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2018-03-07

Transforming an Organization through Service and Space Design Strategy

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Transforming an Organization through Service and Space Design Strategy

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

Designing for Digital
March 7, 2018

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.

Today, I'll discuss

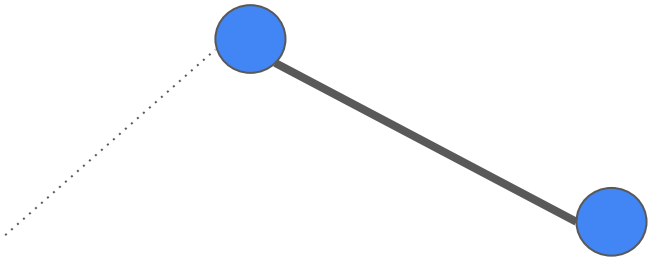
- Our engagement with brightspot strategy
- The formation and work of the Service Design Task Force
- Specific tools and processes we're using in the resulting service design teams

Spaces & Services Strategy Development

Progress

Hatcher-Shapiro Library organizational visioning and space programming

Fall 2016-Winter 2017



Summer 2017

Executive Council review of report

Why Now?

Take a strategic approach to physical space planning

Create welcoming, accessible, safe buildings and services

Transform organizational culture

Why brightspot ?

Deliverables

Strategy Report

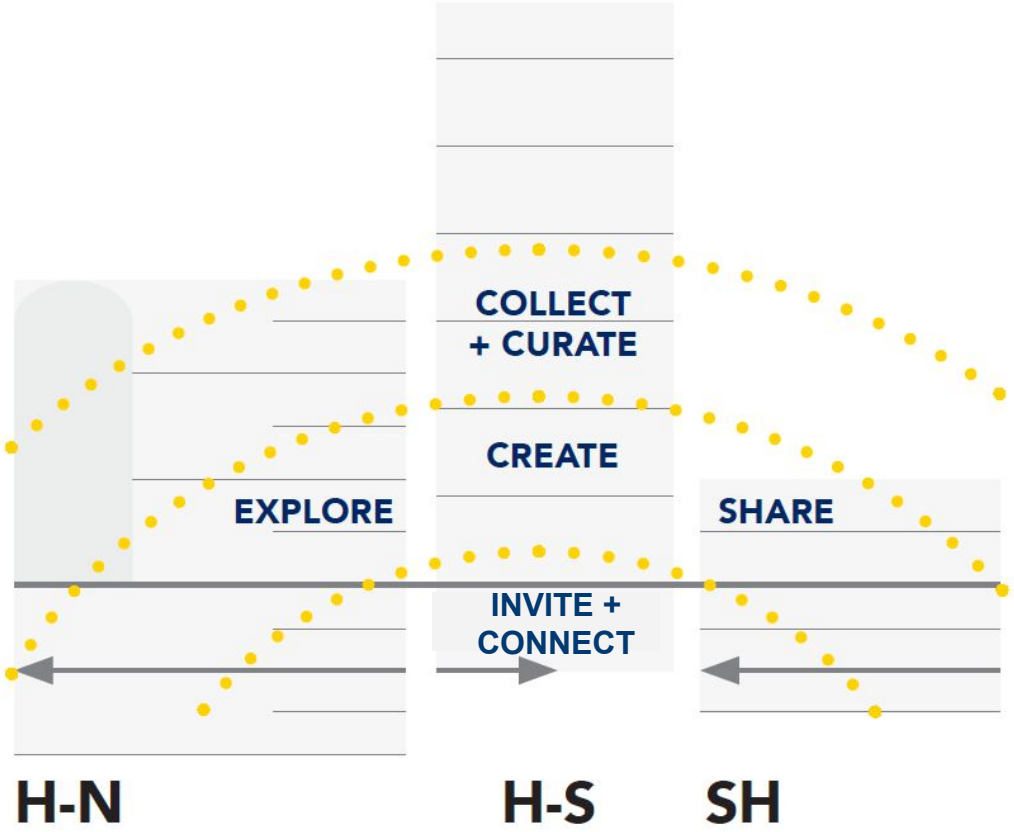
Space and Service Principles, Philosophy, Framework

