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2017-12-12

Fostering Organizational Change through Service and Space Design Strategy

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Fostering Organizational Change through Service and Space Design Strategy

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Meghan Sitar, Director of Connected Scholarship
Rachel Vacek, Head of Design & Discovery
University of Michigan Library

CNI Fall Membership Meeting
December 12, 2017

Hello!

Emily Puckett Rodgers
Head of Library Environments

Operations

Meghan Sitar
Director of Connected Scholarship

Learning & Teaching

Rachel Vacek
Head of Design and Discovery

Library IT

And special thanks to Jessie Sher, Project Coordinator.

Spaces & Services Strategy Development

Why Now?

Take a strategic approach to physical space planning

Create welcoming, accessible, safe buildings and services

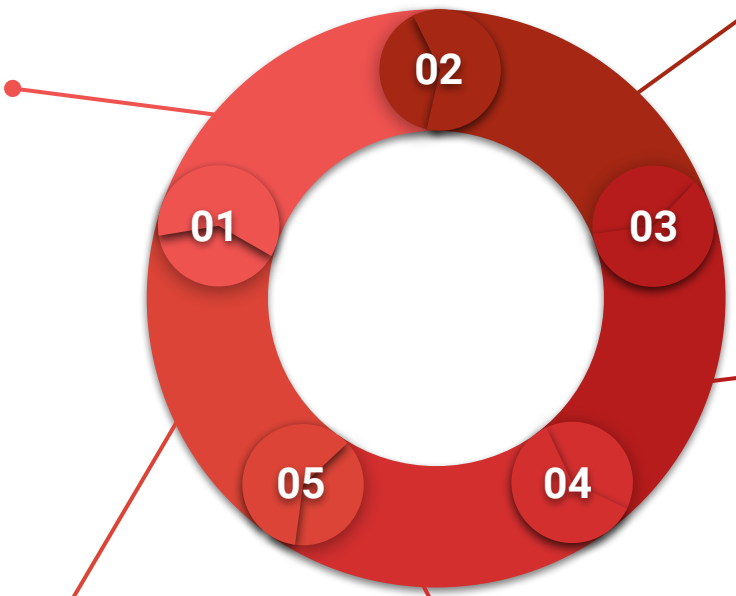
Transform organizational culture

Why brightspot ?

Engagement

CONNECT
organizational goals and user needs

UNDERSTAND
space, service and organization



APPLY
short and long-term efforts

GAIN TRUST AMIDST CHANGE
by embedding touch points throughout

TRAIN THE TRAINER
through hands-on practice and guidance

Deliverables

Strategy Report

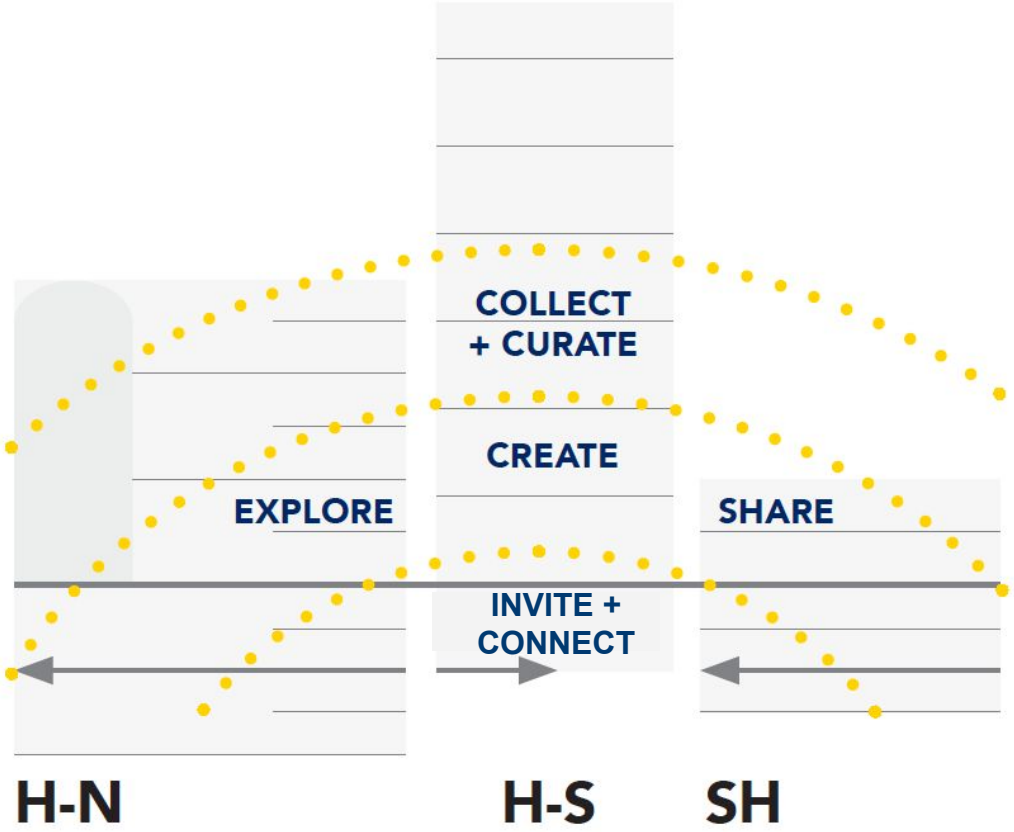
Space and Service Principles, Philosophy, Framework

Playbook

Flexible scenarios to consider piloting/prototyping guidance

Research Report

User research conducted by the team



Space and Service Principles

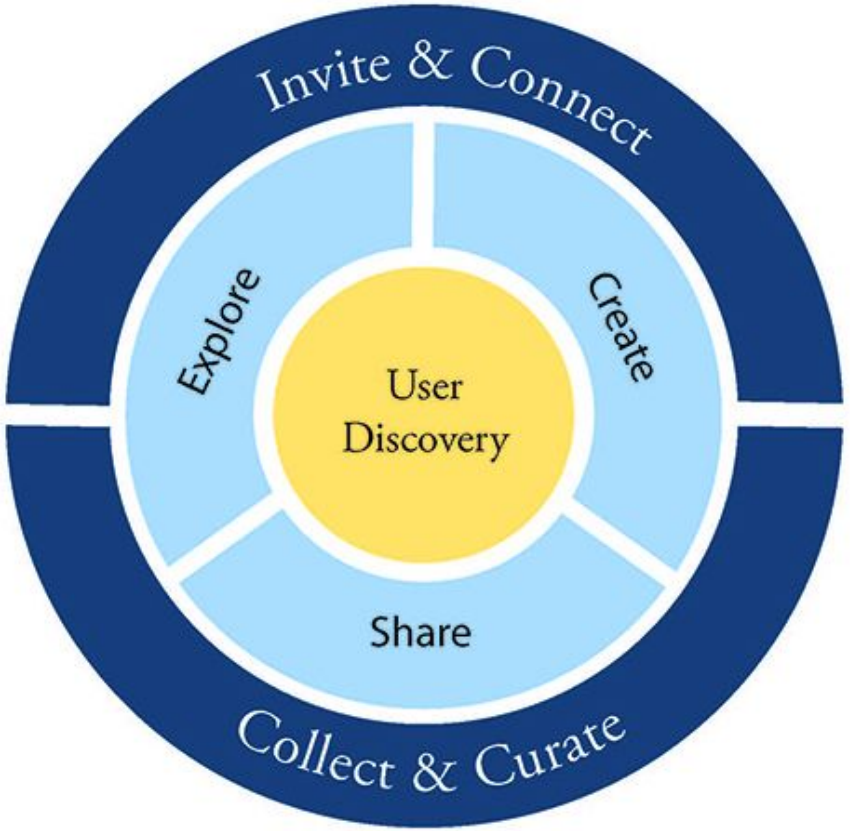
1. **Enhance the Platform for Discovery** through foundational changes to physical and digital space usability, access, and navigation.
2. **Accelerate Partnerships in Scholarship** by engaging with library users and working them throughout the service experience.
3. **Deliver as One Library** with a shared service philosophy and improved library staff workspace.

