

Eyes on the Future: Reimagine Lab

A Human-Centered Design Playbook of Best Practices and Lessons from Three Years of Reimagining Domestic Violence Prevention

LEARNING REPORT

Gobee Group for Blue Shield of California Foundation

April 2021

reimaginelab

Preventing cycles of violence, now and into the future



Table of Contents

Acknowledgments **Page 3**

Executive Summary **Page 4**

What is Human-Centered Design? **Page 8**

1. Context **Page 10**

- Why Reimagine Lab Was Created
 - The Changing Societal Context during Reimagine Lab
 - How the Societal Context Informed Reimagine Lab
-

2. Process **Page 13**

- How Reimagine Lab Began
 - What Reimagine Lab Did
-

3. Outcomes **Page 19**

- Evolution of Ideas to Prototypes to Projects
 - Innovation Outcomes
 - Team Page: **Anti-Violence Ventures: Black Men & Boys Take the Lead**
 - Team Page: **History Reimagined**
 - Team Page: **Influencers4Justice**
 - Leveraging Technology for Prevention
-

4. Learning **Page 29**

- Replicating Reimagine Lab
 - Insights
-

5. Implications **Page 38**

- I) Innovation Potential: HCD is an Approach to Address Complex Social Issues
 - II) Enabling Factors: Necessary Ingredients for Delivering New Ideas
 - III) Impact: Culture Change Drives Systems Change
-

6. Conclusion **Page 41**

7. About Gobe Group **Page 42**

Appendix **Page 43**

Acknowledgments

Reimagine Lab has been an inspiring and collaborative journey with many individuals and organizations. We would like to thank the all the Reimagine Lab fellows, each of whom contributed to this work and the ideas with passion, openness and expertise: Sonya Young Aadam, Trisha Baird, Jorge Fernandez, Rick Green, Sandra Henriquez, Frances Ho, Navya Kaur, Evelyn Magaña, Chris Masion, Rain McNeill, Ana Rosa Najera, Rabeya Sen, Devika Shankar, Sharon Turner, Ebony Utley, and Addison Rose Vincent.

Blue Shield of California Foundation not only made Reimagine Lab possible, but also has been a very open-minded, engaging, collaborative, and fun partner. We greatly appreciate the trust and expertise they provided over these three years: Lucia Corral Peña (Senior Program Officer), Glenda Monterroza (Program Manager), Krysten Massa (Communications Associate), Rachel Wick (Senior Program Officer), Apana (Program Operations Manager), Carolyn Wang Kong (Chief Program Director), and Debbie I. Chang (President and CEO). Also, thank you to others at the Foundation who have touched this initiative in some way.

We would like to acknowledge the time, collegiality, expertise, and effort of our 2020 external review panel: Marc Philpart (PolicyLink), June Sugiyama (Vodafone Americas Foundation), Bia Vieira (Women's Foundation California).

We also want to thank guest speakers and experts who generously accepted our invitation to contribute their expertise at our in-person community events: Andrew Kolbensschlag (Blue Shield of California), NeEddra James, Shakti Butler (World Trust), Arnold Chandler (Forward Change), Barbara Kappos (East Los Angeles Women's Center), David Lee (ValorUS), Erin Smith (Family Violence Appellate Project), Gita Cugley, Jacquie Marroquin (California Partnership to End Domestic Violence), Kim Carter (Time for Change Foundation), Nan Stoops (WA State Coalition Against Domestic Violence), Shrini Kurani (Republic), Alisha Somji (Prevention Institute), Anne Daugherty (UC Berkeley Graduate School of Journalism), Lauryn Claassen (YLabs), Lonny Avi Brooks (Department of Communications, California State University, East Bay), Margaret Laws (Hopelab), Veenu Aulakh (Center for Care Innovations), Rachel Cutter (Living Goods), and John Finley (ValorUS) .

We would also like to extend our thanks to the catalysts and community representatives that provided feedback, expertise, and/or worked closely on prototyping efforts during Reimagine Lab: Danielle McCurry (Judicial Council of California), David Santos (The Good Word Foundation), Jacob Mejia (Salesian College Prep), Julius Thibodeaux (Advance Peace Organization of Sacramento), Megan Sousa (UC Berkeley), Nseke Ngilbus (UC Berkeley), Jill Zawisza (WOMAN Inc.), Mary Martinez (WOMAN Inc.), Leticia Morales, Justin Rhone, and Ana Laura Rivera.

We are immensely grateful for all of the Reimagine Lab community representatives (users) who were willing to share their time, stories, and feedback with the Reimagine Lab fellows during their multiple prototyping efforts. As co-creators and participants, we hope the outcomes of this lab will continue to benefit you now and into the future.

Lastly, but importantly, we want to thank the fellows who participated throughout the three year experience for their commitment, passion, and vision for a better world without domestic violence. You all will forever inspire us: Addison Rose Vincent, Ana Rosa Najera, Jorge Fernandez, Sandra Henriquez, Sharon Turner, and Sonya Young Aadam. We can't wait to see where you take these ideas!

Executive Summary

About Reimagine Lab

Reimagine Lab was a three-year program where 16 fellows passionate about preventing cycles of family and domestic violence came together to develop solutions with other creative individuals from both inside and outside the domestic violence field. This report describes the Reimagine Lab experience and how this human-centered design (HCD) process arrived at new approaches to prevent multi-generational cycles of family and domestic violence in California.

2018

January	March	April	June - September
Blue Shield of California Foundation and Gobee Group kicked off planning for Reimagine Lab.	Gobee Group managed a competitive selection process for selecting fellows with Blue Shield of California Foundation.	Reimagine Lab fellows came together to envision a California free from domestic violence and to creatively explore what experiments and risks need to be seeded now to allow for this vision of a better future.	Gobee facilitated five multiple day monthly design labs and a two-day convening with domestic violence experts and community users.

2019

April	May - September	November
All 16 fellows were invited back for the second year, of which 12 fellows continued to work on the emergent ideas that came out of the first year.	Fellows prototyped and iterated on their ideas through engagement with users.	Fellows presented on how their ideas evolved and grew through multiple rounds of testing directly with community groups and members for which their idea was meant to impact.

2020

January - December
Reimagine Lab incubated the projects through continued testing and refining the ideas to transform into implementable projects.

Purpose of this Learning Report

The purpose of this report is to reflect and share what we learned on our three-year journey in bringing together a philanthropic foundation, social innovation design firm, and 16 community representative fellows to this effort using an HCD approach. It is through this ecosystem of partners that the innovation outcomes were realized. We also want to provide enough context about what we did, how we did it and why it mattered for anyone interested in replicating the Reimagine Lab experience or elements of it.

Audience for this Learning Report

The audience for this learning report is any entity or leader interested in developing new perspectives and ideas in addressing a complex social issue. We believe that there are untapped solutions to any complex challenge. In the case of Reimagine Lab, we used an HCD approach to identify new strategies to prevent cycles of family and domestic violence in California.

This report will interest those who design, implement, fund, and evaluate domestic violence and prevention programming, HCD practitioners, and those who have interest in applying HCD to social issues. A wider range of individuals and institutions will be interested in the projects that have come out of Reimagine Lab. Specifically, those who are focused on community empowerment and resilience, racial equity, mental health, law enforcement/legal systems, violence mitigation, public policy, public health, prevention, and for those from and working with communities that have suffered from historic systems of oppression in the United States, such as BIPOC (Black, Indigenous, and people of color) and LGBTQ communities.

Gobee gained valuable experience in designing for power and equity that hopefully is useful for other facilitators of human-centered design and social innovation approaches with diverse stakeholders. Gobee managed the diversity of the fellows to ensure each had an empowering experience, which was challenging, messy, and rewarding. It required reengineering the traditional HCD process to incorporate language setting, historical contexts, and managing power inequities. In the end, the diversity of the fellows was a key innovation driver that led to community responsive solutions for current and future societal contexts.



Figure 1: Original 16 Reimagine Lab fellows with Gobee facilitators, April 2018.

Reimagine Lab Innovation Outcomes

Social innovation is reimagining new and making actionable solutions to the dysfunctions in social systems. During Reimagine Lab, fellows explored the drivers of systems change, especially as they affect historically oppressed communities. What the final Reimagine Lab innovation outcomes (aka: final project ideas) showed us is that culture change is a bottom-up approach to changing systems of oppression and inequity. While there are many interrelated ways to affect systems change, Reimagine Lab's innovation outcomes identified the individual community leader as a key driver in changing the conversations that lead to new norms in culture. Individuals and communities evolve their attitudes, values, and aspirations that lead to a change in culture. In terms of violence prevention, it is shifting the lens that the solutions to violence are the sole responsibility of the individual but rather placing community at the center to respond as a collective and multi-faceted experience to all types of violence. Culture change is a key ingredient to what changes systems. The new narratives are culture change.

Reimagine Lab ideas infuse new tools into existing trusted relationships and places where communities already feel comfortable. These tools create spaces for intentional and safe conversations around domestic violence, personal trauma, and the larger systems of oppression that impact the health of a person, family, and community. The following are the three final Reimagine Lab innovation outcomes:

- **Anti-Violence Ventures: Black Men & Boys Take the Lead** - AVV is an innovative anti-violence social intervention model. It is assumed that Black men and boys are not always comfortable talking about personal and community violence or prevention. AVV believes that with investments, incentives, support and encouragement, Black men and boys will engage in transformative dialogue and action around violence and violence prevention.
- **History Reimagined** - History Reimagined is committed to building confidence, resilience, trust, and agency in youth at-risk of incarceration by reclaiming stories and creatively sharing family and community history. History Reimagined works to achieve this with the "bigger picture" goal of helping to end the school-to-prison pipeline and the cycle of domestic violence.
- **Influencers4Justice** - I4J partners with and invests in non-traditional community partners - artists, faith leaders, activists, organizers - who are able to influence social and behavioral norm change within their own communities. Through investing resources, partners agree to work together with advocates and develop domestic violence prevention campaigns appropriate to their organizations and communities. I4J focuses on diverse communities throughout California.

Key Learnings

The final sections of this learning report cover the key insights and implications from a three-year journey in applying HCD to the complex issue of domestic violence prevention. The outcomes of Reimagine Lab would not have been made possible without the intentionality placed on building trusted partnerships, leading with a passion to end domestic violence, a willingness to take risks, and seeking diverse perspectives and lived experiences throughout all three years. These themes play out across all three years and are covered both in the *Learning* and *Implications* sections of this report.

Reimagine Lab was the fertile ground for the “seeds” of the ideas that were planted in Year 1 to grow and be nurtured throughout the last two years to become the implementation-ready projects they are today. The eight insights below capture our key learnings from the past three years and are organized into three insights categories.