Playbook

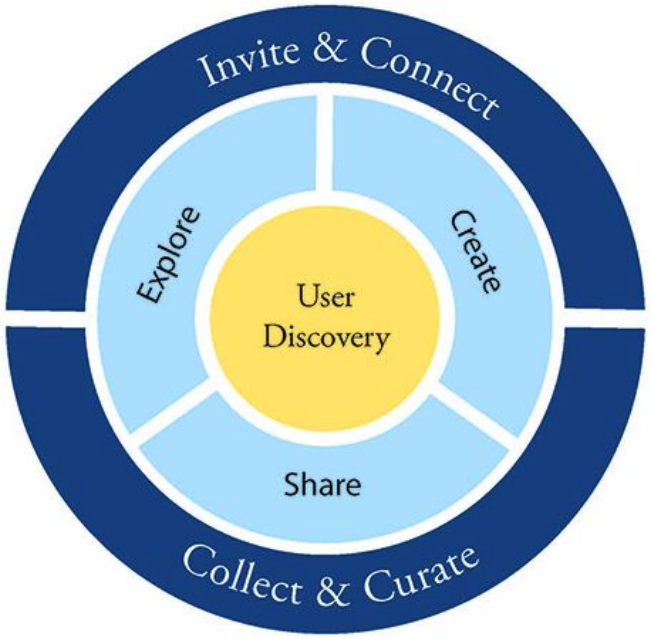
Flexible scenarios to consider piloting/prototyping guidance