Fall 2017
Engagement Activities

Service Design Strategy "Champions" Workshop

Purpose

To develop a shared understanding of the service philosophy and principles in order to begin to build a network of champions for this work in current and future service design



Neighborhood Block Parties

Purpose

- To connect colleagues to our service design work
- To showcase potential areas of collaboration with informal displays of work examples
- To build community in different areas of the library
- To get feedback

Lessons Learned

- Timing is important
- Training on design thinking and service design is critical
- Need more effective staff engagement opportunities with concepts
- Engage with library leadership for the planning and thinking about the service design platform as a shared vision

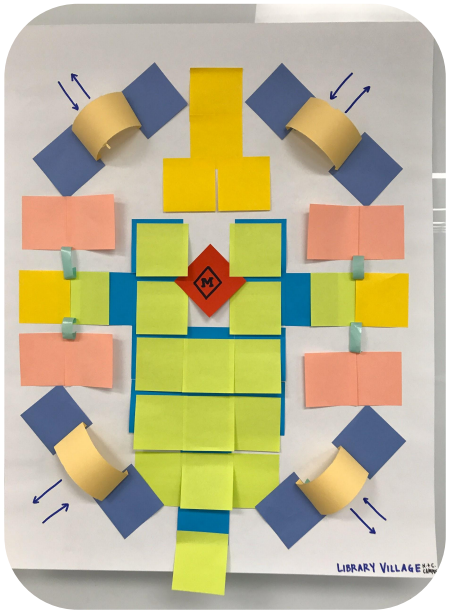
Library of the Future Design Challenges, Workshop, & Exhibit

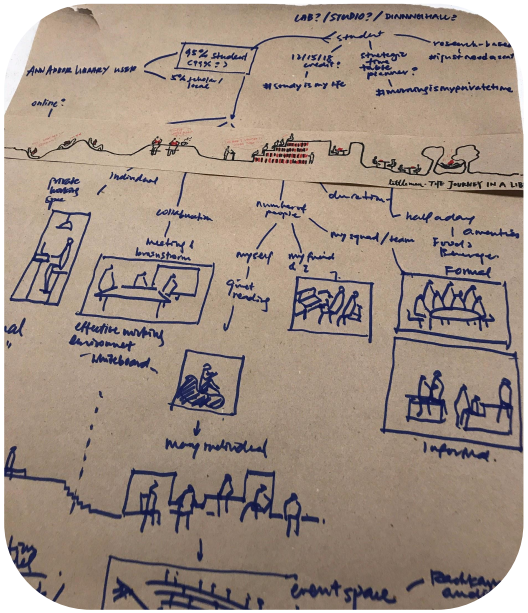
Engaging the Student Community

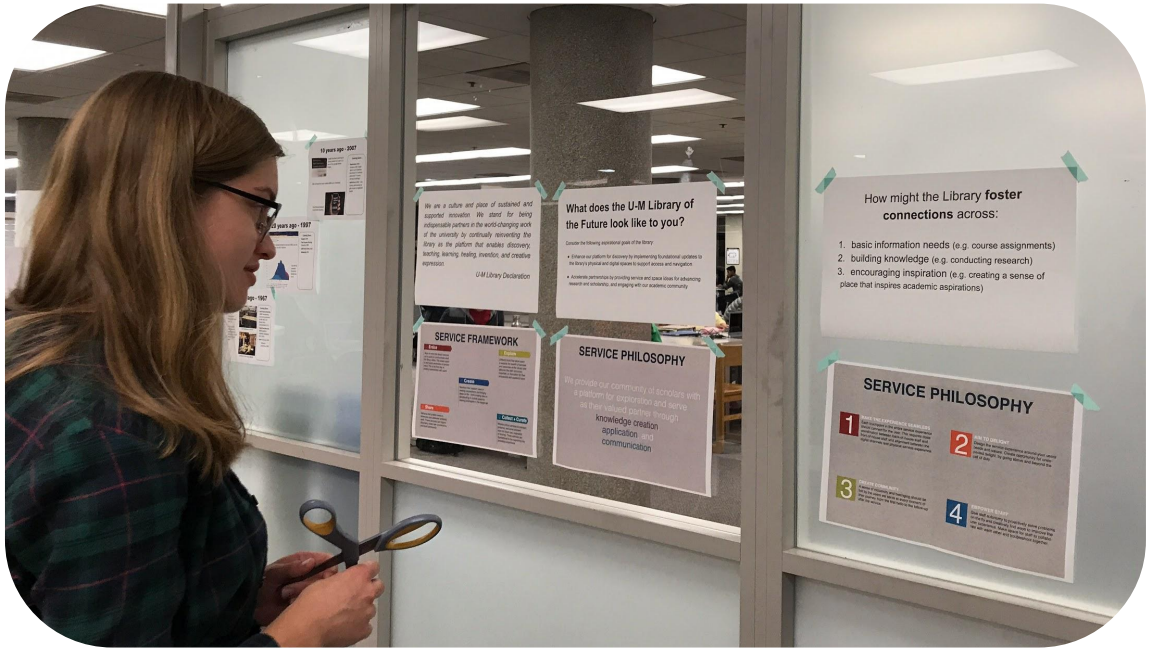
- Two design challenges
  - Physical design
  - Narrative and visual design
- Bicentennial Expo workshop
- Embedded exhibit
  - Physical prototype scavenger hunt
  - Vinyl displays of work in Hatcher and Shapiro

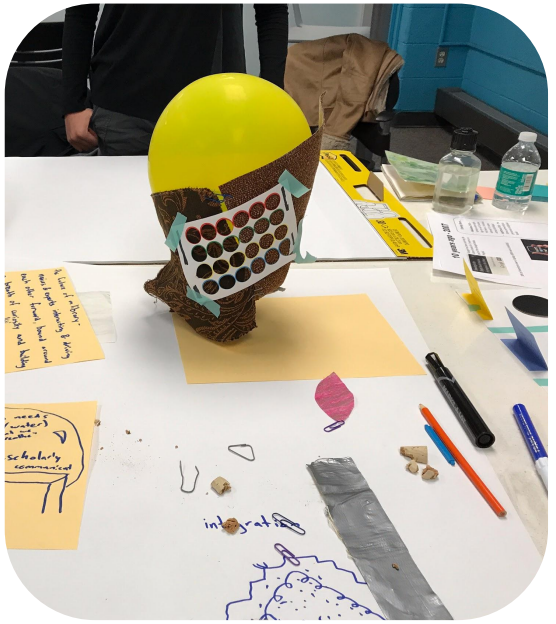
Library of the Future Design Challenges

Students were asked to imagine what the U-M Library might look like in the future.