Insight 1 Diversity Yields Relevant Solutions	Insight 4 Storytelling as a Means and an End	
Insight 2 Mindsets as Equalizer	Insight 5 A License to Think Big	Insight 7 Embed Prevention in Culture Not Just Institutions
Insight 3 Complementary Innovation Approaches	Insight 6 Coach Through Ambiguity	Insight 8 Foster New Ways of Working
Diversity Enables Innovation	Facilitating New Ideas	Beyond the Lab



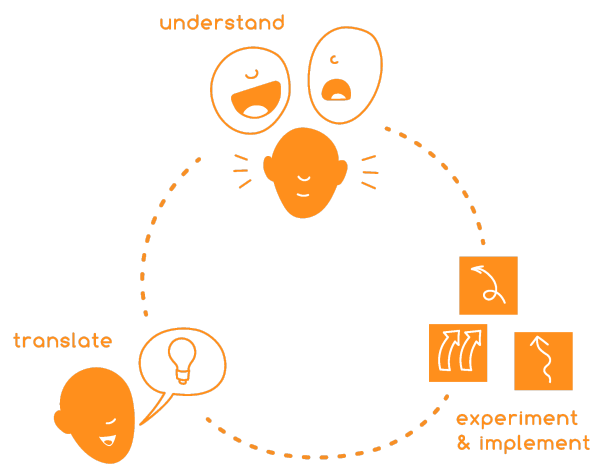
These eight insights will illuminate the ingredients and outcomes directly related to fellows' experience within the lab that allowed the ideas to develop and grow. The *Implications* section will show the external considerations for what other social issues HCD can be applied to and how the Reimagine Lab outcomes can connect to existing community empowerment efforts. In addition, the *Implications* section highlights the enabling factors in partnership that lay the groundwork for a successful application of HCD to a complex social issue such as domestic violence prevention.

What is Human-Centered Design?

Human-Centered Design (HCD) was the key approach applied throughout Reimagine Lab's three years. The first year of Reimagine Lab led fellows through one cycle of *Understand - Translate - Experiment*. The solutions concepts that were developed in the first year were then experimented on over the following two years in cycles of prototyping and iteration to end up where they are today: projects in early-stage implementation.

HCD is a collaborative problem-solving approach that provides creative methods for deeply understanding human behavior to develop new ideas and solutions directly with those individuals directly impacted by the problem and benefited by the solution (users). Gobe's approach to HCD, illustrated below, consists of three phases:

1. **Understanding** Context and Users
2. **Translating** Insights to Possible Solutions
3. **Experimenting** Solutions for **Implementation**



The mindsets essential for generating new perspectives and ideas are unique to Human-Centered Design compared to other fields. The following Human-Centered Design mindsets were employed in Reimagine Lab and were key in managing the diversity of our fellows:

Iterative Thinking Instead of finding a perfect solution from the beginning, develop what is "good enough" to test and fail quickly. Do everything with the assumption of iterating the process.	Generative Thinking Instead of making judgement on ideas presented by others, consider how to make them better. Say "Yes, and ..." to build upon each other's ideas.	Co-creation with Users Invite users to co-create solutions proactively rather than just getting feedback on ideas. Design <i>with them</i> , instead of <i>for them</i> .	Embrace Ambiguity and Be Flexible Instead of following structures and agenda rigidly, be flexible with fellows' needs to co-create the process itself.	Be Visual Engage visual prompts in multiple ways during the activities to stay inspired and communicate in various ways not only verbal or written.
--	--	---	--	---



I have come to appreciate the methodology used with human-centered design thinking and have used elements of it in project planning. Specifically, coming up with a prototype, testing it, and being open to the next iteration of experimentation was one of the most exciting moments in the lab because the event that was planned was driven by the community and was successful.

...it was a “time has come” moment to talk publicly together about an ongoing societal problem. The prototype also gave us clues for how to improve any future community poetry events.”

— From a fellow, in evaluation after Puerto Lab

1. Context

Why Reimagine Lab Was Created

In 2018, Blue Shield of California Foundation (the Foundation) launched a new strategic plan that reaffirmed its commitment to end domestic violence by expanding its vision to prevent it from happening in the first place. The Foundation recognized this moment as an opportunity to generate new community-level prevention approaches, guided by explicit values of equity and dignity, possibility, partnership and integrity. As they sought new partnerships and strategic ideas, the Foundation invited Gobe Group (Gobe) to develop a co-design experience with external stakeholders to advance community-level prevention at the intersection of health and domestic violence. This was the first time that HCD had been applied to engage external stakeholders in the development of new ideas for Foundation investment. The first year of Reimagine Lab was an experiment to inform the Foundation's domestic violence prevention programming by supporting co-creation of new solutions directly with leaders and influencers working to break the cycle of domestic violence.

ITERATIVE PROGRAM DESIGN

Reimagine Lab did not start out as a three-year project. Each year was designed with the assumption that additional programming was not guaranteed or necessary. Subsequent investments resulted from a review of outcomes from the previous year and an assessment of the value of an additional year. While the process was always iterative, there was agreement at the start of the third year that it would be the final.

The Changing Societal Context during Reimagine Lab

When approaching the subject matter of domestic violence, a complex issue that affects all communities, we would be remiss to not examine the larger cultural and political contexts in which potential solutions would emerge and take shape. Reimagine Lab paralleled the timeline of the Trump Administration, the country's political landscape was increasingly divisive and acrimonious, often centered on issues related to gender, race, misogyny, xenophobia, and equity.

Concurrently, our country also saw the rise of widespread citizen engagement and cultural reckoning following the #metoo movement, Women's marches, immigrant rights, Movement for Black Lives, the grassroots student movement to end gun violence, and culminating in the 2018 midterm elections that saw an unprecedented wave of more diverse and truly representative Americans – including many women and LGBTQ candidates – elected into state and federal offices. This was 2018, the first year of Reimagine Lab.



Photo credits from top left to clockwise:
Donna Rotunno, Attribution, via Wikimedia Commons
ProtoplasmaKid, Attribution via Wikimedia Commons
Natalie Chaney on Unsplash
Maria Oswald on Unsplash

How the Societal Context Informed Reimagine Lab

Year 1 Implications

Reimagine Lab dedicated significant time in its first two months to understanding the larger societal context for which solutions would be designed before starting to work with specific community groups on the solutions development process. The fellows engaged in a retrospective journey in history to examine the first 40 years of the domestic violence field with its roots from the women's liberation and civil rights movements. Based on societal trends of the present moment and contextualizing Reimagine Lab's place in history, the fellows engaged in a strategic foresight process that forecasts what multiple plausible futures could be in 40 years and used these as starting inputs into the design of the solutions for Reimagine Lab.

Considering historical and societal contexts, the fellows set their shared values as additional inputs for what they hoped to design as part of Reimagine Lab. These shared values were a container for the group to ensure solutions were aligned:

1. Apply an intersectional, anti-oppression lens;
2. Apply comprehensive prevention approaches ¹;
3. Incorporate those who cause harm in the solutions; and
4. Understand intergenerational trauma and incorporate healing.

Years 2 and 3 Implications

From 2018 until the end of 2020, we would find a more divisive political landscape, multiple social movements coming into their own and a once-in-a-lifetime global pandemic. The COVID-19 pandemic exacerbated the domestic violence pandemic within it, leading to higher rates of family and domestic violence both within the US and abroad. Last summer, the protests following the killing of George Floyd, Breonna Taylor, and other Black people at the hands of police shed new light for many Americans on the deep-rooted systems of oppression that Black and brown communities have been aware of and living within for centuries. The November 2020 election saw the largest turnout of voters in over a century and elected a record number of both women and openly-LGBTQ members into the US Congress.

Reimagine Lab's final event on February 9, 2021, [*Futures Reimagined: Showcasing Innovations in Domestic Violence Prevention*](#), a public virtual showcase, took place just one month after the insurrection on the Capitol. We believe the solutions that emerged from Reimagine Lab are even more necessary for the moment we are living in today in 2021 as than when it was launched in 2018. As we witness a rise in racism against Asian-Americans and voter suppression efforts targeted at undermining democracy in Black communities, these solutions seek to make communities resilient from the inside out to have the energy and ability to create a better world for themselves.

¹ Chamberlain. A Prevention Primer for Domestic Violence: Terminology, Tools, and the Public Health Approach.

2. Process

How Reimagine Lab Began

In late 2017, the Foundation “sought a skilled intermediary to implement an interactive design lab with diverse stakeholders to co-create a four-year strategy for California on community level prevention at the intersection of health and domestic violence.” The Foundation was open to collaborating with a non-domestic violence expert to lead the design lab process. The design lab process was the format of the fellows’ engagement consisting of five monthly multi-day engagements that led the fellows through a phase of HCD or other complementary approach.

In the first four months, the Foundation provided domestic violence expertise, advice on program development, and partnered with Gobee on the fellow selection process and storytelling strategy. However, the Foundation intentionally left the development and execution of the design labs to Gobee, and the lab space exclusive to Gobee and Reimagine Lab fellows. This was to ensure that fellows had autonomy to think independently from the Foundation’s expectations and influences. All lab experiences were designed and implemented by Gobee with significant inputs for iteration from fellows throughout the process.

Key themes identified by the Foundation and Gobee to frame the directions of Reimagine Lab included:



Behind the Name: [Reimagine Lab](#)

First, we named the design lab Reimagine Lab because we recognized the importance of a brand to connect with participants and potential partners. Second, we wanted those who engaged with it to think big, to think differently, to be open-minded, and to be creative. When designing for a future without domestic violence, we wanted them to have a mandate to *reimagine everything*.

