RELATIONS [4]

*Evaluating results*

**Evaluation, Objectives, KPI's.**

**In line with plans**



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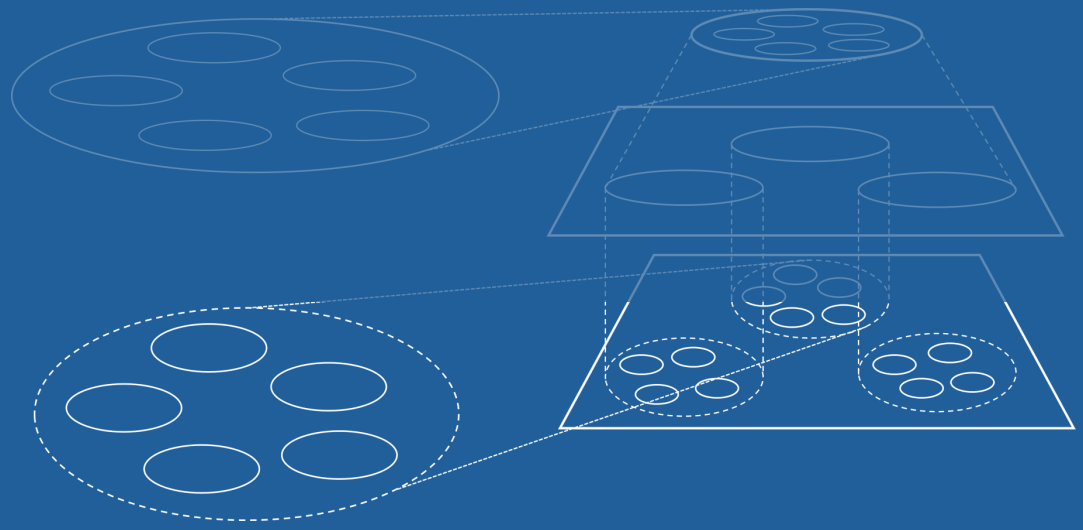
# Multilevel Perspectief: *local*



**What do you want to contribute?**

**What is needed to be learned?**

- ***What is it that you don't know,***
- ***what you need to know?***
- ***Or want to know?***

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# Multilevel perspective

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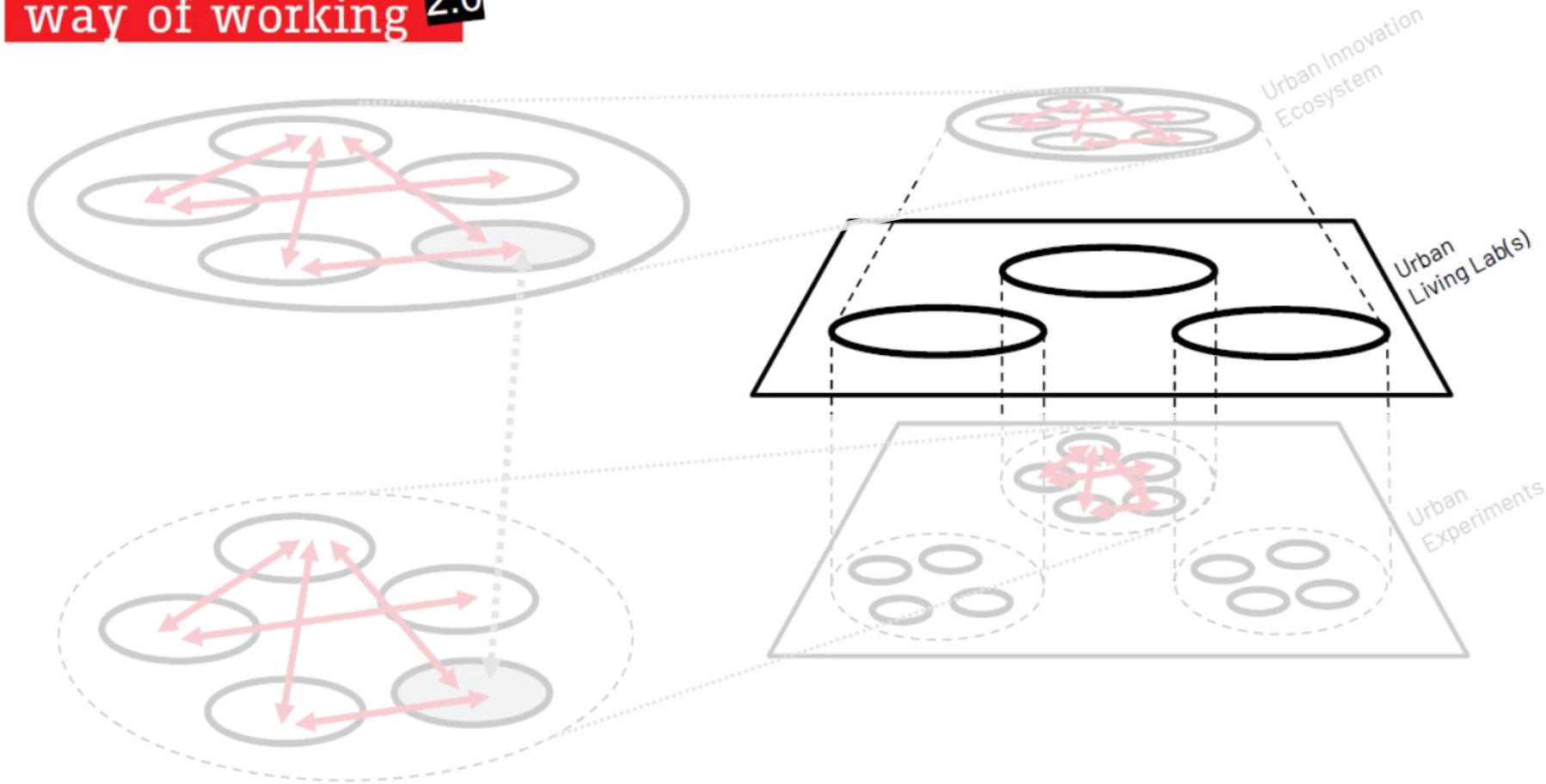