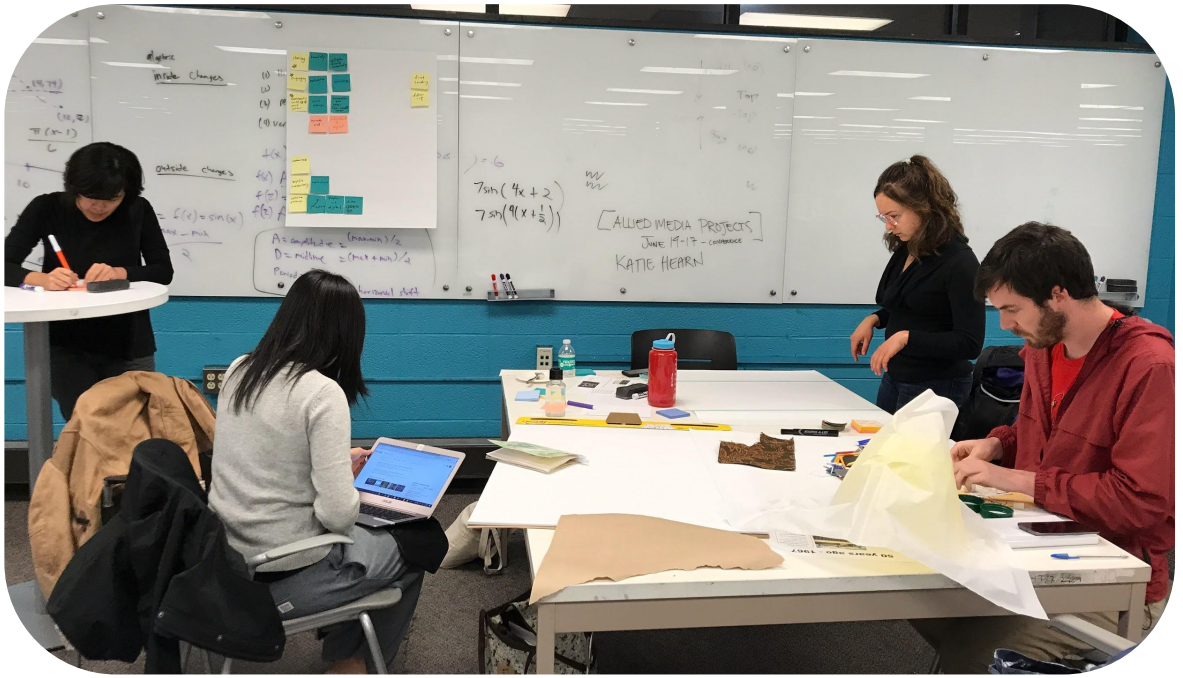





What does the U-M Library of the Future look like to you?
How might the Library **foster connections** across:
1. basic information needs (e.g. course assignments)
2. building knowledge (e.g. conducting research)
3. encouraging inspiration (e.g. creating a sense of place that inspires academic aspirations)
SERVICE FRAMEWORK
SERVICE PHILOSOPHY
SERVICE PHILOSOPHY
knowledge creation
application
communication



A room with raindrops in the background
Themed Study Spaces
LGBTQ+
LATIN AMERICA
SUSTAINABILITY
BRIGHT COLORS
Blankets
Mezzanine
Collaborative Spaces
Individual Niches
Intangibles


[ALLIED MEDIA PROJECTS
JUNE 14-17 - CONFERENCE
KATIE HEARN

Designing Libraries 6

Organizational Change

- Invest in staff retraining
- Identify partnerships with similar goals
- Create teams and structures based on emergent needs rather than departmental structures

Inspiring Peer Organizations

- Duke University Library's Edge digital scholarship commons
- University of New York, Rochester Library's pop-up programming
- Harvard Science Center's Discovery Bar and Ice Cube

Library Space Design

- Visualization technology needs to be connected to user experience
- Acoustic and lighting considerations
- Storefront-style spaces can establish proof-of-concept services

Service Design Task Force Retreat

Purpose

To reflect on service design work and interactions thus far, create a timeline, and to prepare our recommendations for Library Executive Council

Challenges

Challenges

- Building a bridge from virtual to physical
- Moving from collections-centric to service-centric
- Engaging leadership in a large, complex organization
- Using the physical locations on central campus to influence the library's organizational culture library-wide
- Creating a shared understanding of the context for the work and communicating goals

Recommendations

Recommendation #1:

Continued Adoption and Integration

At the leadership level, continue to embed the service philosophy in the work of divisions, with a focus on diffusing these principles for good service into continuing work.

Recommendation #2:

Identified Priority Plays

Activate three service teams focused on deep dives and pilot/prototyping work around three plays identified in the Hatcher-Shapiro Library Service and Space Strategy Playbook:

- Digital Scholarship Lab
- Consultation Hub
- Staff Innovation Hub

Recommendation #3:

Non-brightspot Mini-Play

Apply the same principles of service design and service teams to the problem of citation management services under discussion by the Library Public Software Taskforce.

Recommendation #4:

Library as Research Lab Play - Research Scholars Hub

The Service Design Task Force will partner with the Shapiro Design Lab's Library Lab to guide graduate students working under the IMLS Library as Research Lab project, using the Research Scholars Hub play as an area for design work in the Design Thinking for Library Services Lab.

Service Teams

Priority Play Service Teams

Purpose

Align related **expertise** from across divisions into a **collaborative group** that can more seamlessly design and deliver services for our users, accelerating our ability to partner in scholarship and deliver services as **one library**.