Reimagine Lab carries the mindset of imagining huge potential for the future from the actions taken today while recognizing and respecting how far we have come in the history of the movement to end family and domestic violence.

reimagine|lab

Preventing cycles of violence, now and into the future

What Reimagine Lab Did

Three-Year Overview of Reimagine Lab

	2017 - 18 4-month Planning	2018 6-month Design Lab	2019 Prototyping & Iteration	2020 Incubate & Implement
Theme	Reimagine Everything	Insights for Strategy	Democratizing Prevention	Culture Changes Systems
Objectives	Align Foundation's strategic goals to the HCD approach and build a common framework for discovery, storytelling, and process that would lead to new ideas for domestic violence prevention.	Inform the Foundation's domestic violence prevention programming by co-creating new solutions directly with leaders and influencers working to end domestic violence.	Pursue the ideas that came out of Year 1 and set learning objectives for prototyping. Execute rounds of testing the concept and iterating on what was learned to develop a concrete project focus.	Continue to test the concept with users, develop the project in teams, build necessary partnerships and staffing, and articulate the project concretely with a goal of having an implementable project by the end of the lab experience.
Format	Over four months, Gobee and Foundation staff met in person eight times to learn from respective expertises; goal set for program, partnership, and lab experience; and conduct fellow RFP and selection process.	Over six months, fellows met monthly following an overall process based on the four steps of Human-Centered Design Process - <i>Understand, Translate, Experiment, Implement</i> - complemented by other relevant approaches.	One kickoff design lab followed by six-months of prototyping. Emphasis was placed on storytelling, team building, and working with user groups to co-create concepts.	Fully virtual 8-month project <i>incubator-to-implementation</i> format with tailored technical assistance and coaching.
#Fellows	0	16	12	6

Year 1: Four-month Kickoff

While Reimagine Lab was a fellowship for leaders and influencers passionate about ending domestic violence, Reimagine Lab kicked off four months before fellows entered the first lab with the Foundation and Gobee. There was commitment and space provided to develop a meaningful and trusting partnership early on in spite of a tight timeline to launch and execute the first year of the lab. Gobee and the Foundation met eight times in the first four months in various capacities to:

- Align on goals, roles, process, and engagement
- Align on communication, storytelling and learning strategies as lab outputs
- Learn from one another through forums that shared our respective expertise
- Plan activities directly related to the development of the lab and selection of fellows

In 2018, Reimagine Lab rode the wave of disruptive thinking from those within the domestic violence field that felt the field needed to: balance intervention with prevention, break from the single-story narrative², be inclusive of those who cause harm in solutions, more inclusive of the LGBTQ community, and understand a life course framework. The fellow selection process sought out individuals who aligned with this new perspective. Additionally, fellows from outside of the domestic violence field were intentionally sought out to diversify solution approaches. The throughline with all the selected fellows was their passion to end domestic violence.

² "Single Story Narrative" for the context of domestic violence is the shift from domestic violence as simply a power and control and/or gender based issue to one that includes various analyses, including racial equity, historical harms, environmental concerns, and shifting solutions framing from the individual to all levels of the socio-ecological model (individual, relational, community, and societal).

Year 1: Six-month Design Lab (2018)

The first year's structure was a six-month design lab and took the fellows through the main phases of the HCD process (see HCD process on page 8 above). The location for every lab was varied for fellows to experience the diversity of California and to tie each lab to a new location and unique sensory experience. Each lab had a theme that was based on the location and content for the lab. In this way, fellows would remember each lab by tying the stage of the design process and lab activities to the place.

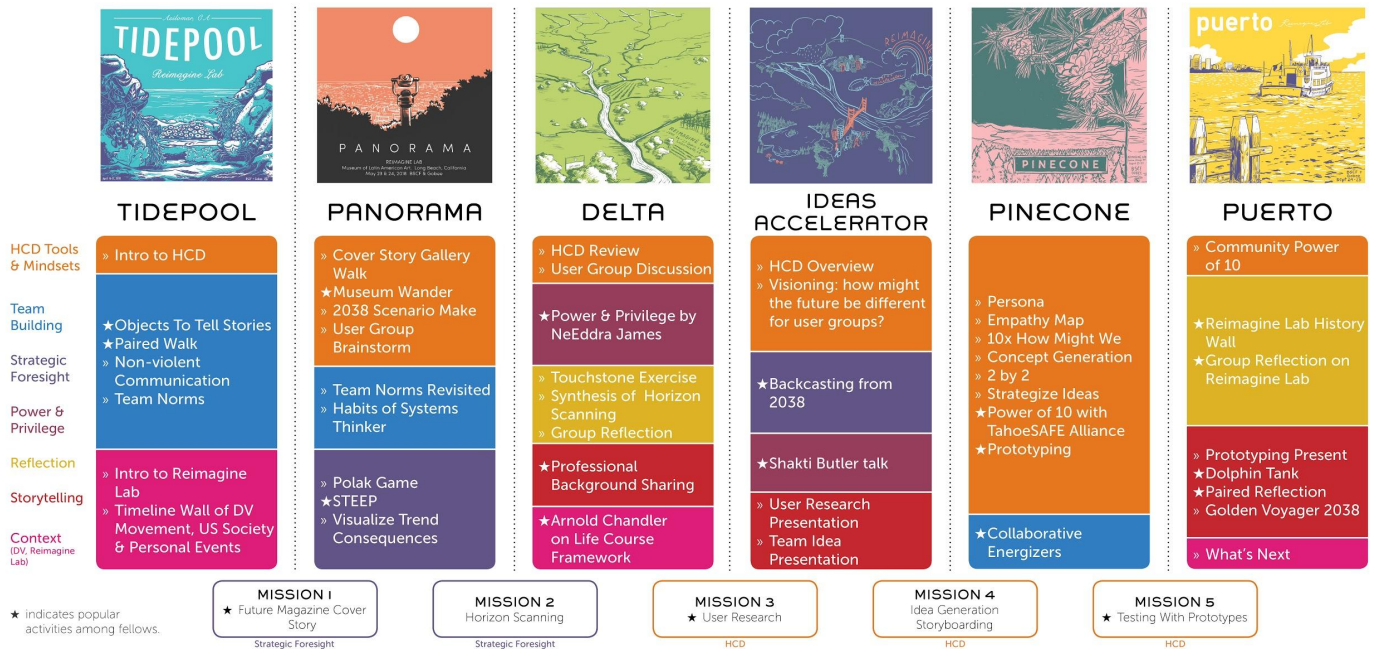


Figure 2: Colors map to the type of activity, legend to left. The size of each colored box (height) scales to the approximate time that was spent the listed activities in a lab.

Following analyzing the historical and societal contexts and exploring what the future might look like and our collective vision for this work, fellows started their projects at the third lab, the Delta Lab. They self-selected into five teams based on interest for a specific user group, and developed ideas in these teams until the end of the first year design lab.

COMPLEMENTARY APPROACHES

Two complementary approaches we used in the first year of Reimagine Lab were Power and Privilege Framework and Strategic Foresight.

Power and Privilege Framework is used to develop a common understanding of how different types of privilege and social power show up in society and in relationships.

Strategic Foresight, or futures thinking, is a discipline related to futures studies, involving alternative future exploration and analysis of trends.

Year 1 Framework for Innovation in Domestic Violence Prevention

At the end of the six-month lab experience, Gobee developed this framework for how all the team ideas coalesced and what patterns emerged as essential for future domestic violence prevention strategies. The first three bullets continue to shape the projects that “graduated” from Reimagine Lab in 2021.

- ① **Use a Systemic Oppression Lens** to better understand how systemic oppression has implications in family history, place, and cultural heritage in the United States.
- ② **Equip Users with Empowering Information** such as public health or historical data that can be curated for specific community groups for action, policy change, or decision making.
- ③ **“For us, by us”** to invest in anti-violence solutions conceived from within the community, for the community, and by the community.
- ④ **Work with Youth** to start cultivating a healthy and confident sense of self as children and adolescents by learning their own history as it relates to community, family, place, or heritage, and to ensure a supportive community environment. Explicitly develop healthy relationship behaviors through technology and at school (assume kids don’t develop this at home).

Year 2: Prototyping & Iteration (2019)

At the end of Year 1, the Foundation reviewed the 10 ideas and considered which of these had the highest likelihood to be a strategic fit as its own prevention strategy was evolving. Three idea concepts were chosen and all fellows were invited back. At this point, fellows had an opportunity to rethink teams: some stayed with their original idea while others moved on to new projects. Organically, one person from the original Year 1 team moved forward with the project into the second year, which helped maintain continuity. In terms of in-person engagement, we held one single design lab, called Moonraker, at the start of the year to kickoff the prototyping and team creation process, we held monthly virtual all-fellow meetings, and one year-end showcase event called Demo Day. Teams met individually to execute on prototyping activities between Moonraker and Demo Day. By Demo Day, an intimate showcase and end of Year 2 event, teams had restructured into the final project teams. The intimate setting with invited guests (which included domestic violence experts, target users, Foundation staff, and complementary field experts) provided rich feedback and discussion to the results of the prototypes to inform the development of the ideas.



Picture: Anti-Violence Ventures team presentation at Reimagine Lab Demo Day, Oakland, California, November 7, 2019.

The Year 2 objective of Reimagine Lab was to give fellows opportunities to further explore the concepts they created in Year 1 through prototyping. Twelve of the sixteen original fellows continued with Reimagine Lab until the end of the second year. In addition to fellows, teams were encouraged to involve more co-working partners, called “Catalysts,” who provided the perspectives of users or expertise that teams themselves did not have.

For the six-month duration of the Year 2 activities, fellows worked on the five pillars of activities listed below. These five pillars were designed not only to support teams to further develop their ideas, but also to encourage teams to commit to their projects as if they were starting a new organization. These five pillars cover not only the needs of the project in setting up the prototyping and user testing, but also in the event of successfully validating their ideas, they would be well positioned to take the idea concept to project implementation.

The table below summarizes the five-pillar approach of the second year of Reimagine Lab.

Teaming

Activities related to team roles, structure, working with partners, and other activities to build the interpersonal foundation for the project team.

Prototyping & User Testing

Activities related to the core project during the Prototyping Phase, such as a 4-month prototyping plan, user engagement, testing assumptions, and learning from user testing to inform the final solution concept. Fellows were asked to do three rounds of testing, with their prototype updated based on the previous round’s insights.

Storytelling

Activities related to capturing the journey of the Prototyping Phase, sharing progress visually within Reimagine Lab (Gobee, the Foundation, and fellows) as well as working with Gobee’s storytelling team on a final 60-90 second video for outreach and funding purposes.

Reimagine Lab Communication

Activities related to regular communications among fellows and with Gobee.

Outreach & Pitching

Activities related to outreach for leveraging the project via catalysts, other sectors, and funders.

By the end of Year 2, fellows had spent a significant amount of time testing and iterating their ideas into a concrete project idea. While most fellows had a full-time job in addition to their work on Reimagine Lab, it is impressive that overall each fellow dedicated a weekly average of nine hours to their Reimagine Lab project. In all years, fellows received honoraria and/or grant funding for participating in the lab.