# Multilevel perspective

## LIVING LAB

Tactical

Collaboration

Transformation

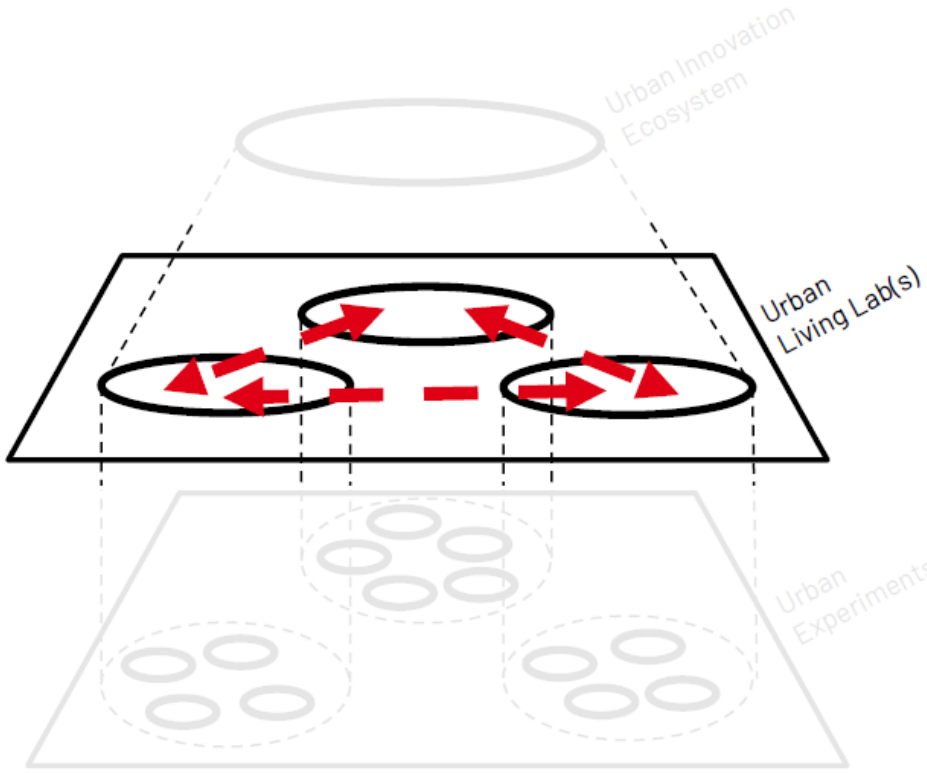
Process innovation

Goals and actions

Learning and reflection

Training and development

Double Loop Learning



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# Multilevel perspective

A living lab