Membership

1 Service design partner
2 Co-leads
2-4 Additional members

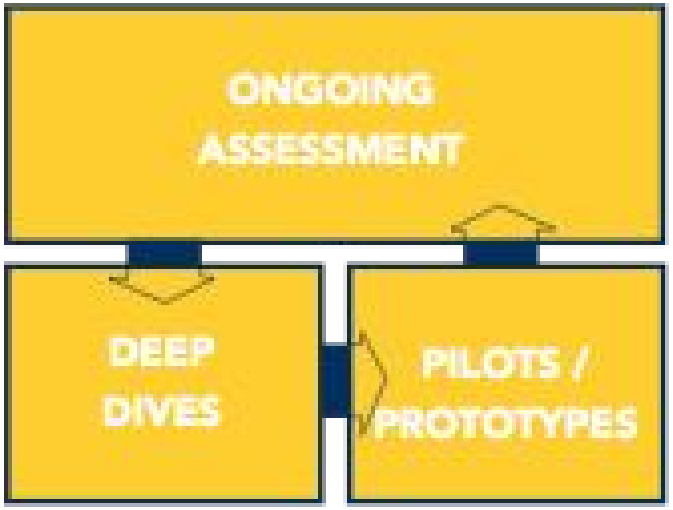
Duration

16-17 weeks (May or June)

Expected Service Team Approach

Deep Dives and Pilots/Prototypes

- **Deep dive** research studies are areas for intense study.
- Deep dive studies will inform **pilot and prototype** opportunities.



Service Design Tools & Their Socialization

Goal and Intentions

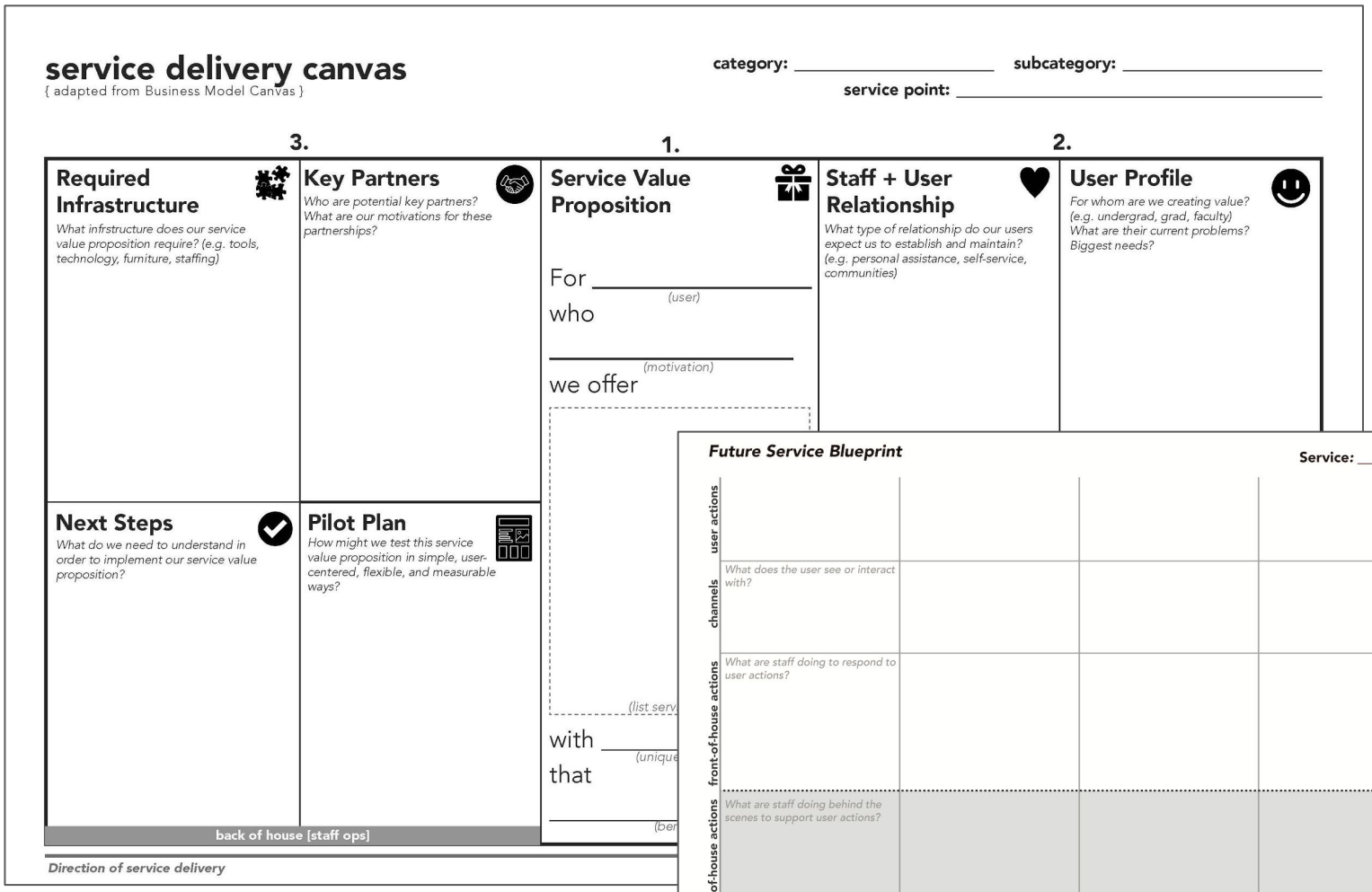
For Our Staff

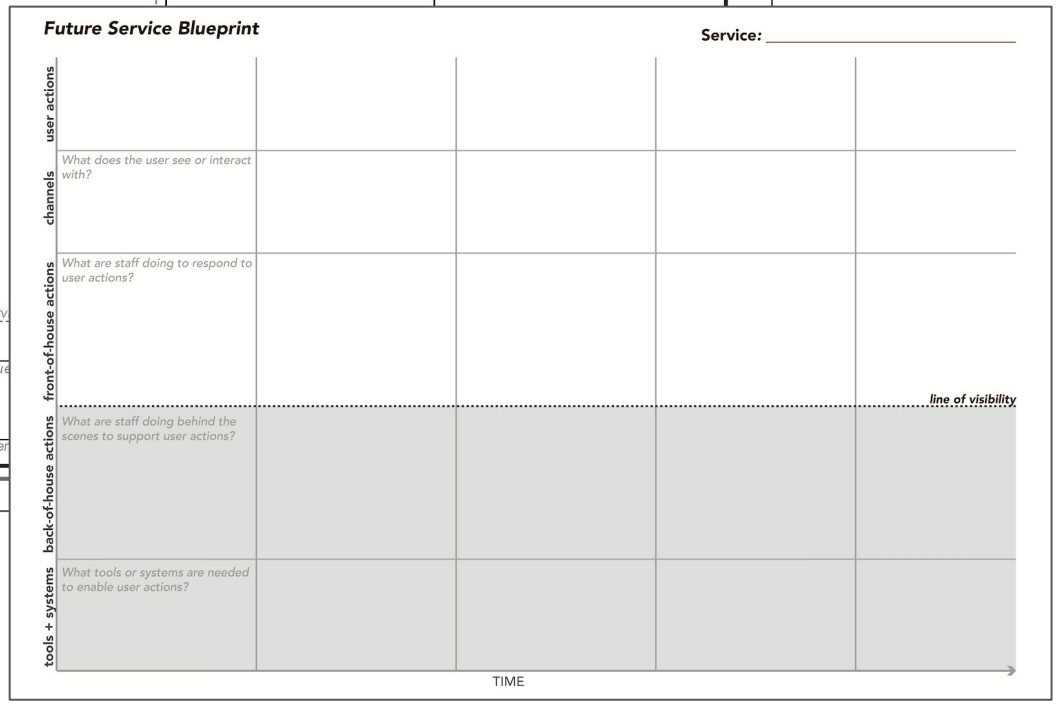
- Tangible
- Anyone can use (with training)
- Large and local application