Research Report

User research conducted by the team



Strategy Report: Our Service Philosophy & Framework Drives Our Next Steps

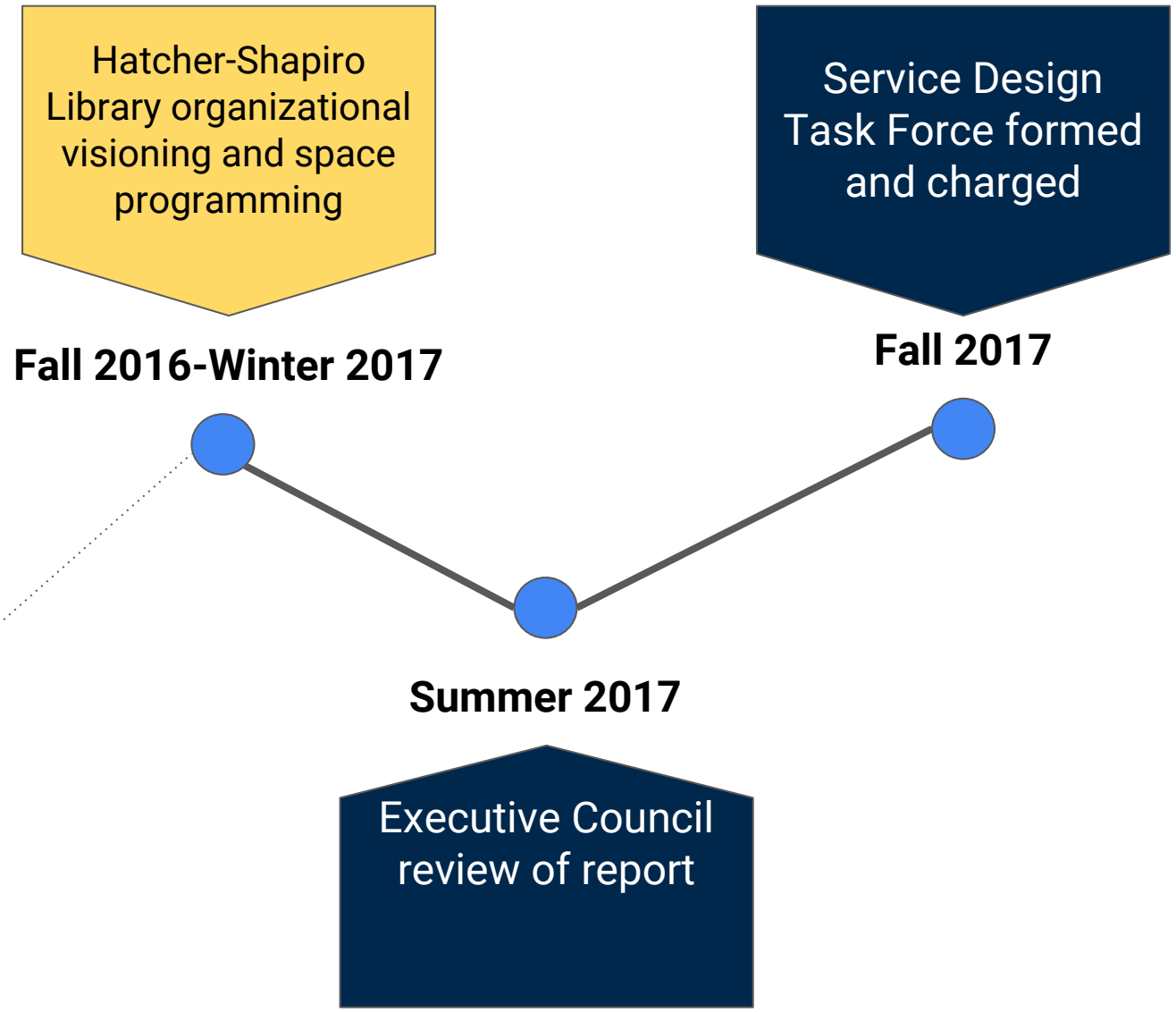


- Promote organizational change
- Experiment with service teams
- Transform spaces to improve the user experience