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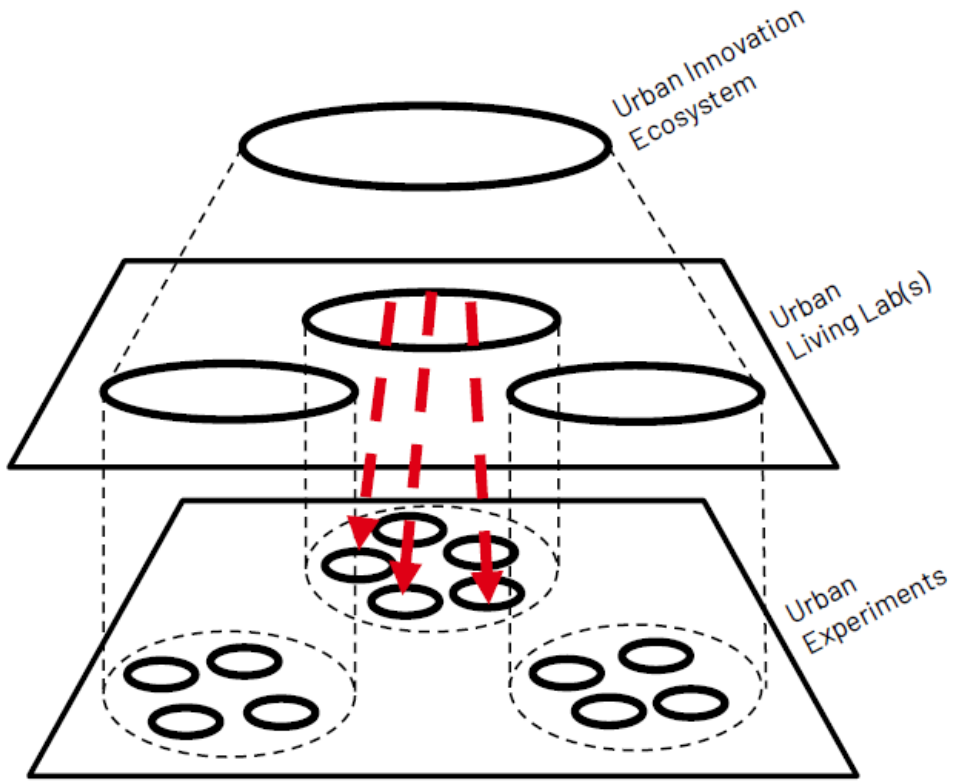
## RELATIONS [3]

*Co-creating urban experiments*

**Connecting challenge, vision, goals, with experiments, pilots and research**



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# Multilevel perspective

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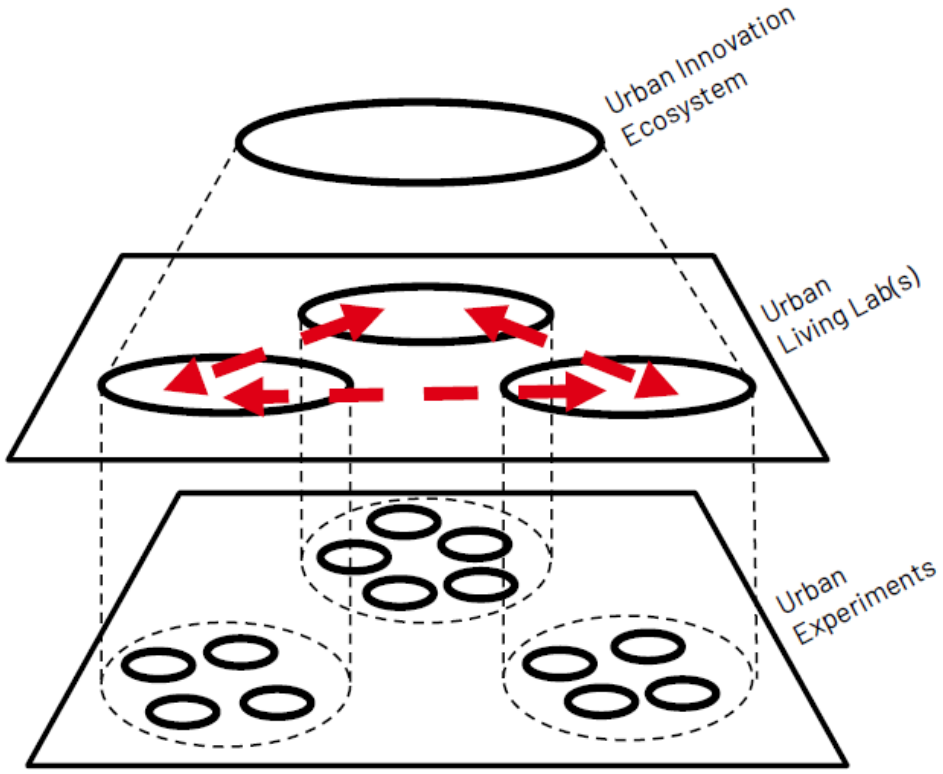
## RELATIONS [4]