YEAR 2 - BY THE NUMBERS

12 FELLOWS ENGAGED	9.2 WEEKLY AVERAGE PROJECT HOURS BY FELLOW	75 USERS ON AVERAGE REACHED PER TEAM	3 ROUNDS OF PROTOTYPING PER TEAM	\$29,000 SPENT ON AVERAGE ON PROJECTS
---------------------------------	--	--	--	---

Year 3: Incubate & Implement (2020)

After two years of exciting idea development and a hugely successful Demo Day, the vision for the ideas at this stage was inspiring and ready for deeper investment. The Foundation made larger grants to support prototyped ideas, Gobee individualized technical assistance and coaching, and fellows pursued implementation with new and previous community partners. Through an 8-month engagement, Reimagine Lab fellows further developed their concepts into projects. Early work included developing strategy documents, further user engagement co-creation, partnership development, and other due diligence to ensure all aspects of the project ideas have been fully flushed out. This effort included developing relationships with key partners, influencers, and funders.

Gobee worked with fellows as a coach and sounding board to incubate their ideas into viable projects through continued engagement and prototyping with their target community (user) group, developing further validation tests, expanding networks and other business model support. Originally, activities were to be executed with a combination of in-person and remote engagements but due to the global pandemic, everything was set back. In March 2020, an in-person three-day project planning retreat for fellows was cancelled. This proved to add significantly more time to teams kicking off their projects. While early efforts were slowed down, the Reimagine Lab fellows were amazingly adaptive in how they re-configured their projects to virtual and some socially distanced engagements and collaboration. This included planning activities, building external partnerships, engaging with users/communities, conducting presentations, and executing further rounds of testing and iteration of their concepts.

YEAR 3 - BY THE NUMBERS

6 FELLOWS ENGAGED AT END OF REIMAGINE LAB	57 AVERAGE USER EVENTS PER TEAM	264 AVERAGE USERS REACHED IN 2020 PER TEAM	20,000 AVERAGE VIEWS OF ALL FACEBOOK EVENTS PER TEAM*	\$86,500 AVERAGE GRANT AMOUNT PER TEAM
---	---	--	---	---

** Only 2 of 3 teams had Live (and Recorded) Facebook events as part of their prototyping, view data as of December 31, 2020.*

In total, each fellow team received on average \$116,000 to prototype and launch their projects in the last two years of Reimagine Lab.

3. Outcomes

Evolution of Ideas to Prototypes to Projects

It took some time for the fellows to understand and apply HCD. Ultimately, they valued the new tools and practices to develop new spaces to co-create and not be bound by what *is* but rather what *is possible*. The *Learning* section below outlines why the fellows chose to incorporate prototyping as part of their ongoing work even beyond Reimagine Lab. For the *Outcomes* section we will break down what prototyping is and how it was applied throughout Reimagine Lab to deliver the innovation outcomes.

“Before Reimagine Lab, I didn't quite understand the concept of prototyping, but now it's something I do in my daily work. For example, [in my current job] I may facilitate prototypes to better understand what the public is specifically interested in learning about our community. So I might bring a few folks together to answer a few questions, tell me what they already know or want to know more about, try out a couple activities ...or ask for personal stories of when and how someone successfully educated them on a topic they didn't understand.”

- Reimagine Lab fellow exit survey (January 2021)

Prototype to Learn

The word “prototype” is used in the design world to describe an early sample of an idea that tests the concept or process. There are many different types of prototypes that range in fidelity from an idea sketched on paper to a concept that can be interacted with in the real world with the intended audience, or “community user”. All prototypes have ways of testing something and the purpose is to learn, not to validate. Prototyping allows incremental progress as it focuses on continuous learning.

Prototyping was a component of each year of Reimagine Lab. Fellows were given \$400 and one month to test their ideas at the end of Year 1. In Year 2, teams received \$10,000 grants and six-months to further test and refine their ideas with their target community user groups. In Year 3, each team received \$80,000 - 90,000 to continue to test their ideas and build out other elements of their project. In this sense, prototyping is used:

- To center and involve community user groups at the start of an idea to gain their input and long-term trust because it increases the likelihood that the idea will be relevant and responsive to their lived experience.
- To test and learn early on how potential solutions will or will not work in real world context. The learning from one prototype is used to improve and redesign later prototypes.
- To lead to more cost savings and better implementation in identifying what does not work early.

Prototyping might sound similar to “pilot study”, but it happens on a much smaller scale and at a faster pace than piloting. There’s a lot to learn from a small sample size. The innovation outcomes of Reimagine Lab are even more relevant today than when they started because they have been co-created with the community user groups they were intended to impact.

Summary of Year 1 Ideas

At the end of Year 1, teams had an opportunity to develop two idea concepts and explore one of them in depth. Most of the concepts explored further, called “A-side ideas,” went through at least one iteration of prototyping. Below is a summary of each team’s A-side ideas.











USER GROUP	BLACK MEN & BOYS	UNDOCUMENTED WOMEN	QUEER, TRANS, WOMEN OF COLOR	AGE 13-17 YOUTH AT HIGHER RISK OF INCARCERATION	AGE 11-14 YOUTH IN LOW-INCOME SINGLE PARENT HOUSEHOLD
CONCEPT	Investing in black communities to have anti-violence & DV prevention conversations.	Use data for policy makers and/or empower undocumented groups.	Fund community organizers to do their work with real income & transformative justice models.	Education that focuses on individual, family and community history. Also, provide financial education and literacy development.	Technology that allows users to create their virtual character, that will identify unhealthy communication.
POTENTIAL SECTORS TO PARTNER WITH	<ul style="list-style-type: none"> Local businesses Financial Accreditation entity Mental health 	<ul style="list-style-type: none"> Policy making Legal aids (immigration) Tech (data, surveillance) Data collection agency 	<ul style="list-style-type: none"> Community organizers 	<ul style="list-style-type: none"> Education systems Social science (history) Political science Youth psychology Philosophy 	<ul style="list-style-type: none"> Software development Communication Cyber security Youth psychology
PREVENTION TYPE	selective	selective	universal	universal	universal
PRIMARY LEVEL OF INFLUENCE	 community	 institutional	 community	 institutional	 family / home
STRUCTURAL OPPRESSION LENS	Yes	No	Yes	Yes	No
HOW IS IT INTER-GENERATIONAL?	Organize men in community to talk through violence behaviors and experiences to change future generations.	Financial and other security to keep families out of violence households.	n/a	Education to know systems of oppression, family histories, etc to empower youth to know both positive and negative legacies.	Next generation getting positive communication training outside of home life.
UPSTREAMNESS					
DEVELOPMENT STATUS	framing user research prototype	framing user research prototype	framing user research prototype	framing user research prototype	framing user research prototype

Figure 3: Synthesis of top concepts from Year 1, October 2018.

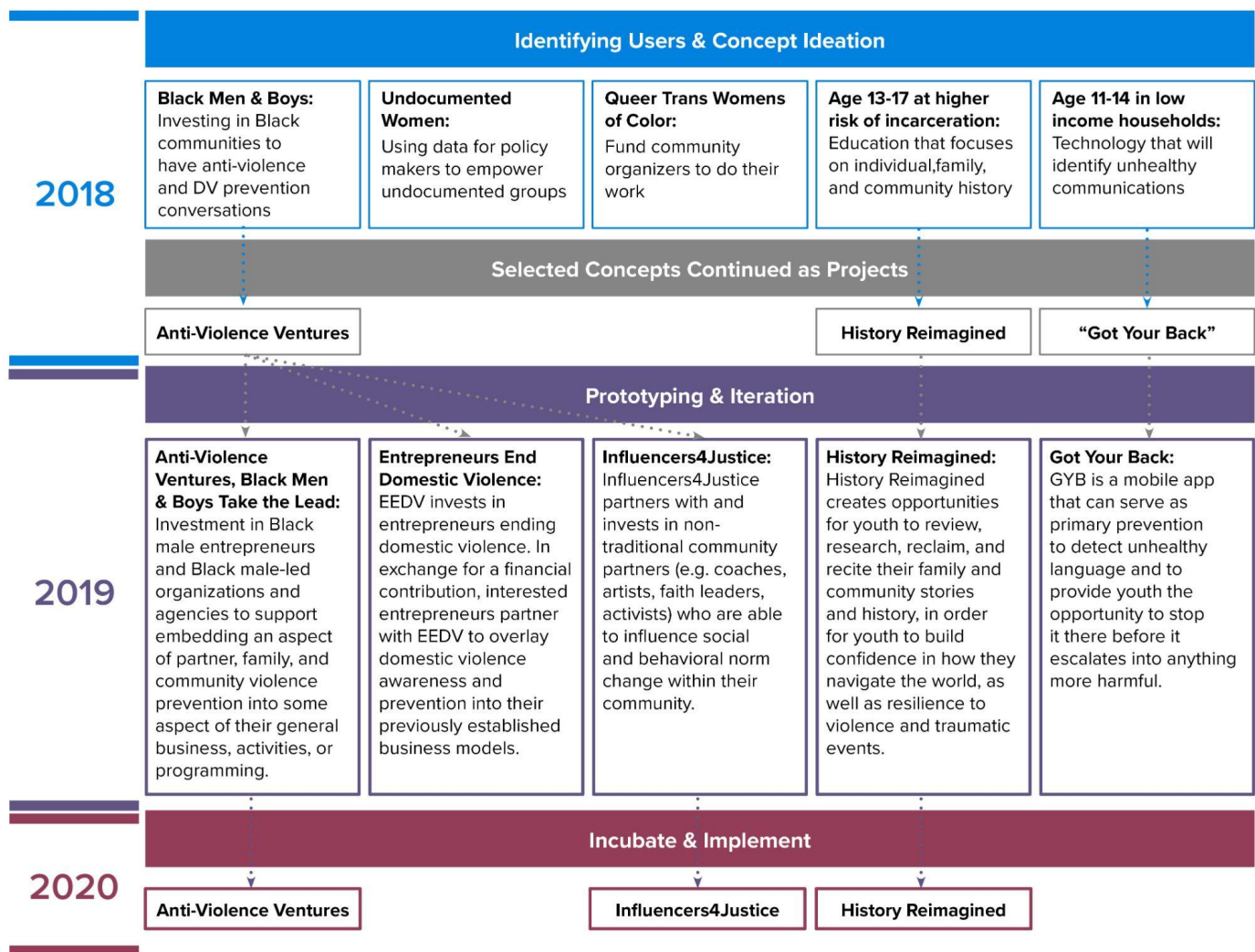


Figure 4: Three-year evolution from ideas concepts to projects.

Innovation Outcomes

This section covers the innovation outcomes, or the final project ideas of Reimagine Lab, that the fellow teams co-created with their community user groups over the past two years. At their core, the Reimagine Lab ideas infuse new tools into existing trusted relationships and places where communities already feel comfortable. These tools create spaces for intentional and safe conversations around domestic violence, personal trauma, and the larger systems of oppression that impact the health of a person, family, and community.