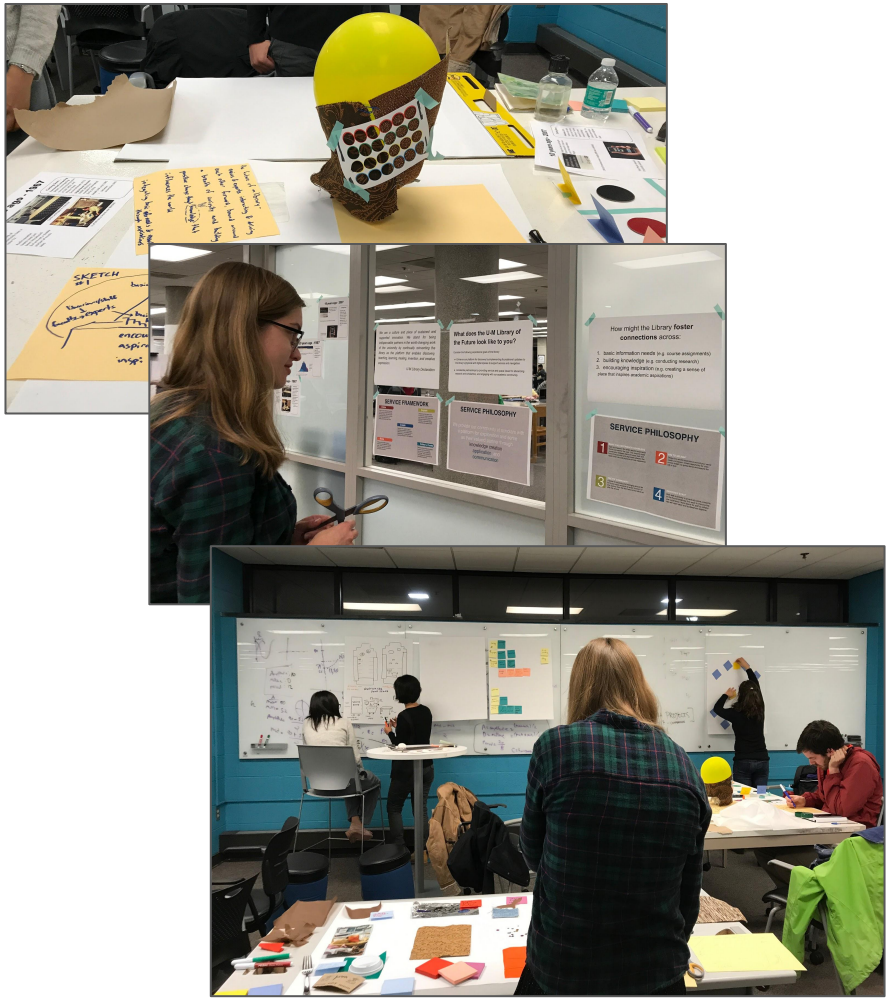
Space and Service Principles

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.

Progress


Hatcher-Shapiro Library organizational visioning and space programming
Fall 2016-Winter 2017
Service Design Task Force formed and charged
Fall 2017
Summer 2017
Executive Council review of report

Fall 2017 Activities



Champions Workshop with Library Staff

Bicentennial Library of the Future Design Challenge with Students

Challenges

- Building a bridge from virtual to physical
- Moving from collections-centric to people-centric services & spaces
- 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, Service Teams, and Plays