*Cross-Lab Learning*

**Developing processes, lessons learned, culture change**



# Multilevel perspective

A living lab way of working 2.0

## RELATIONS [5]

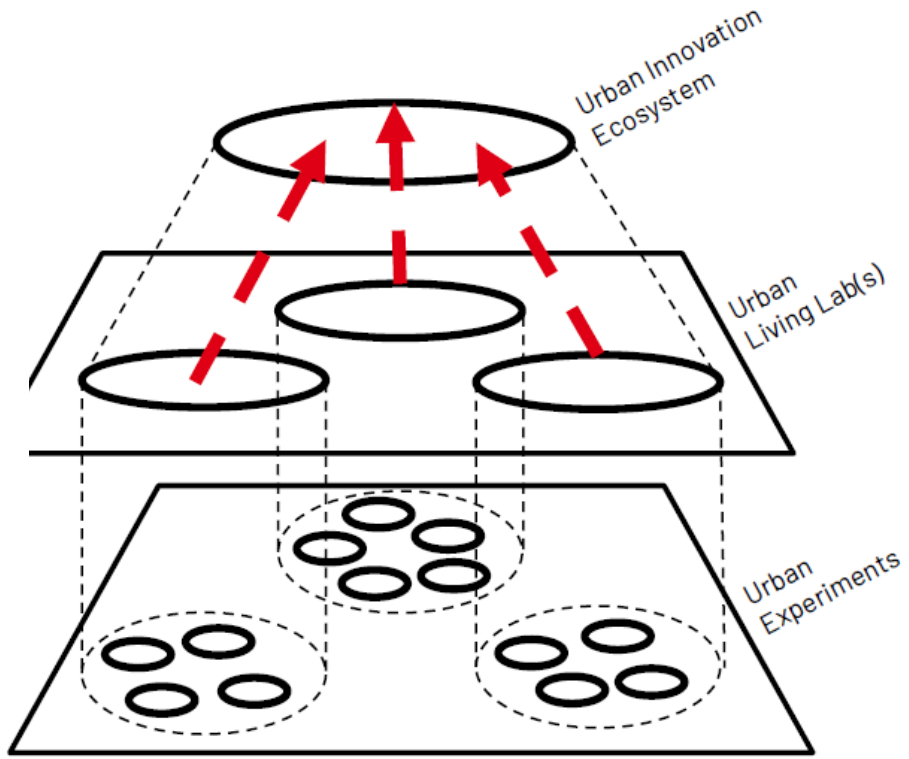
*Contextualising results, impact for sector.*

- *Impact monitoring*
- *Scaling strategy*

**Upscaling**

**Development**

**Adaptation**



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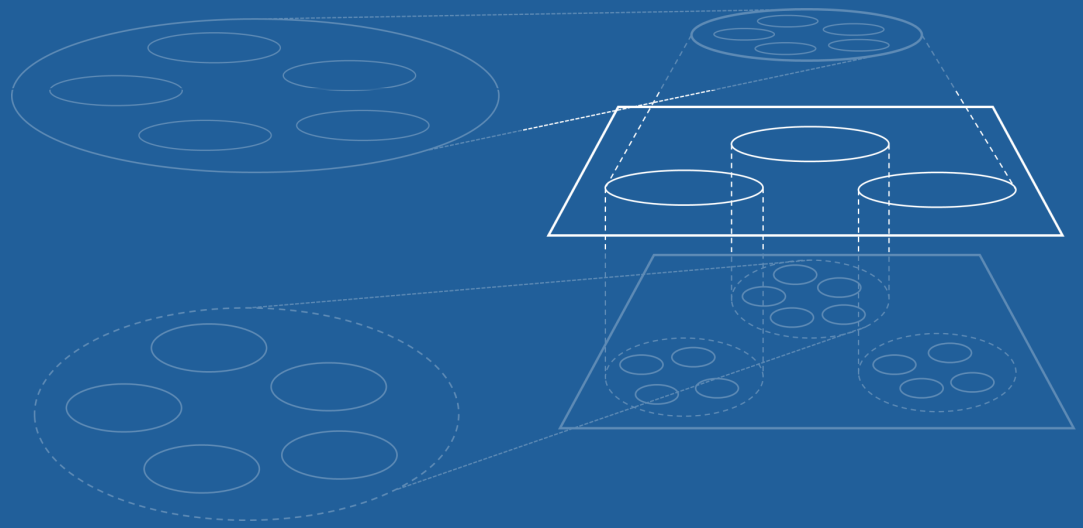
# Multilevel Perspective: *lab*

