

HOW A LAB WORKS

One project, one obstacle, one afternoon FOR EVERYONE

Fourteen projects built on work **GDN has supported**, each stuck on **one specific obstacle**. At each table, around eight people who would not otherwise meet design a way past it in one afternoon. **The host** brings the project and decides. **Solution Partners** say what could be built, **a Scaler** says what would make it fundable, **Peer Innovators** bring what happened elsewhere, and **the facilitator** runs the table and keeps the record.

FROM PITCH TO CONCEPT, IN FIVE STEPS · the facilitator runs each step and keeps the record

1 UNDERSTAND THE PROJECT

Each project's Challenge Brief and a short video from its host are shared with the table in its table workspace from 27 November, so you can arrive knowing the project. On the day, a short pitch on the project, its one obstacle and what has been tried, then questions to understand it.

THE TABLE
Ask questions about what already exists. Your ideas come in step 3.

THE HOST
Pitch, and answer honestly, including what failed.

2 AGREE ON THE PROBLEM

The table agrees the one problem it will work on for the rest of the afternoon.

THE TABLE
Each person writes one sentence, *"The thing stopping this project from scaling is…"*, then reads it out.

THE HOST
Choose the closest sentence and adjust it.

3 DESIGN A WAY PAST IT

Ideas first, in silence. Then open discussion on what gets built, the data it needs and the smallest version that could run next year.

THE TABLE
Write up to two ideas, then build on the host's choice.

THE HOST
Pick the ideas worth building.

4 MAKE IT REAL

A partnership behind the design, a test of how it could fail, and one first step with a name and a date.

THE TABLE
Share what your organisation has done on a problem like this, and what it might be able to contribute. Name one way it could fail.

THE HOST
Decide what the design builds on. Agree the first step.

5 CHECK IT AND SHARE IT

The concept is read aloud, checked and shared with the whole room.

THE TABLE
Correct anything wrong. Check how your organisation's experience and possible contributions were recorded.

THE HOST
Say yes, yes with a correction, or no. Then 90 seconds to the room.

What a Lab can work on

a technology · a data system · an AI tool · a partnership · a new way of delivering

Outside an afternoon's reach

Political will, or a project that needs only money. The table designs what it can around them, and the concept says what stays outside.

AFTER TOKYO

By 7 January
Typed two-page concept back to the table

By 21 January
Corrections close

Early February
The Tokyo Portfolio goes to partners and funders

2027
The strongest concepts may become candidate pilots

Nothing is committed in the room. No money is allocated and no contract is signed. Anything you say your organisation has done or might contribute is recorded and read back to you, as a possible contribution and not an agreement. The project stays with its host, and anything built later belongs to whoever builds it.