All of the ideas provide a pathway through which individuals, families, and communities can heal and build resiliency, by having conversations on healing and managing deep-rooted pain, and safely managing these conversations and spaces in an informed way (ie: understanding social determinants of health, adverse childhood effects, trauma-informed practice, etc.).

After extensive prototyping, interviews with end users, and research the following innovation outcomes moved forward into the proposal and implementation phase.

- **Anti-Violence Ventures: Black Men & Boys Take the Lead** - Sonya Young Aadam
- **History Reimagined** - Addison Rose Vincent, Ana Rosa Najera
- **Influencers 4 Justice** - Jorge Fernandez, Sandra Henriquez, Sharon Turner

Anti-Violence Ventures: Black Men & Boys Take the Lead

Team Members: Sonya Young Aadam

User Group: Black Men & Boys



Mission: Anti-Violence Ventures (AVV) intends to break the cycle of violence in the Black community through a series of community conversations that engage Black men and boys.

Project Description:

Anti-Violence Venture “Black Men & Boys take a Lead” (AVV) is an innovative anti-violence social intervention model. AVV focuses on the intrinsic links between three types of violence that are prevalent among Black couples, families and in Black neighborhoods – domestic, family and community violence.

It is assumed that Black men and boys are not always comfortable talking about personal and community violence or prevention. We believe that with investments, incentives, support and encouragement, Black men and boys will engage in transformative dialogue and action around violence and violence prevention.

Year-3 Project Goal:

The main goal of Anti-Violence Ventures was to create safe spaces for Black men and boys to engage in conversations related to the potential prevention of three types of violence that impacts Black couples, homes, and neighborhoods – domestic violence, family violence, and community violence. Anti-Violence Ventures aims to help answer 4 main questions:

1. Can we unlearn the assumption that Black men and boys do not talk about violence or engage in violence prevention?
 2. Can one form of violence be reduced or eliminated without addressing or dealing with the other types of violence in Black communities?
 3. What are the connections/intersections between domestic, family, and community violence?
 4. Can Black women reduce or eliminate any forms of violence in Black homes and communities without aligning or working in partnership with Black men?
-

Key Learnings:

- **Violence at Home:** Participants' experience with violence in their homes and communities impacted them when they were young. While some grew up feeling resentful of abuse, others thought that was what it was like to “be a man.” Participants acknowledged that education and personal healing are top ways to eradicate violence in their communities.
 - **Violence in Different Forms:** The most common form of recognized violence was physical; emotional and verbal violence was not recognized until later reflection and education on what those forms are.
 - **Stories Evoked Emotion:** Through storytelling, each conversation in 2020 evoked great emotion. This show of emotion was not only acknowledged but appreciated. Black men have an understanding of violence and can hold an important part in bridging violence and prevention with conversations and topics they relate to. Holding spaces free of judgement enabled men to share their experiences.
-

Project Website: <http://antiviolenceventures.org/>

Project Video: [\[AVV link\]](#)

History Reimagined



Team Members: Addison Rose Vincent, Ana Rosa Najera

User Group: Age 13-17 youth at higher risk of incarceration

Mission:

At History Reimagined, we are committed to building confidence, resilience, trust, and agency in youth at-risk of incarceration by reclaiming stories and creatively sharing family and community history. We work to achieve this with the "bigger picture" goal of helping to end the school-to-prison pipeline and the cycle of domestic violence.

Project Description:

History Reimagined is an annual youth program designed to increase protective factors for youth ages 10 to 17 at-risk of incarceration in Los Angeles County. The curriculum is facilitated in classroom settings or after-school, supported by clinical supervisors, and focuses on four critical components:

1. Building trust and mindfulness through quality social relationships;
2. Learning family and community history often missing from history classes;
3. Exploring innovative storytelling methods and forms of expression;
4. Strengthening social connections by creatively sharing history with others.

Year 3 Project Goals:

- **Increase team's capacity and impact:** Recruit more staff members and build partnerships with key educational organizations to host various workshop prototypes with youth in its user group. Also, built relationships with community organizations in Los Angeles to develop and refine the curriculum and feature them as resources to youth participants.
- **Formalize annual curriculum:** Develop slide decks for each lesson of its 30-week curriculum and receive feedback on structure from both youth consultants and adult representatives from community-based organizations.
- **Measure impact of curriculum and implementation process:** to share findings with prospective long-term partners, foundations, and sponsors.

Key Learnings:

- **Team capacity:** By bringing in a third team member, the team developed a stronger sense of accountability and was able to allocate tasks to achieve their vision. By working with consultants on the curriculum and lesson plans, the team built a strong network of resources. They recognize that they need to give more time to activities as time management was an area that was impacted.
- **Accessible platform:** With social distancing in place, Zoom turned out to be a very effective and familiar platform for prototypes and meetings. The team also used other readily accessible tools such as NearPod for workshops at the schools since they were already using the tool for classes. Through feedback, the team also found that video (multi-media approach) to be highly desired by participants.
- **Sustainable implementation:** The team found weekly lessons (not monthly) were more effective for information retention and resilience skill development. The team also found that facilitators who had an opportunity to meet with them ahead of time or receive some form of training were more confident in facilitating the program. Lastly, students were more willing to engage with the content if it was facilitated by a teacher (someone they knew) rather than an outside consultant/ facilitator.

Project Website: <https://www.historyreimagined.org/>

Project Video: [\[link\]](#)



Team Members: Jorge Fernandez, Sandra Henriquez, Sharon Turner

User Group: Non-traditional community partners - artists, faith leaders, activists, organizers.

Mission:

At Influencers4Justice, we are committed to building confidence, resilience, trust, and agency in youth at-risk of incarceration by reclaiming stories and creatively sharing family and community history. We work to achieve this with the "bigger picture" goal of helping to end the school-to-prison pipeline and the cycle of domestic violence.

Project Description: Influencers4Justice (I4J) partners with and invests in non-traditional community partners - artists, faith leaders, activists, organizers - who are able to influence social and behavioral norm change within their own communities.

By investing their time, and committing to give domestic violence prevention a platform in their daily practice, partners agree to work together with advocates to develop the appropriate domestic violence prevention strategy for their organizations, networks, and communities. I4J focuses on diverse communities throughout California.

Each influencer must:

- Have a network within marginalized communities who they can influence
 - Commit to integrating DV prevention into their daily work
 - Have reach that the traditional DV field does not
-

Year 3 Project Goals:

- Test the Pay it forward model by engaging 6 Community Influencers 3 Tier 1 and 3 Tier 2
 - Develop curriculum - a curated collection of bilingual (English, Spanish), culturally-sensitive training resources, video, and digital learning modules
 - Test a coaching approach to coach and transfer the techniques to each Tier 1 Community Influencer, each of whom then coached a Tier 2 Community Influencer
 - Create measurable and reusable assets such as film documentaries, art installations, workshops, sermons, speaking engagements.
 - Achieve continued buy-in by strengthening commitments from Community Influencers.
-

Key Learnings:

- **Community led** - I4J took a risk by seeing potential in and taking a chance on non-traditional leaders, only to be met with positive outcomes that exceeded initial hopes and expectations. The team learned that it must allow each Community Influencer to take the lead on how they would carry out the project and why. The "experts" need to step back, follow the lead of the influencers, empower the Community Influencers, and support them in leading within their respective sectors.
 - **High level of support** - It turned out that Community Influencers needed a lot of coaching and support to feel confident with their knowledge-base and to support their selected Tier II Community Influencers. They had to be adequately prepared to replace the role of the I4J coach (Core Team) and become the coach for their selected Tier II Community Influencer. The I4J Team did share spaces (virtually) with Tier II Community Influencers, but it was really the Tier I Community Influencers who did the work and coached their selected Tier II Community Influencers.
-

Project Video: [\[link\]](#)

Leveraging Technology for Prevention

Got Your Back (GYB) and Entrepreneurs End Domestic Violence (EEDV) were two technology-oriented projects developed within Reimagine Lab. Because they were outside the Foundation's core strategy, they did not move forward into the lab's final year. We highlight them because they showcase potential technology-driven solutions for preventing domestic violence and sharing these concepts might spark new ideas at the nexus of emerging technology, gaming, and violence prevention.

Got Your Back

Team Members: Evelyn Magaña, Frances Ho, Navya Kaur, Trisha Baird

User Group: Youth aged 11-14



Original Concept Description:

- Got Your Back (GYB) is a technology-enabled tool that helps the user detect and flag unhealthy online communication in real-time.
- GYB is able to integrate with online communication platforms, including text messaging and social media.
- GYB is not a single solution to prevent domestic violence; it is one tool among other existing tech and non-tech resources

Examining the Potential: In 2020, the GYB team was unable to move forward with the project, however, the Foundation and Gobee still believed there was a possibility to capitalize on the opportunity that this team had identified. Seeing the potential of the GYB, Gobee undertook key work streams to explore:

- a re-examination and synthesis of all work to date by the original GYB team, with a primary focus on GYB documents and prototyping outputs from both years;
- secondary research on youth looking at technology use, dating abuse, sexual behavior, and user experience design;
- analysis of the feasibility of different approaches;
- clarifying definitions of healthy communication;
- further persona development based on new research in 2020;
- and development of multiple product concepts.

Final Takeaways: Based on the key work streams above, here are the key takeaways for a GYB concept targeted at youth aged 11-14:

- Focus on games, either stand-alone or integrated with existing platforms. While games are male-dominated, this difference is less stark in mobile gaming, with some gaming platforms even appealing more to girls than to boys.
 - Commonalities of popular mobile games: customizable characters; interactive; decision-based
- Do not recommend text monitoring via keyboard apps
 - User interviews show distaste for monitoring/flagging content
 - Technology for flagging text content is available but technical challenges still abound
- "Healthy Communication" Learning Objectives Categories (potential)
 - Individual: e.g.: emotional self-awareness and regulation, coping strategies, self efficacy
 - Relational (platonic or romantic): e.g.: recognizing abuse, conflict management, empathy
 - Relational (sexual): clarifying relationship goals & values, consent, safer sex

Entrepreneurs End Domestic Violence

Team Members: Ebony Utley

User Group: Black teenage boys



Project Description: Entrepreneurs End Domestic Violence (EEDV) funds entrepreneurs willing to incorporate DV awareness and prevention into their existing entrepreneurial endeavors. EEDV partnered with Augmented Reality Long Beach to develop the app, *Hoops to End Abuse (Hoops)*. *Hoops* is an augmented reality game that aims to raise awareness about domestic violence for teenagers who are not exposed or are under exposed to the topic. *Hoops* helps younger generations identify DV behaviors in themselves and others.