**How do we view 'successful collaboration'?**



**What is in each others' toolbox?**

- ***Which capabilities do we need to develop?***

**How do we want to make changes in the ecosystem?**

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# Impact and Change

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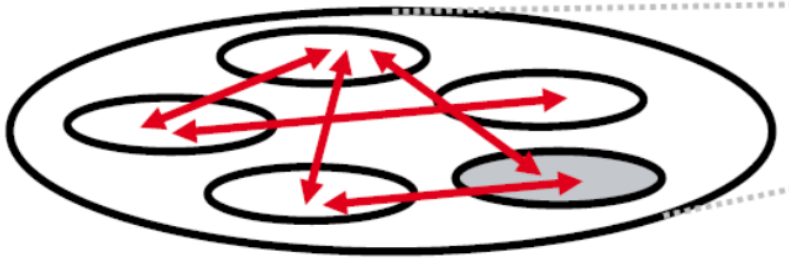
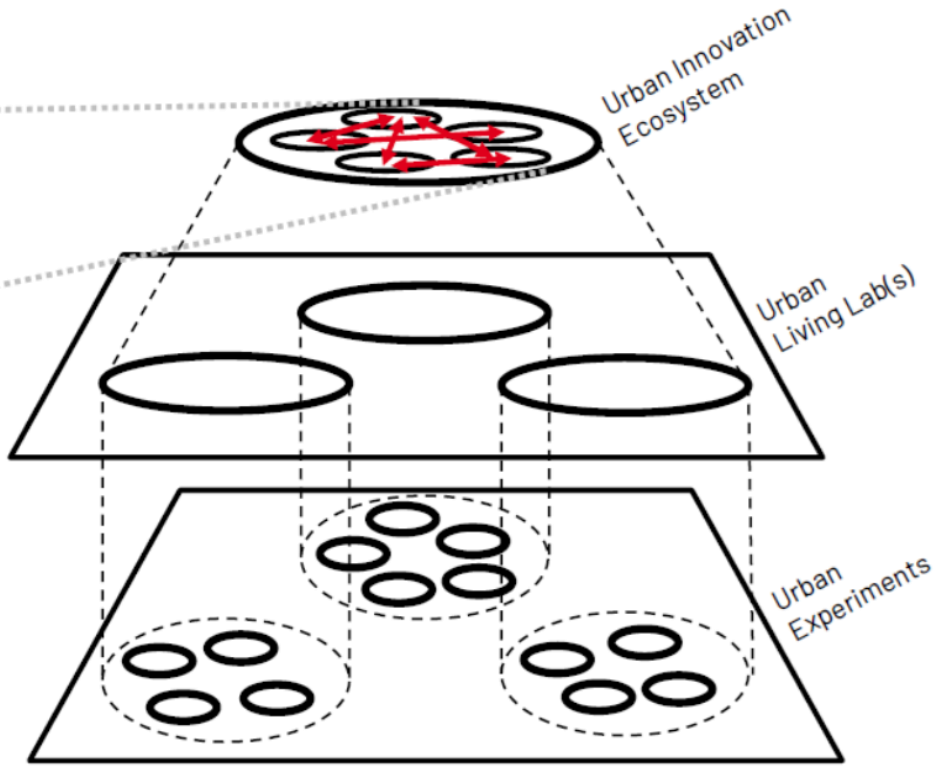


RELATIONS [6]

Urban and Societal Ecosystem




**Translating the value and gains for sector, city, industry**

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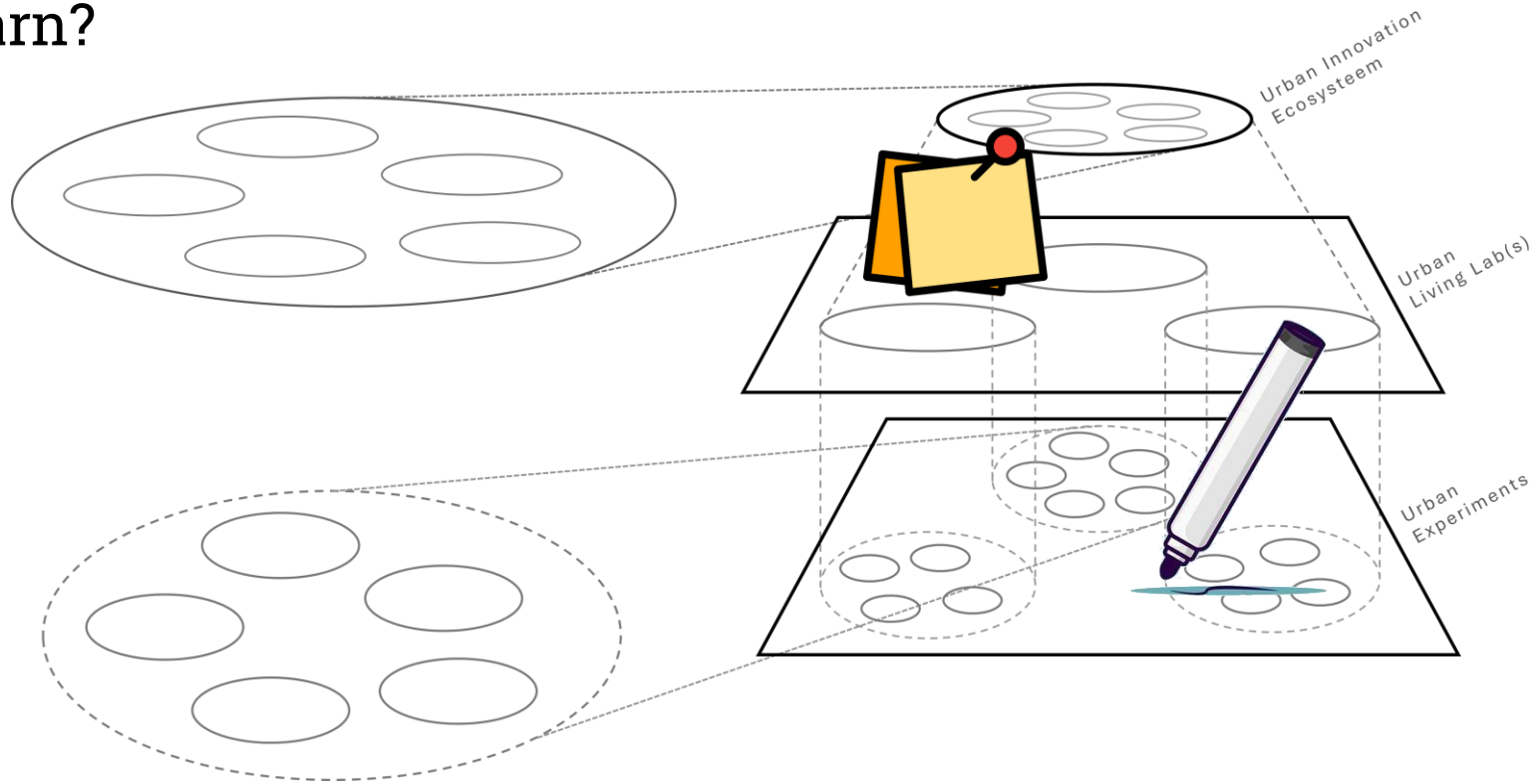
# Gaining Perspectives