For Our Organization

- Adaptive and iterative
- User-focused
- Aligns front and back-of-house service

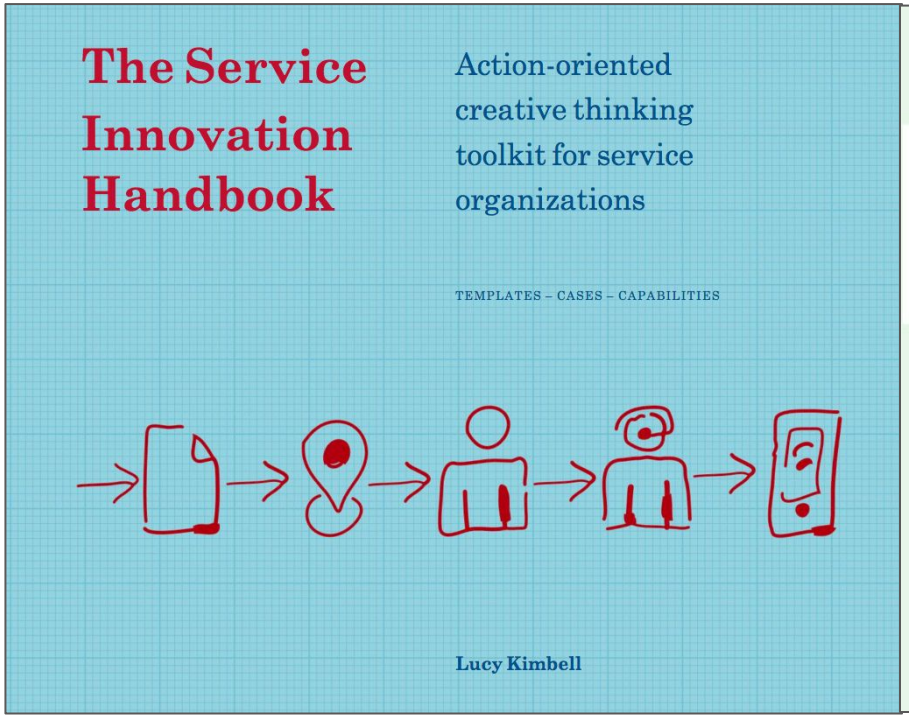
Service Delivery Canvas & Service Design Blueprint