In 2020, EEDV was given a short-term grant to develop a second version of the Hoops game and iterate it through further testing with its user group. Please check out the game using the link below.

Final Takeaways: As EEDV was a short-term engagement within Reimagine Lab, further development would require more marketing and partnership support to determine the best channels to reach the target user group. Additionally, the app requires further testing and refinement with target users.

Play the Game: hoopstoendabuse.com/



“I do feel that my experience with the Reimagine Lab has allowed me to be more effective in my work to prevent domestic and gender-based violence. The permission, time and expectation that we had to “reimagine” and be creative was essential in pushing me to think differently and outside of the box. When we work in the “field” we can get caught in traps of doing things the way we’ve always done them. Reimagine Lab set the expectation that we were doing something new.”

- Reimagine Lab fellow exit survey (January 2021)

4. Learning

This section will outline the factors that made Reimagine Lab a successful journey for the Foundation, Gobee, and fellows alike. A human-centered design (HCD) approach is one of discovery and new insights are an explicit outcome of any HCD effort. We learned in Reimagine Lab which conditions need to be in place for new ideas to emerge when a philanthropic foundation, a social innovation design firm, and community representatives come together to address a complex social issue like domestic violence.

Replicating Reimagine Lab

Replicating Reimagine Lab means how we might develop new ideas for complex social problems using a HCD approach with community user groups throughout the process. Elements of the lab can be replicated regardless of time, budget, and need. What we hope to cover in this section are the tangible and intangible elements that are needed to replicate the Reimagine Lab experience.

The learning section of this report was largely informed by interviews, surveys, and focus groups with the fellows, Foundation staff, and Gobee. Interviews were conducted and synthesized by the Gobee team. The learning agenda was informed and agreed upon by Foundation staff and Gobee over four virtual meetings between September to December 2020. While we referenced all prior years' interviews, evaluation surveys, and group feedback sessions from all 16 fellows, we specifically engaged for this final learning report 12 of the original 16 fellows. In addition, many of the insights and learnings are outcomes in and of themselves. Myriad incremental insights and learning gathered along the way in the engagements between the fellows, Gobee, the Foundation, and the communities informed program adaptations and the fellows' project journey.

INFORMANTS		ENGAGEMENT TOUCHPOINTS			
Type	No. Engaged Out of Total Possible	2021	2020-21	2020	2018-19
		Exit survey	Group Interview	Individual Interviews	Individual Surveys & Interviews
Y2020 Fellows	6 out of 6	●	●		●
Prior Year Fellows	6 out of 10			●	●
Foundation Staff	7 out of 7*		●	●	
Gobee Staff	4 out of 4		●		

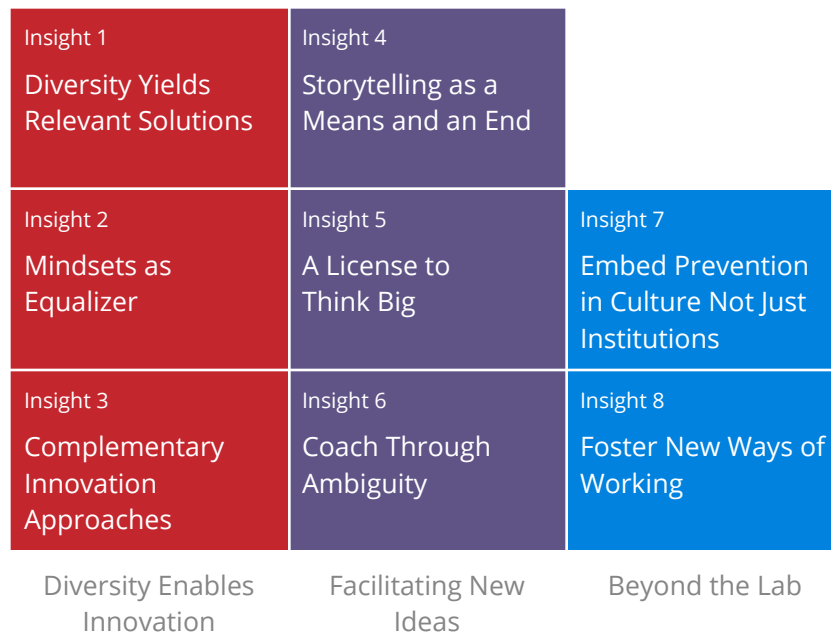
Figure 5: Throughout Reimagine Lab, 15 Foundation staff and board members participated in a Reimagine Lab planning meeting or public event.

Insights

The eight insights below capture our key learnings from the past three years and are organized into three insights categories. In June 2019, Lucia Corral Peña, Senior Program Officer at Blue Shield of California Foundation, shared her perspective on the Reimagine Lab journey, using a flower metaphor: "We don't know

where some of these ideas are going to go, but they've already done a lot of the research, so what's next is really going to be ... if I could think of a metaphor, the seeds were planted and now the flower is going to grow." We use this metaphor to frame our insights. A seed represents the potential of a new idea. Our first category, *Diversity Enables Innovation*, addresses the environment where we planted the seed, ensuring that it had rich soil and adequate sunlight to begin its journey. The second category, *Facilitating New Ideas*, represents the added nutrients and water that we provided to the seed in this environment to thrive. The last category, *Beyond the Lab*, addresses how the seed grows into a flower and fits into the larger ecosystem.

The early ideas in Reimagine Lab were seeds. They have now transformed into implementation-ready projects as the lab's innovation outcomes.



	Diversity Enables Innovation (Environment)	Facilitating New Ideas (Nutrients)	Beyond the Lab (Ecosystem)
Funders	●		●
Program Designers	●	●	●
Facilitators		●	

DIVERSITY ENABLES INNOVATION

How diversity in Reimagine Lab enabled new ideas to emerge for domestic violence prevention.

Reimagine Lab learned so much about managing diverse stakeholders through an HCD process that the first insights are devoted to the importance of diversity in enabling new ideas and solutions. The Foundation and Gobee both have a track record of working with and programming for many of California's diverse communities. As a result, Reimagine Lab was able to reach a diverse group of individuals that came to Reimagine Lab with informed and lived perspectives of the challenges communities and families face that lead to violence in the home and in communities. The first three insights highlight how diversity enables the environment for new ideas to grow.

Insight 1: Diversity Yields Relevant Solutions

Diversity of lived experience requires risk-taking and process flexibility, but yields community responsive solutions that lead to longer-term change.

Reflecting on 2020 and the spotlight on the effects of white supremacy in America, the diversity among Reimagine Lab fellows made the outcomes of the lab more relevant today than ever before. The fellows set out wanting solutions that were resilient to whether or not systems of oppression changed or not.

- What stood out to all who were involved in Reimagine Lab and made this creation space unique was the diversity of the fellows in every way: from experience in the domestic violence field to profession to race and lived experience.
- The diversity of race, religion, gender, and life experience helped to minimize blindspots in our understanding of the root causes of violence in communities and systems of oppression in society.
- The diversity of work experiences, interests, and skill sets yielded a much wider range of ideas to the problem than a more homogenous group could have conceived.
- Most importantly, the diversity of the fellows ensured that all ideas were focused on equitable solutions for marginalized communities. In doing so, Reimagine Lab has innovated on the practice of human-centered design itself.

“Working with the other Fellows and the Gobee team over the past 3 years has inspired me to accept more invitations to work with more diverse teams. In the last 2 years, I have accepted more roles on diverse committees, councils, and work teams than I ever would have prior to Reimagine Lab. I'm inspired by what I learn from other groups and individuals whose experiences are vastly different from my own.”

- Reimagine Lab fellow exit survey (January 2021)

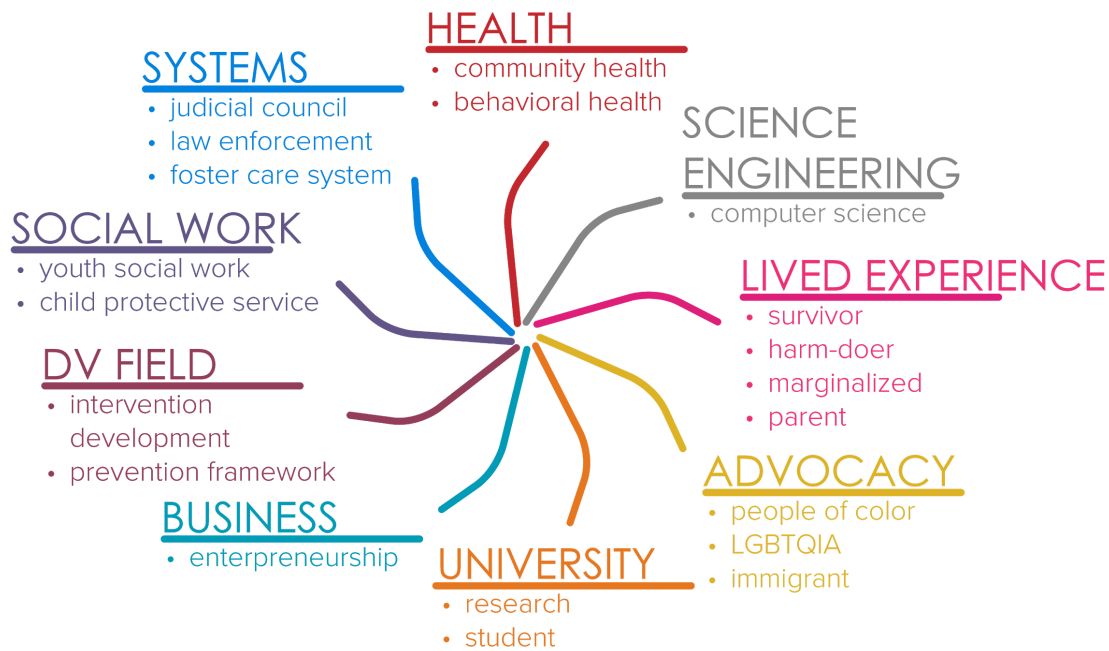


Figure 6: In addition to race, ethnicity, age, and gender, Reimagine Lab fellows represent diverse professional expertises and life experiences and provide a wide range of perspectives to look at the issue of family and domestic violence. The graphic represents the perspectives that this cohort of Reimagine Lab brought to the process.

Insight 2: Mindsets as Equalizer

Design mindsets with diverse groups work effectively when aligned to group values or when they create equal and level playing fields.