Deliverables

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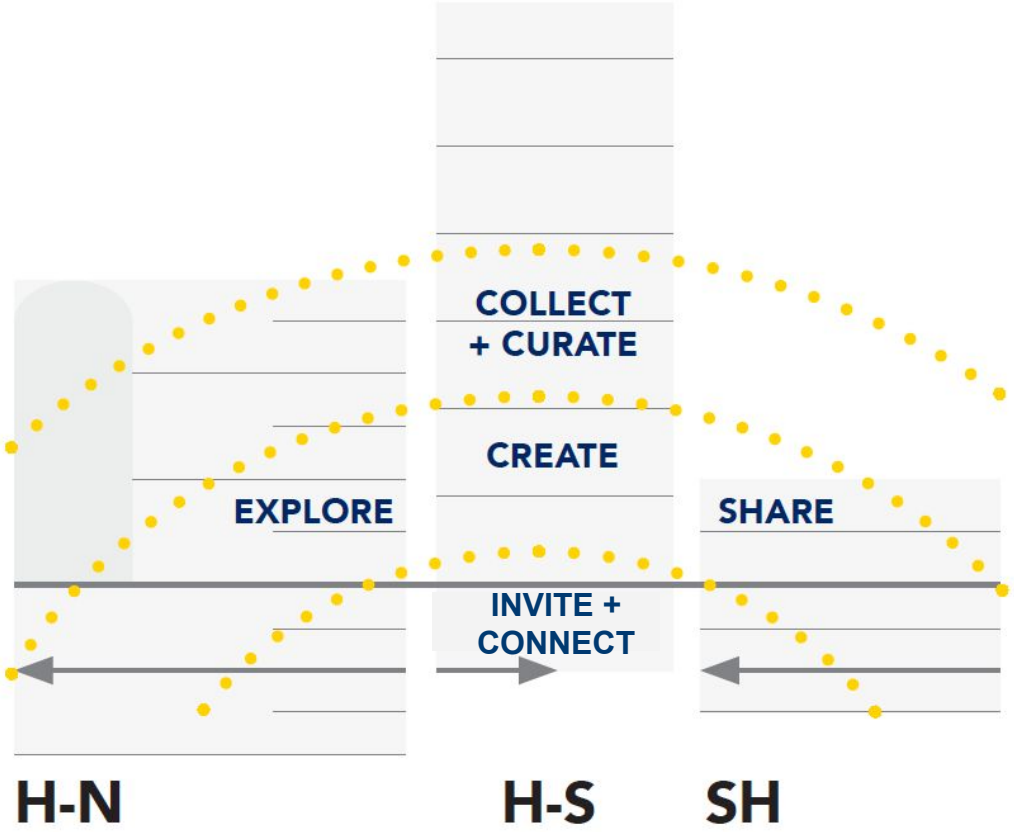
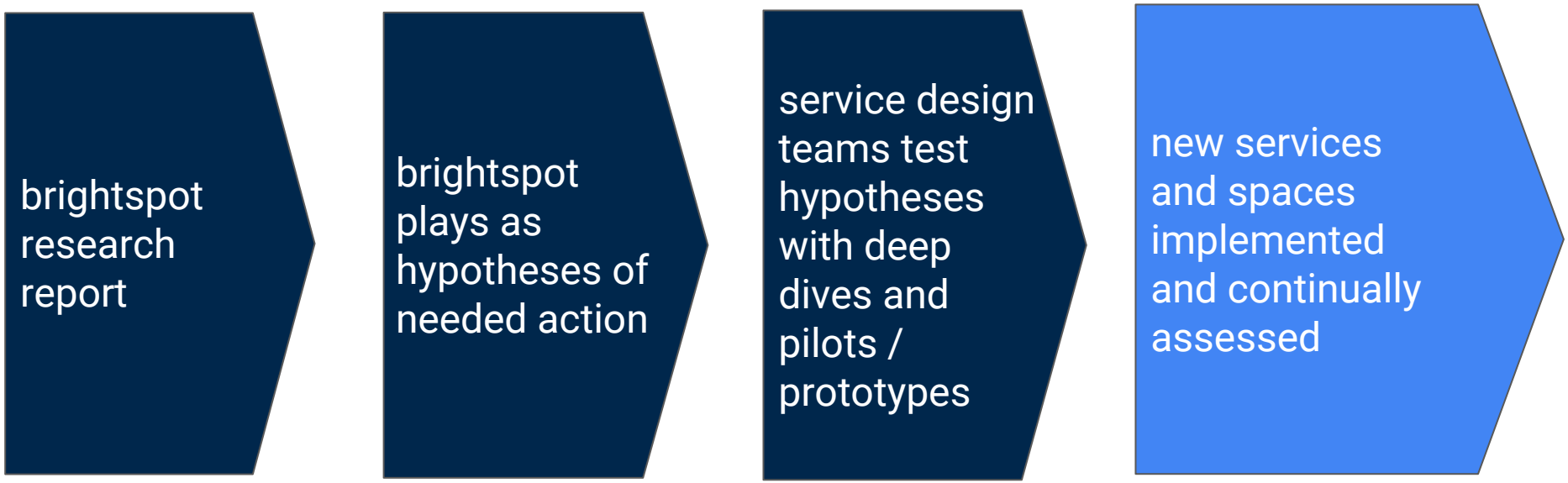
User research conducted by the team



Path forward ---------->



brightspot strategy report as a tool
to keep this work aligned to service philosophy
and space & service principles