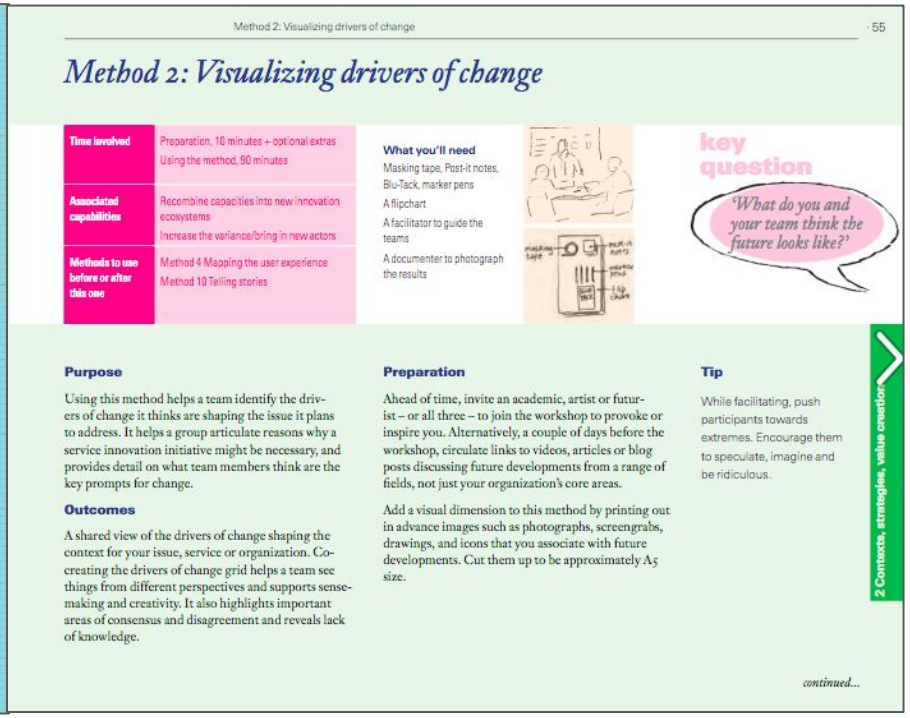




brightspot

The Service Innovation Handbook



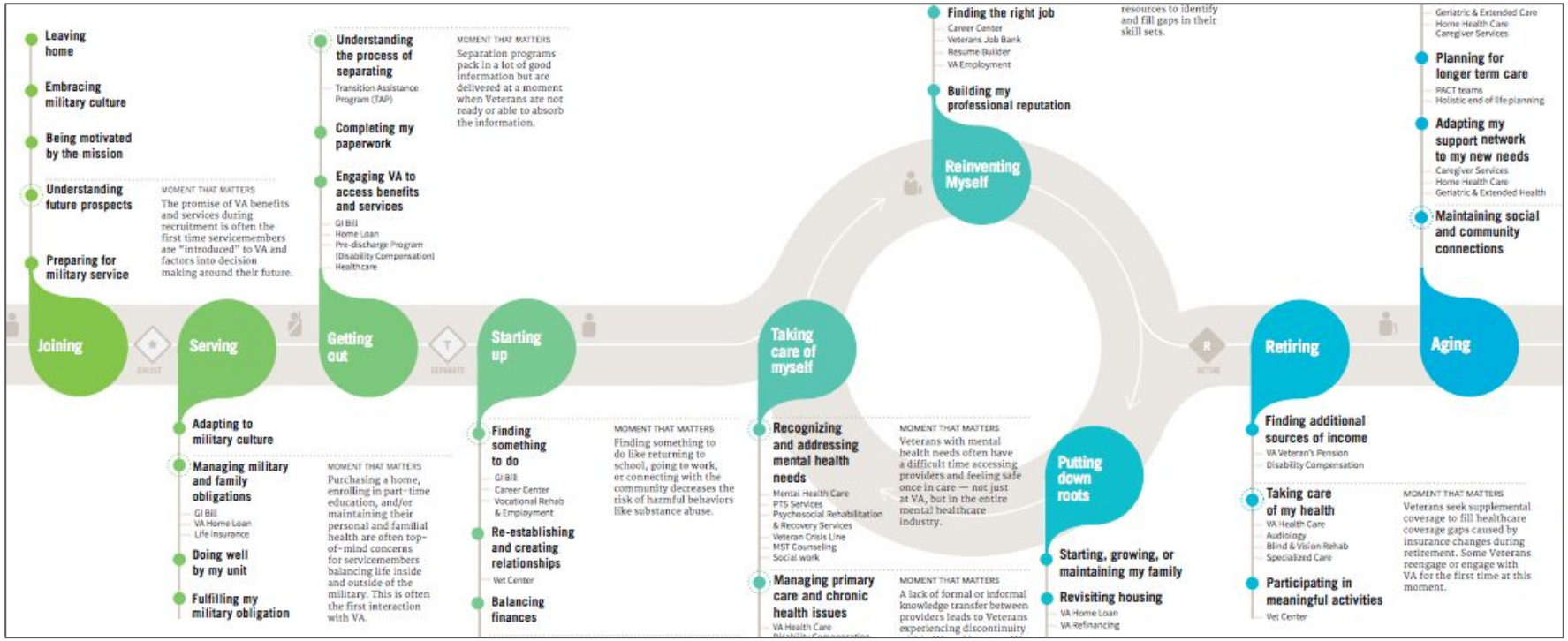


Lucy Kimbell, 2015

UX Toolkit Project

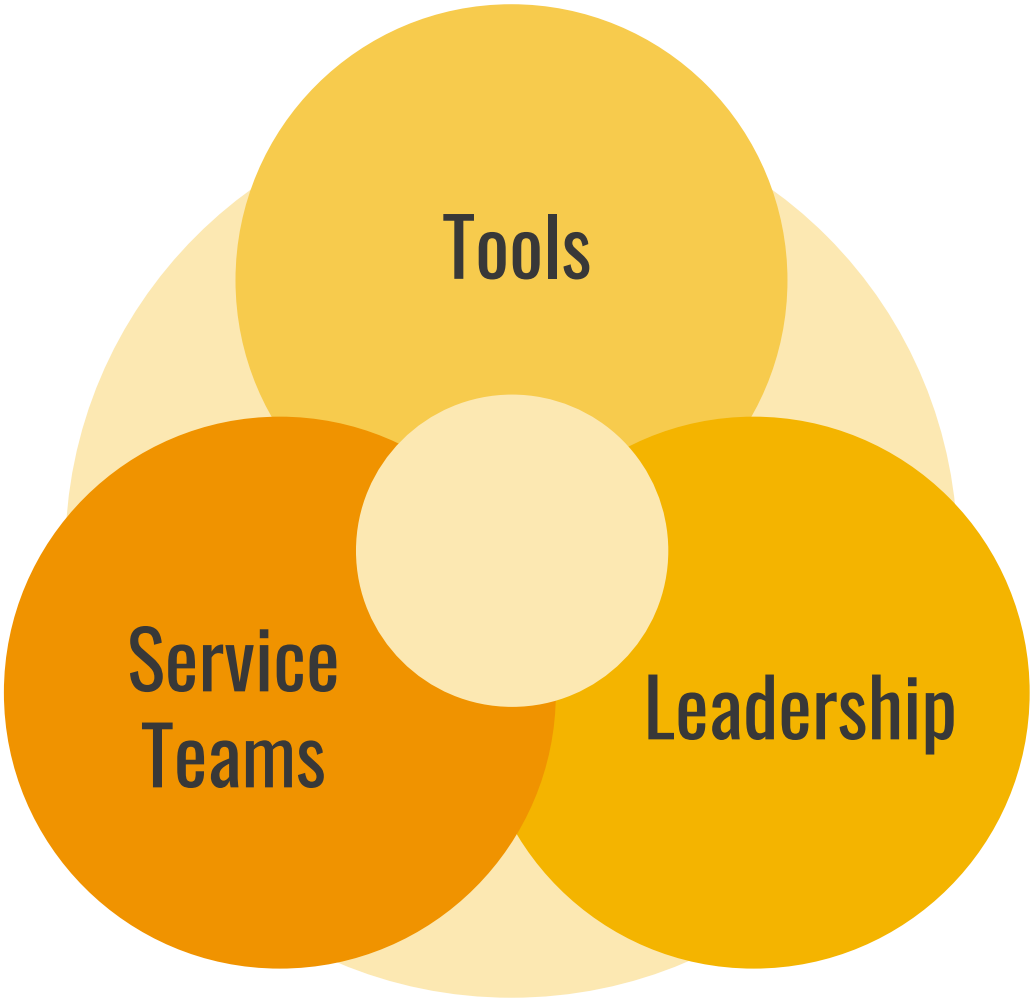
Leveraging Existing Investment and Excitement

Connecting to New Programs and Opportunities



Journey map from the [VA Center for Innovation]

Recap



Thank you!

&

Email Us!

libservicedesign@umich.edu

Appendix:
Tools & Resources

Service Blueprint

brightspot

service delivery canvas

{ adapted from Business Model Canvas }

category: _____ subcategory: _____

service point: _____

3. 1. 2.

Required Infrastructure

What infrstructure does our service value proposition require? (e.g. tools, technology, furniture, staffing)

Key Partners

Who are potential key partners? What are our motivations for these partnerships?

Service Value Proposition

For _____
(user)

who

_____
(motivation)

we offer

(list services here)

with _____
(unique characteristic)

that

_____.
(benefit)

Staff + User Relationship

What type of relationship do our users expect us to establish and maintain? (e.g. personal assistance, self-service, communities)

User Profile

For whom are we creating value? (e.g. undergrad, grad, faculty) What are their current problems? Biggest needs?

Next Steps

What do we need to understand in order to implement our service value proposition?

Pilot Plan

How might we test this service value proposition in simple, user-centered, flexible, and measurable ways?