None of the fellows were highly proficient in HCD, most engagements were new for everyone which enabled a fresh mind to every method that was applied. The mindsets essential for generating new perspectives and ideas are unique to HCD compared to other fields. The following HCD mindsets were employed in Reimagine Lab and were key in managing the diversity of the fellows:

<p>Iterative Thinking</p> <p>Instead of finding a perfect solution from the beginning, develop what is "good enough" to test and fail quickly. Do everything with the assumption of iterating the process.</p>	<p>Generative Thinking</p> <p>Instead of making judgement on ideas presented by others, consider how to make them better. Say "Yes, and ..." to build upon each other's ideas.</p>	<p>Co-creation with Users</p> <p>Invite users to co-create solutions proactively rather than just getting feedback on ideas. Design <i>with them</i>, instead of <i>for them</i>.</p>	<p>Embrace Ambiguity and Be Flexible</p> <p>Instead of following structures and agenda rigidly, be flexible with fellows' needs to co-create the process itself.</p>	<p>Be Visual</p> <p>Engage visual prompts in multiple ways during the activities to stay inspired and communicate in various ways not only verbal or written.</p>
---	---	--	---	--

- Whether a longtime leader or first-timer in the domestic violence field and no matter where one's privilege lied, every fellow had equal space and voice to contribute in the lab. For fellows, the lab provided experience in navigating diverse groups on an even playing field by minimizing power dynamics as much as possible.

- As the design lead, Gobee needed to be flexible in program design and at labs and was rarely at the mercy of the short-term agenda yet kept the long-term process outcomes in sight. Gobee constantly restructured agendas and timelines to take into consideration fatigue, comprehension rate, external factors, or a need for building team cohesion.

“I will always treasure your gifting and introduction to the Human Centered Design process, particularly around iteration and prototyping. I feel it is a great antidote for perfectionism.”

- Reimagine Lab fellow direct communication (March 2021)

Insight 3: Complementary Innovation Approaches

Approaches to complement human-centered design (HCD) are necessary *because of the diversity in the room.*

An HCD approach is expansive in its methods and often borrows and adapts from different disciplines and industries, in managing the diversity of our fellows we used the following complementary approaches:

- Power and Privilege Framework: Early on we realized that we needed to undergo some language-setting around terms that felt commonplace for some fellows but were unclear to others such as “transformative justice” and “intersectionality”. We worked with a skilled Power and Privilege facilitator to inform all fellows on the topic, so that further discussions would be productive.
- Strategic Foresight: The future is an equalizer because nobody knows what the future holds. Strategic Foresight is a discipline related to futures studies involving alternative future exploration and analysis of trends. It complements HCD by providing the framework of trend analysis and long-term perspectives. Reimagine Lab aimed to develop long-term strategies of domestic violence prevention, it was necessary to explore multiple probable futures that would affect younger generations.

“I wholeheartedly believe in the power of allies. We cannot all do everything but we can all do something for a common goal. [Through Reimagine Lab] I have learned that I do not have to do everything myself as it can be taxing and a smaller audience would be reached if I don't engage others in projects where we want community change.

- Reimagine Lab fellow exit survey (January 2021)

FACILITATING NEW IDEAS

How Reimagine Lab used an HCD approach and mindsets to provide time and space for fellows to think differently about domestic violence prevention.

The following three insights highlight specific applications of HCD for Reimagine Lab and how Gobee managed the process of “thinking outside the box” as an individual and collective effort. Every HCD project has its unique combination of mindsets and methods used, this is the formula for the most relevant applications of HCD used during Reimagine Lab.

Insight 4: Storytelling as a Means and an End

Storytelling was not just a means to our HCD approach, it became a key part of the solutions themselves.

- To expand the pool of entities working to end cycles of family & domestic violence, storytelling needed to be a key component of Reimagine Lab.
- We use storytelling in HCD because its concepts can feel very abstract without using story to illustrate complex concepts. Unconscious or not, fellows incorporated storytelling into their solutions.
- The throughline is that everyone has a different relationship to domestic violence in their families and communities, through story we can make connections that can normalize sharing our collective experiences with violence.
- All solutions are narrative changing: How can we create nurturing, supportive, and community spaces for people to tell their stories, recreate their own personal histories, and tell the story of the person and world they want to be?

“It’s the fact that we don’t talk about [violence, stress, anxiety] is what contributes to them persisting in our lives. Having a space that is created to discuss, to question, to listen to one another, to express [one’s] feelings, and [one’s] experiences is important... Conversation can create a great opportunity for prevention.”

- Reimagine Lab fellow presentation (February 2021)

Insight 5: A License to Think Big

Reimagine Lab provided a sabbatical headspace for fellows to think expansively about domestic violence prevention.

- The design lab experience was space for fellows to think on one aspect of domestic violence at a time. Complex layers of the problem were broken down and analyzed separate from other layers of the problem. With time to think about a topic with others, new perspectives emerged.

- In the first year of the program, fellows did not need to consider budget, time, or other resources. There is freedom in being unencumbered by implementation, it is a luxury the mind can only afford in unique opportunities like sabbaticals and design labs. For this reason, facilitation methods encouraged the fellows to think bigger than what was known or what was possible to them and structuring ideas to consider millions of beneficiaries versus a single community approach.
- Every industry can be caught in the ease of just doing it the way they always have, at Reimagine Lab many of the fellows did not know the orthodoxies of the domestic violence field, their presence alone was a force to think differently.

“The time to think creatively about my work and work on things differently. Having the time and resources to do this [is what I’ve been able to bring to my work and life after participating in Reimagine Lab.]”

- Reimagine Lab fellow interview (December 2020)

Insight 6: Coach Through Ambiguity

Being asked to “think outside the box” is easier said than done, Gobee’s role was often to coach through the emotions of doing something in a new and iterative way. Here are the key anthems that helped us manage:

- *Design is messy*, we don’t lead with outcomes but we can tell you the process and we will get to new outcomes co-created with the users/communities this process is meant to benefit.
- *Ambiguity is Uncomfortable*: From the start, Gobee needed to consistently remind both fellows and Foundation that it is an ambiguous process and therefore an uncomfortable one.
- *“GEMO” or Good-Enough-Move-On*: An early anthem within Reimagine Lab and what it allows for is a break from a perfectionist mindset. A perfectionist mindset can feel like there is only one right way. In actuality, there are multiple right ways when you’re open to receiving them. It is the balance between ongoing discussion and putting a stake in the ground in the ideas process to say: we know this much for sure, but we will iterate as we learn more.

“I will always treasure your gifting and introduction to the Human Centered Design process, particularly around iteration and prototyping. I feel it is a great antidote for perfectionism.”

- Reimagine Lab fellow interview (December 2020)

BEYOND THE LAB

How the outcomes of Reimagine Lab fit into the larger ecosystem of community-based solutions for systems change as well as tools for continuing to think differently beyond Reimagine Lab.

In the first year, Reimagine Lab was an experience to consider impossible ideas in order to stretch the idea of what is possible. Later years, the ideas were then grounded as fellows began to co-create concepts with users/ communities and test assumptions about their ideas through multiple rounds of prototyping and iterating until they blossomed into fledgling projects.

It was always the intent to provide insights that would be useful not only for the Foundation and fellows, but also for the domestic violence field. As Reimagine Lab stretched beyond an effort to inform the Foundation's strategic direction and into an incubator for implementable solutions, the outcomes for the lab evolved to understand the various benefits of an HCD experience addressing a complex social issue with various stakeholders.

Insight 7: Embed Prevention in Culture Not Just Institutions

Culture can normalize the discussion of domestic violence prevention, an otherwise taboo topic. Cultural messengers are best positioned to change unhelpful narratives because they are trusted and connected in their communities.

- A goal of Reimagine Lab at the start was to make space for unconventional partnerships for prevention, at the time wondering which institutions we should reach out to. What we discovered was unconventional partners are culture itself. Meaning that ideas should start with changing culture as the pathway to systems change.
- Relinquishing the idea that only experts could be the agents for change was disruptive. The mindshift flipped the thinking to *how might we leverage the field expertise to create agents for change everywhere?* We did not know until later that it would mean finding those *community* leaders. Those who already have a platform and network, to act as messengers of prevention when equipped with the right knowledge and resources for how to safely open up difficult conversations about violence in the home and how to prevent it.
- The idea of centering community, rather than isolating domestic violence as something to be dealt with in outside and in institutions, is a new way to think about prevention approaches for domestic violence.

“The ideas begin to democratize the [domestic violence] prevention space. It's hard for us to see who all they are touching because we are not there, but we see that the people coming in are all new people. Nontraditional leaders in other fields are coming in for [domestic violence] prevention.”

- Blue Shield of California Foundation Interview (March 2021)

Insight 8: Foster New Ways of Working

A discovery mindset yielded new ways of working and leadership capacities for all stakeholders.

The innovation outcomes of the lab were new ideas for the domestic violence prevention field. However, an unanticipated outcome was the impact of ReImagine Lab on the Foundation, fellows and Gobee individually. As participation in ReImagine Lab was a labor of love, we wanted to share that fellows, and Foundation alike, did discover new ways of working for themselves. Here are a few examples:

- Throughout ReImagine Lab, Gobee partnered extensively with the Foundation's Public Affairs team in capturing the journey of projects as they went through the design lab and tested prototypes with users. As a result of this emphasis on storytelling, the Foundation developed a new internal working partnership between programs and public affairs that fostered a mutual benefit in creatively working on projects.
- Fellows were able to take their new mindsets to the next level in their regular work, specifically a new interest in diverse approaches to solutions, prototyping as a regular practice, and the license to think big.
- Gobee gained important experience in designing for power and equity. Managing the diversity of the fellows' to ensure each had an empowering experience was challenging and rewarding. It required reengineering the HCD process to incorporate language setting, historical contexts, and managing power inequities.

“As a member of the Public Affairs team, it was unusual to be so ‘on the ground’ for these projects and to watch them develop and work so closely with the fellows. This led to a greater understanding of the project and learnings, which helped us to more effectively communicate about the work.

But just as important, it also fostered a successful way of cross-functional collaboration within the Foundation, allowing for diverse perspectives in decision making and creating assets. It was a beautiful partnership that I want to see more of.”

- Blue Shield of California Foundation Interview (March 2021)

5. Implications

I. INNOVATION POTENTIAL: HCD is an Approach to Address Complex Social Issues

When asked “what other social issues a Reimagine Lab effort could be applied to?”, the general sentiment from fellows and Foundation staff was that an HCD approach could be applied to any social issue wanting to discover new ideas through a collaborative effort. The term “innovation” is overused and can mean a wide range of things. When innovation is dismissed outright because the word is overused, we forget that there is value in an innovation approach with the right intention, right people, and with the right timing. Innovation work is not for everyone, but when the right combination of enabling factors are present, it can yield incredible results through its outcomes (the new concepts that come out in the end) and in the journey itself. This journey was a continuous cycle of learning for the fellows and Foundation alike and provided insights along the way that sparked new perspectives for their work.