Why this perspective?

What did we learn?



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# LLWoW 2.0: phases and activities

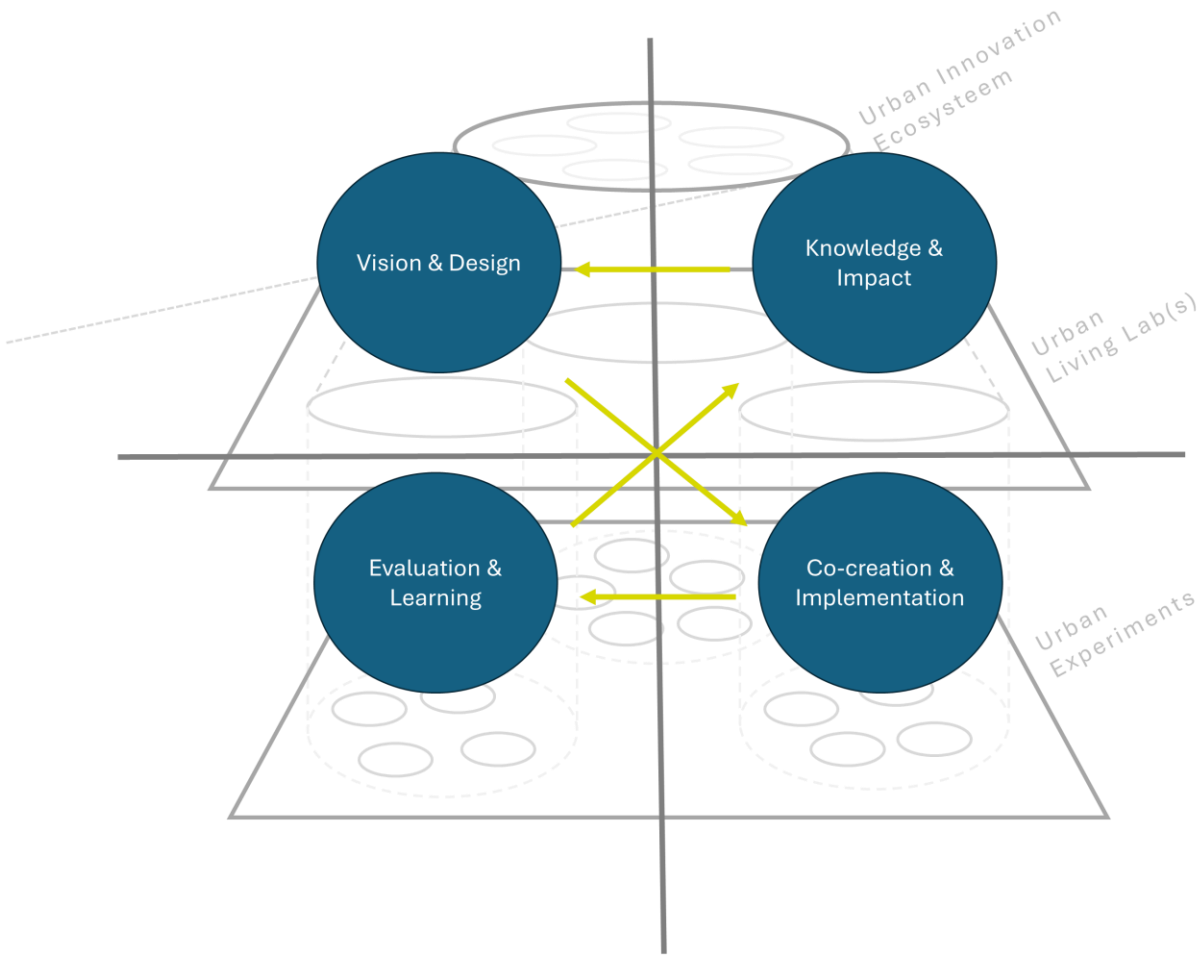
**It's not just a plan of steps**

**Preparation**
Vision & Planning

**Execution**
Co-creation & Implementation

**Evaluation**
Evaluation & Learning

**Development**
Knowldedge sharing & impact/scaling



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# Living Lab Way of Working 2.0