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

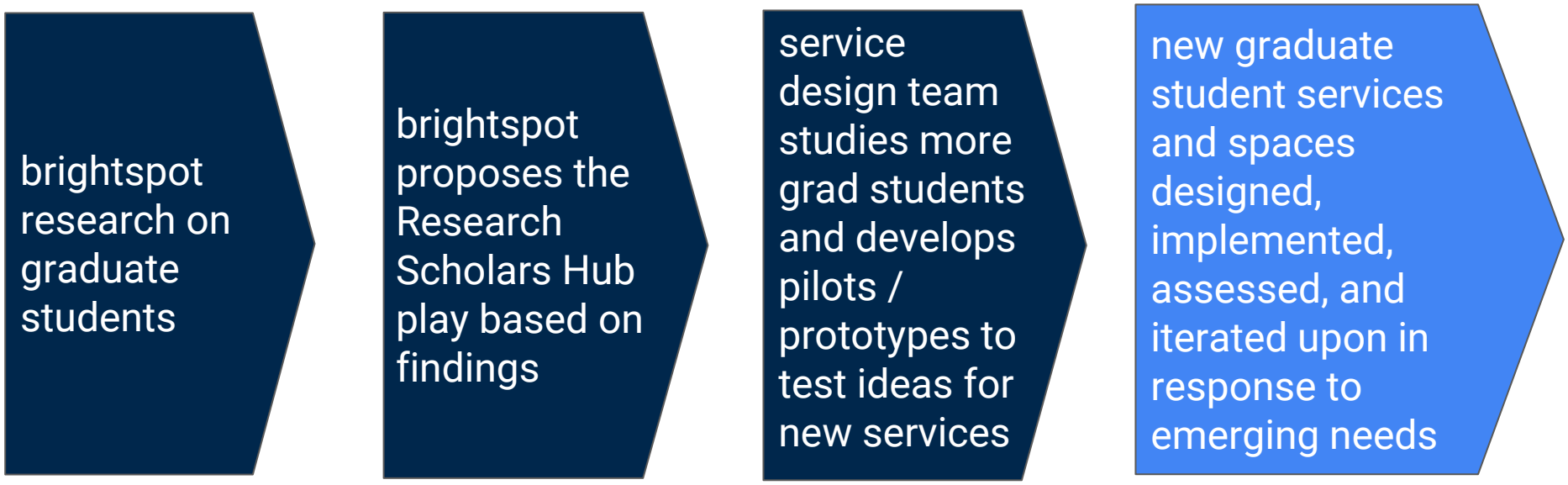
Apply the same principles of service design and service teams to the problem of citation management services

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.