An innovation, or discovery, mindset was intentional along the way. Gobee wanted the feeling associated with Reimagine Lab to be one of openness, spaciousness, and possibility. Reimagine Lab allowed those associated with it the opportunity to be unencumbered by limitations that are often present in their work. Impossible thinking pushes the boundaries for where our minds are used to going to stretch the margins and provide more space for possibilities.

As Reimagine Lab kept pushing the limits of possibility and new intersections for where to place new ideas, our place in history and society grounded the thinking, especially as it related to domestic violence. This effort required Gobee, the Foundation, and fellows to bring our understanding of equity and systems change, rely on our relationships to California’s diverse communities, and put into context ideas that would be implementable at the end of Reimagine Lab.

With a diverse group of fellows, the creative tension between impossible thinking and present-day realities yielded outcomes that are well-positioned for this moment in history and culturally responsive to make change in the prevention of domestic violence for the long term.



II. ENABLING FACTORS: Necessary Ingredients for Delivering New Ideas

This section details the intangible factors between the Foundation, fellows, and Gobee that enabled new ideas to emerge. The Foundation and Gobee recently reflected on what created an enabling environment in our collaboration that allowed for Reimagine Lab to explore and uncover new ideas for domestic violence prevention:

Relinquishing Control Gains Trust

In cultivating new approaches and new ways of thinking, all stakeholders were asked to give up something to make space for another possibility; this takes trust. The primary enabling factor of getting to new ideas was how everyone was willing to relinquish control of the process and bring a curious mindset to the collaboration. The Foundation provided this agency to Gobee and the fellows; Gobee to the fellows and Foundation; and the fellows to their partners and users. This was possible because all stakeholders made intentional efforts to build trust in our relationships early on to know each other on a human level. We assumed good intent as a ground rule and asked questions when we did not understand.

Timing

The Foundation provided the right timing in its strategic planning process for Reimagine Lab. There were nuggets of insights throughout the first year of the lab. As the Foundation was formulating its strategic plan for the following three years, it considered insights of the lab to inform their direction. It was an intentional part of the process to include input and ideas from stakeholders to help fill blindspots in their strategic direction.

Risk Tolerance

The Foundation wanted to try something different that engaged external stakeholders and created new thinking beyond traditional approaches to domestic violence prevention. Leaning in on their organizational values of possibility, equity & dignity, partnership and integrity, this end goal allowed them to take on an approach that is inherently ambiguous and iterative. In an HCD approach, the intended outcomes are rooted in the process itself versus setting specific metrics to aim for during planning. It requires buy-in from leadership to undertake this sort of ambiguous and iterative process and be willing to relinquish control of the outcomes. What the process offers instead is a path to experiment with new approaches and insights rooted in lived experience and community input.

Humility and Openness

An openness to learning was a pervasive characteristic shared by all who were involved in Reimagine Lab. Reimagine Lab exists as a result of the Foundation wanting input from its grantees and constituents. There is inherent humility in doing this. Specifically, the humility that none of those involved know everything: Gobee and the Foundation provided mutual respect for our respective expertise and asked questions to understand each other better. In doing so, the Foundation was more expansive on the concept of prevention and key protective factors and therefore open to changing how they approach their funding based on what they learned.

Design for Possibility

The Foundation explicitly requested a design lab in the first year. Each additional year was designed based on an understanding of where we were in the evolution of the ideas and learning from the previous year and

balancing the needs of the fellows, the ideas, and the Foundation. Because Gobee was afforded the time to facilitate from design lab to implementation, Gobee challenged itself to do HCD in a new way that felt unique for Reimagine Lab, such as starting with historical contexts and immediately transitioning into futures thinking.

III. IMPACT: Culture Change Drives Systems Change

Reimagine Lab partners believe that those that are closest to the problem are best positioned to develop solutions to those problems. This is very much in line with an HCD approach. We also have established that we can normalize working through one's trauma, one's toxic family narratives, and our collective traumatic experiences that lead to violence in the home and in our communities. Through this normalization we change the narratives that no longer work for us: negative narratives about specific races and cultures, what it means to "be a man", how women are portrayed in the media, etc. In this narrative change, culture changes.

The Reimagine Lab solutions fit into other existing community organizing and empowerment efforts in that they are seeking to create resilient communities. The Reimagine Lab innovation outcomes strengthen the core of what makes a person whole and builds resilience through tapping into existing trusted relationships and places where communities already feel comfortable. Working through positive influences, these projects seek to create spaces for intentional and safe conversations around domestic violence, personal trauma, and the larger systems of oppression that impact the health of a person, family, and community.

When we have these enabling narratives leading our lives, and tools to deal positively with unjust and traumatic experiences, people will have more positive energy both physically and emotionally to:

- Change families' toxic relationship with domestic violence,
- Engage in community improvement and organizing,
- Lead in defining new narratives about who they, their family, and their community are and what is possible.

"Stories matter. Many stories matter. Stories have been used to dispossess and to malign, but stories can also be used to empower and to humanize. Stories can break the dignity of a people, but stories can also repair that broken dignity."

*- Chimamanda Ngozi Adichie, Nigerian novelist
(July 2009 TED Talk)*

6. Conclusion

The top takeaway is straightforward. To create revolutionary ideas, bring the right people together, support them with the right resources, and give them the space and encouragement to think big. It does not sound like a groundbreaking insight, but in practice it is hard to do. Despite stated intentions, it is a risk that organizations may not have the courage to assume. In this context, risk-taking requires comfort with ambiguity. It requires faith in a process, an approach, a team, and values without knowing the outcome a priori. Investing in something like Reimagine Lab, particularly in philanthropy is easier said than done. The upside is possibility. With risk and uncertainty comes the potential for fundamental innovation. We saw that here, in the three outcomes that emerged: Anti-Violence Ventures, History Reimagined, and Influencers4Justice.

Aside from the three projects, there are other important outcomes. There is a network of fellows, each of whom came to us as a leader who has undergone some transformation as a result of participating in Reimagine Lab. There is also proof that human-centered design can be meaningfully and thoughtfully applied to a complex social challenge like domestic violence prevention, all while embracing values that matter. And now we have the public set of instructions to make that a possibility with other complex challenges.

We at Gobee came into Reimagine Lab as novices in the domestic violence field. We emerge from it as advocates for family and domestic violence prevention, allies to the fellows, and resources to the projects. Reimagine Lab has touched and changed so many of us in so many ways. With our eyes on the future, our hope and expectation is that it will continue to do so for years to come.

“In other words, the time has come for us to reimagine everything. We have to reimagine work and go away from labor. We have to reimagine revolution and get beyond protests. We have to reimagine revolution and think not only about change of our institutions but the changes we have to make in ourselves. We are at the stage where the people in charge of government and of industry are running around like chickens with their heads cut off. And it's up to us to reimagine the alternatives and not just to protest against them and expect them to do better.”

-- Grace Lee Boggs (1915 - 2015), American author, social activist, writer, and feminist, in conversation with Angela Davis at UC Berkeley, 2012

7. About Gobe Group

Gobe Group is a social innovation design consultancy based in Oakland, California, with expertise in human-centered design approaches to solving problems for complex social problems. We partner with clients in the private, public, and social sectors to create products, services, and organizations for impact.

We believe that effective impact begins by asking the right questions. We help clients examine and reframe the underlying perspectives that influence their work. Applying the full range of our team's diverse training and experience, we reach novel solutions that lead to long-term sustainable impact.

Gobe Team for Reimagine Lab:

Current

Olivia Nava | Senior Design Strategist, Project Lead

Laura Atukunda | Junior Design Strategist

Mahad Ibrahim | Managing Partner

Miho Kitagawa Pedroso | Design Strategist

Jaspal Sandhu | Managing Partner

Biruk Tammru | Innovation Strategist

Michael Waas | Design Strategist

We would like to thank all past Gobe staff, interns, and consultants that made Reimagine Lab possible over the past three years:

K Adam | Design Lab Facilitator

Elliott Ashby | Videographer

Roza Do | Consultant

Hannelore Gomes | Videographer

Benjamin Harrison | Videographer

Idil Ibrahim | Videographer

Andrea Jacobo | Design Intern

Sarah Johnson | Design Intern

Jabulani Mhlanga | Program Assistant

Annie Ruygt | Graphic Designer

Todd Thoenig | Editor

Mohamed Yousif | Program Assistant

www.gobeegroup.com | info@gobeegroup.com | www.reimaginelab.org

Appendix

Reimagine Lab Fellows with *team names* - all years

Anti-Violence Ventures



Sonya Young Aadam
Chief Executive Officer,
California Black Women's
Health Project
Inglewood, CA

History Reimagined



Addison Rose Vincent
Cofounder and Lead
Consultant,
Break the Binary, LLC
Los Angeles, CA

History Reimagined



Ana Rosa Najera
Certified Facilitator,
Lumos Transforms;
Clinical Supervisor,
Green Dot Public School
Long Beach, CA

Influencers4Justice



Jorge Fernandez
Director of Behavioral
Health, Golden Valley
Health Centers
Modesto, CA

Influencers4Justice



Sandra Henriquez
Chief Executive Officer,
VALORUS
Los Angeles and
Sacramento, CA

Influencers4Justice



Sandra Turner
Transformative Coach,
The Next Step Consulting
Oakland, CA

Appendix

Reimagine Lab Fellows - Years 1 - 2

Devika Shankar

Program Supervisor, Los Angeles LGBT Center; Facilitator, Lumos Transforms, Simi Valley

Ebony Utley

Professorpreneur, California State University, Long Beach

Evelyn Magaña

Domestic Violence/Legal Advocate, Family Assistance Program, Apple Valley

Frances Ho

Attorney, Judicial Council of California, San Francisco

Navya Kaur

Editorial Assistant, Ethena, San Jose

Rain McNeill

California Rural Indian Health Board, Sacramento

Trisha Baird

Community Education & Prevention Manager, Sierra Community House, Truckee

Reimagine Lab Fellows - Year 1

Chris Masion, Police Lieutenant, Anaheim Police; Creator, Re-boot, Anaheim

Rabeya Sen, Director of Policy, Esperanza Community Housing Corporation, Los Angeles

Rick Green, Personal Trainer, Force Fitness, San Jose