Location (physical + digital)

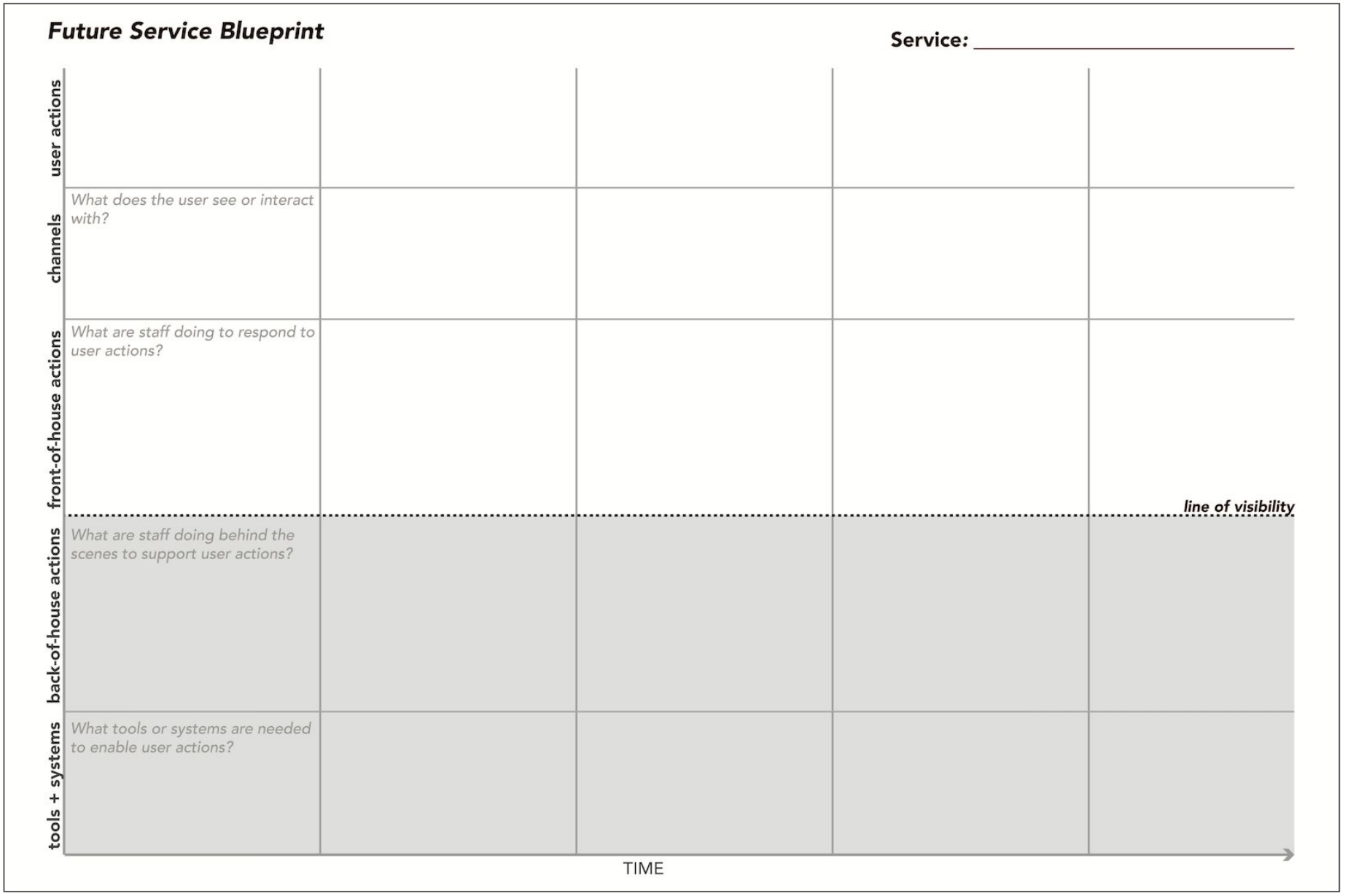
Where do we deliver our service value proposition to our users? What are its adjacencies?

back of house [staff ops] front of house [user-facing]