**3 Levels**

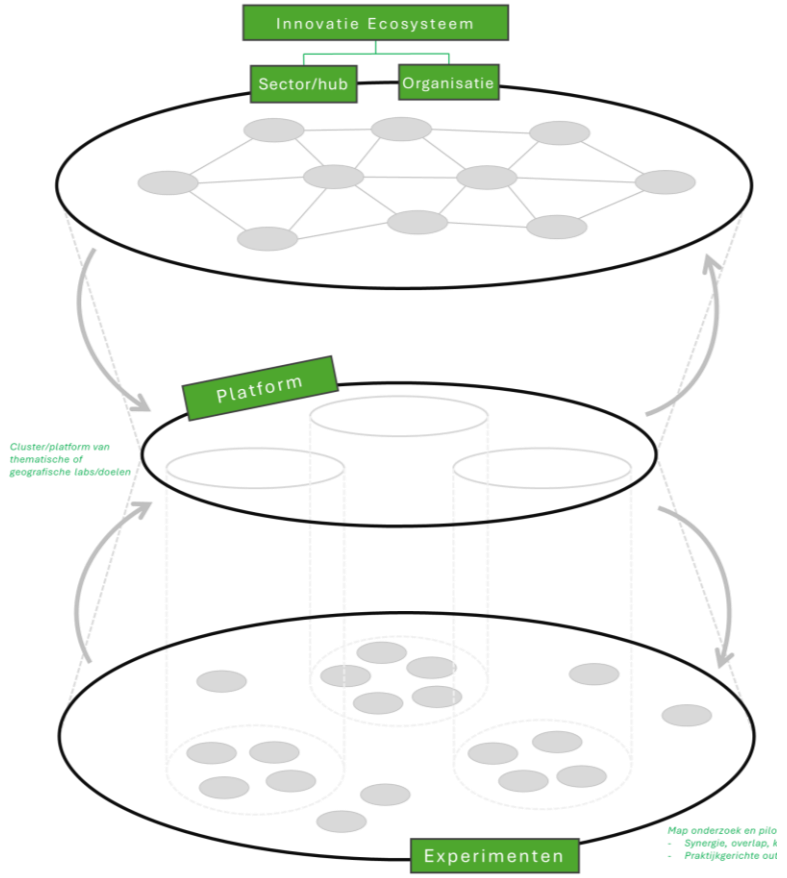
- Eco system
- Living Lab
- Experiments

**4 Phases**

- Preparation
- Execution
- Evaluation
- Development

**8 Activities**

Living Lab Way of Working 2.0



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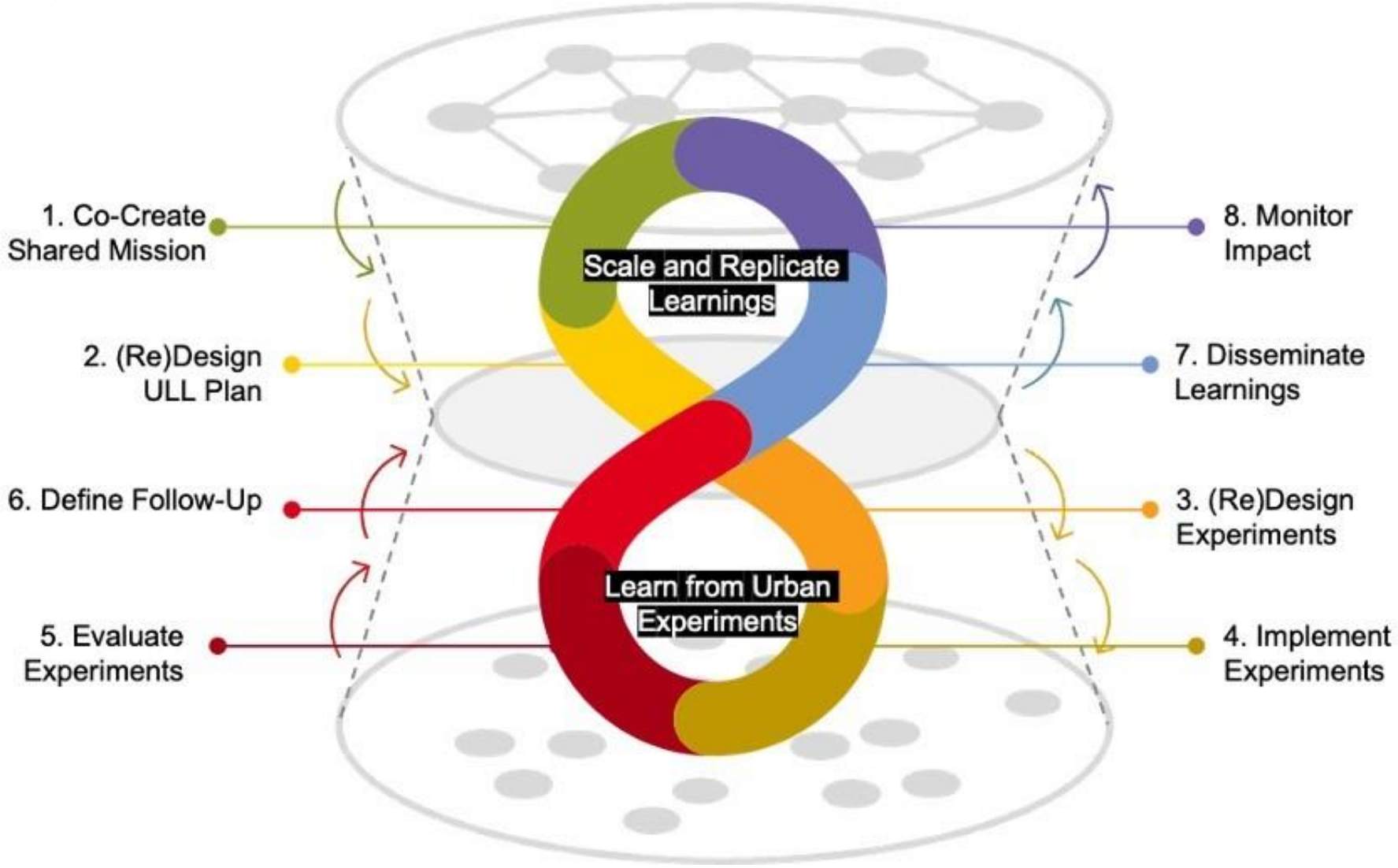
# LLWoW 2.0: core activities



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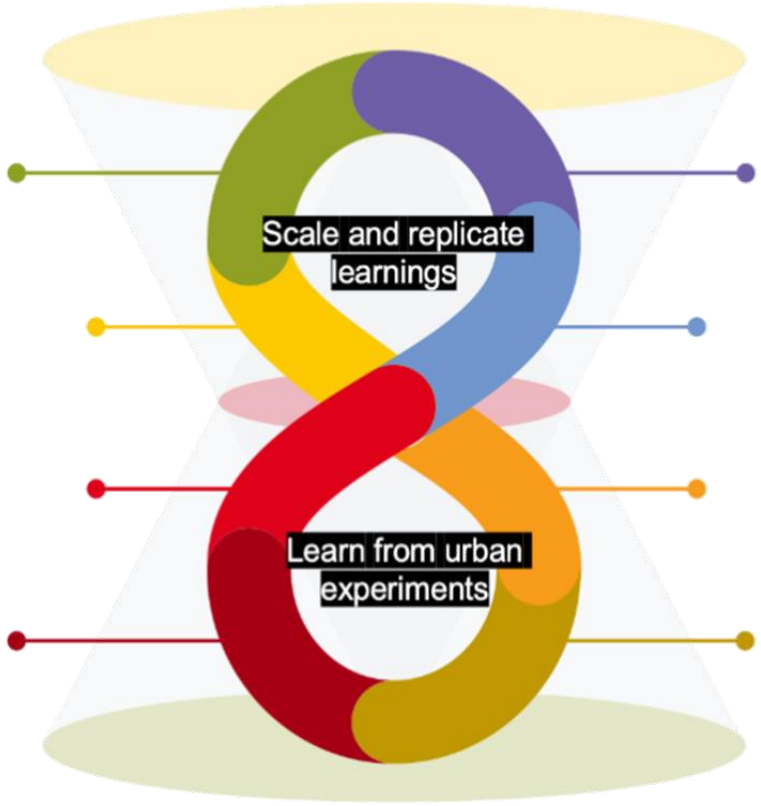
# LLWoW 2.0

**8 Activities**

Living Lab Way of Working 2.0

1. Creating Vision and Strategy
2. Build organization and structure
3. Co-create pilots and research
4. Implementation / Mgt
5. Evaluation of pilots/processes
6. Learning & Transfer
7. Knowledge sharing / documentation
8. Monitor impact / upscale strategy

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# Living Lab Learning Environment