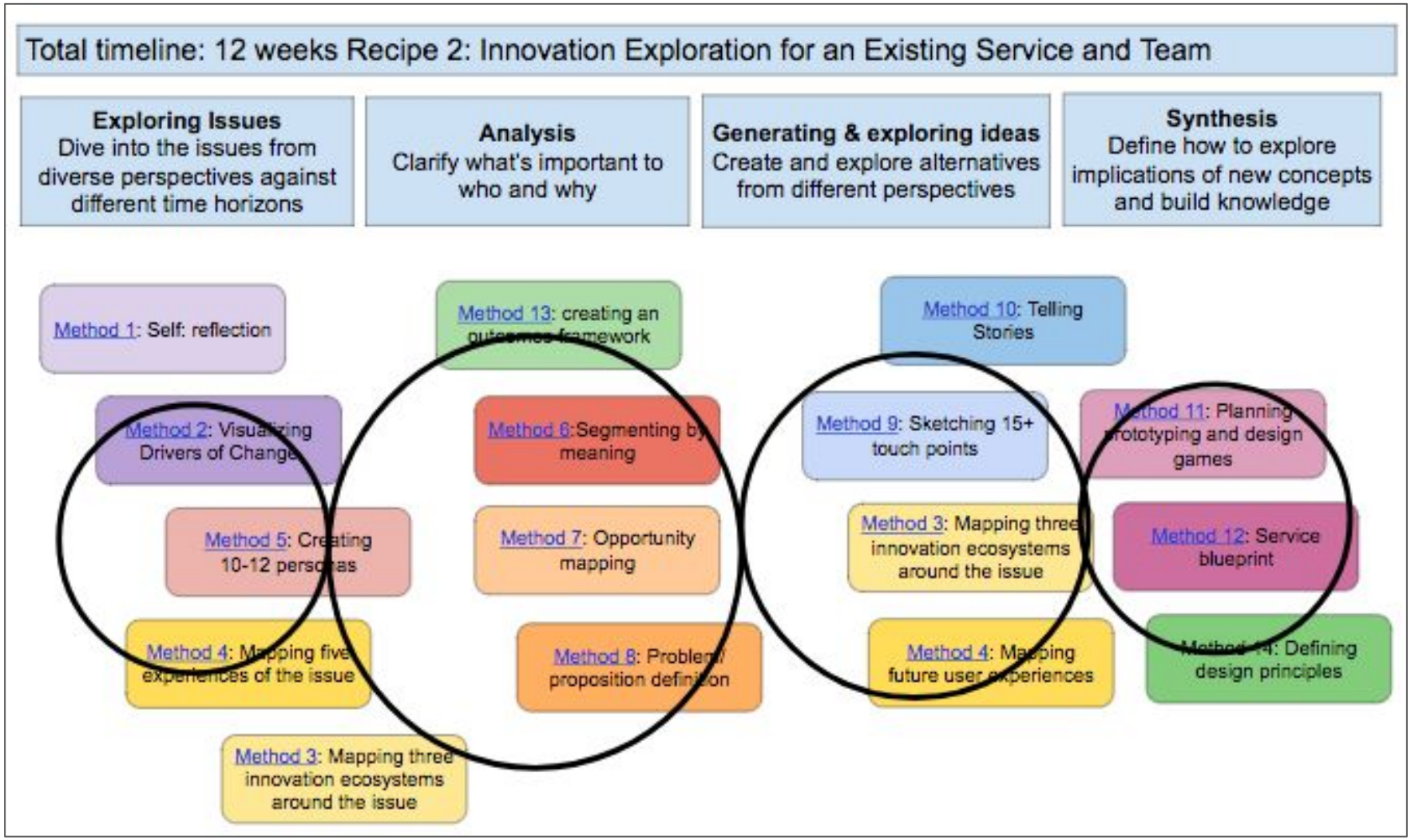
Direction of service delivery

Service Blueprint

brightspot

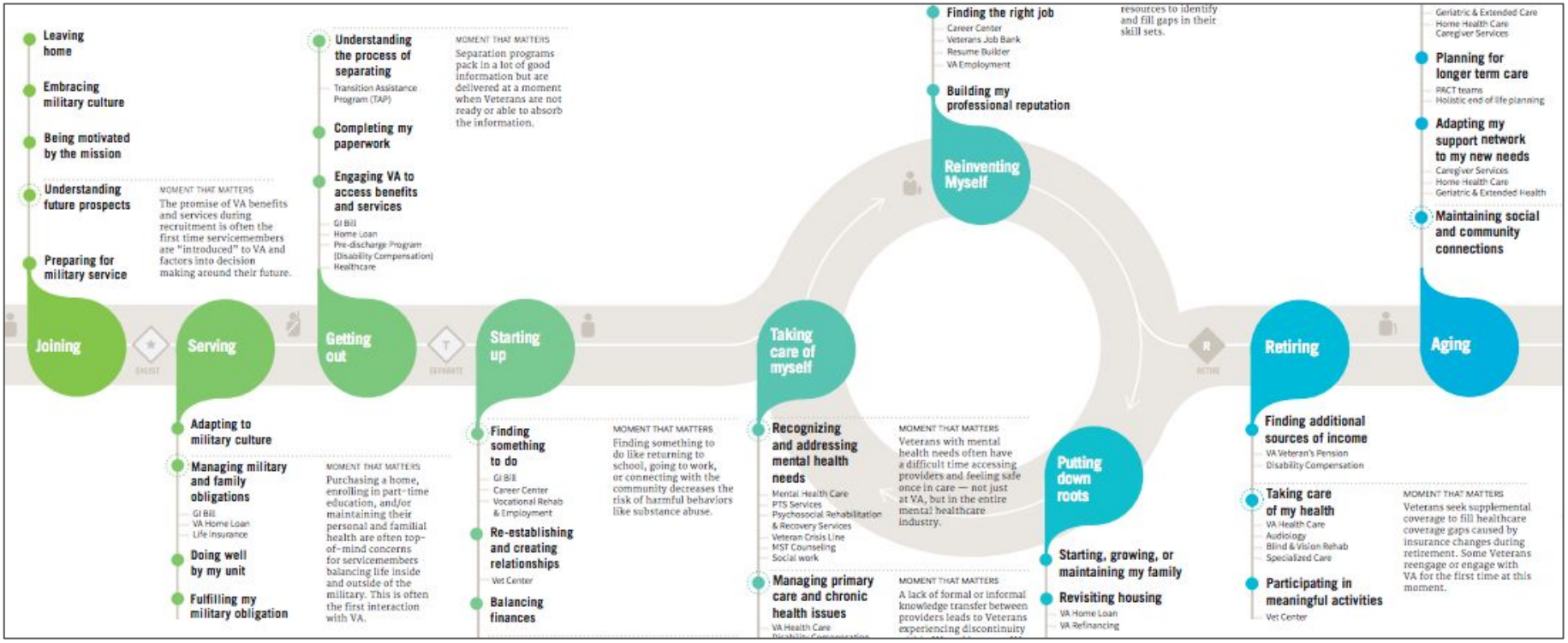


Service Innovation Handbook, Recipe 2



Recipe 2, from *Service Innovation Handbook* by Lucy Kimbell, 2014
https://serviceinnovationhandbook.org/

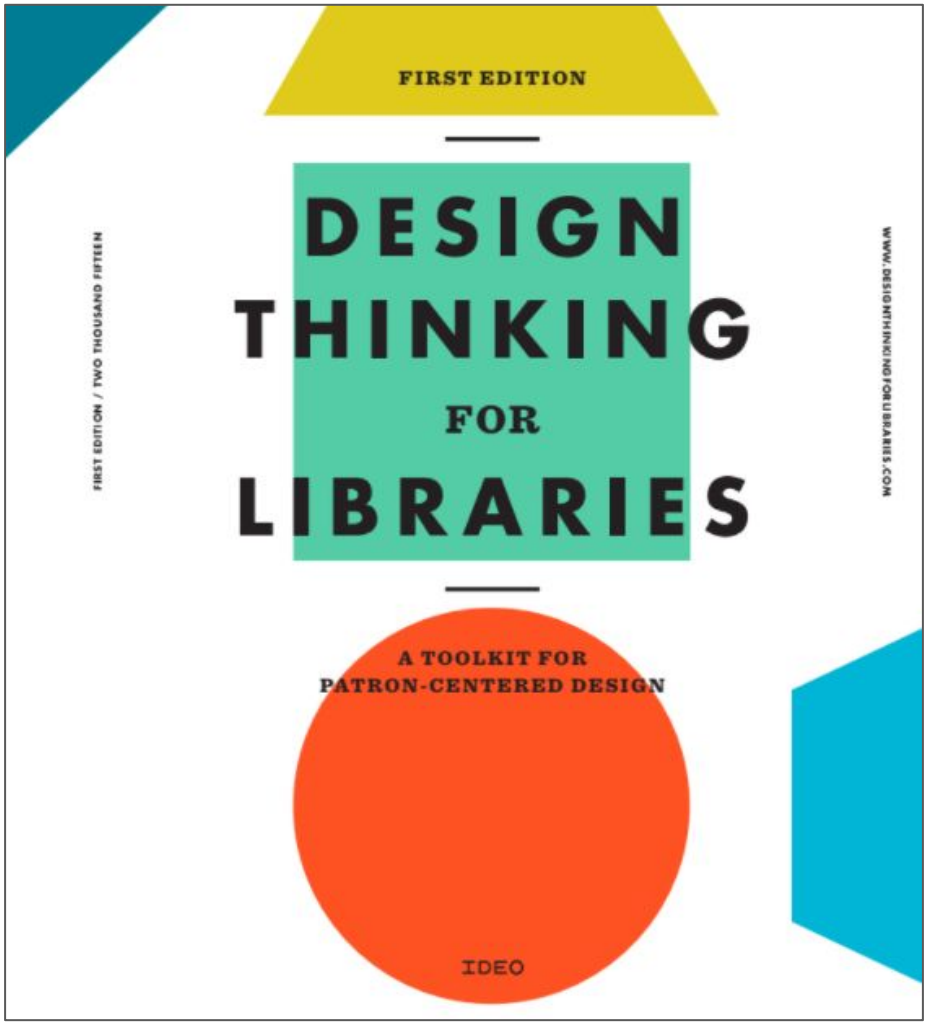
A Veteran's Journey



Journey map from the [VA Center for Innovation]

See also "[Toward a Veteran Centered VA]" report

Design Thinking for Libraries



Design Thinking Toolkit for Libraries, First Edition

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