Example



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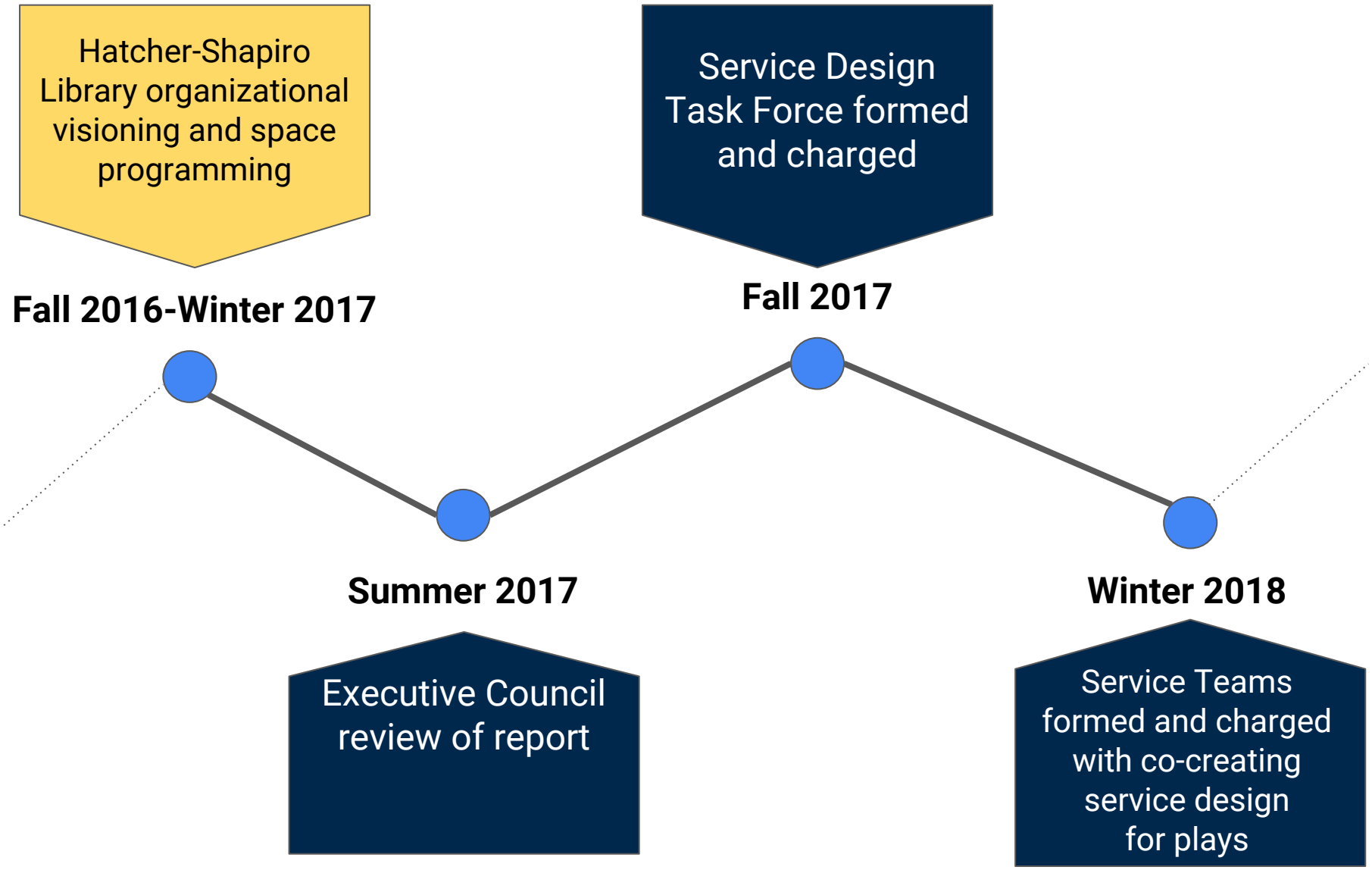

Hatcher-Shapiro Library organizational visioning and space programming
Fall 2016-Winter 2017
Service Design Task Force formed and charged
Fall 2017
Summer 2017
Executive Council review of report
Winter 2018
Service Teams formed and charged with co-creating service design for plays

Priority Play Service Teams and Design Sprints

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
3-5 Additional members

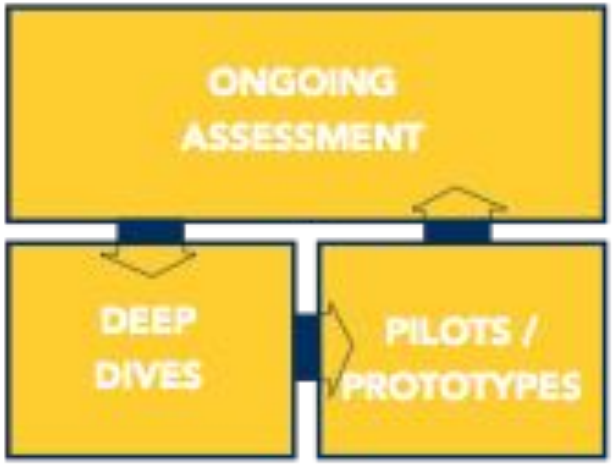
Sprint Duration

16-19 weeks (May or June)

Expected Service Team Approach

Deep Dives, Pilots, and Prototypes

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



Play #1 Consultation

Service Design Partner: Meghan Sitar

"A **one-stop shop** for consultations with Library experts and partners, including **topical and functional research and writing help**.

Users can get advice on research planning and coursework in shared drop-in rooms for private consultations and flexible meeting spaces to accommodate small groups.

Provide **access to library expertise in person and remotely** as well as creating a sense of access through visibility and transparency (where appropriate)."

Playbook p. 47

Accelerate partnerships in scholarship

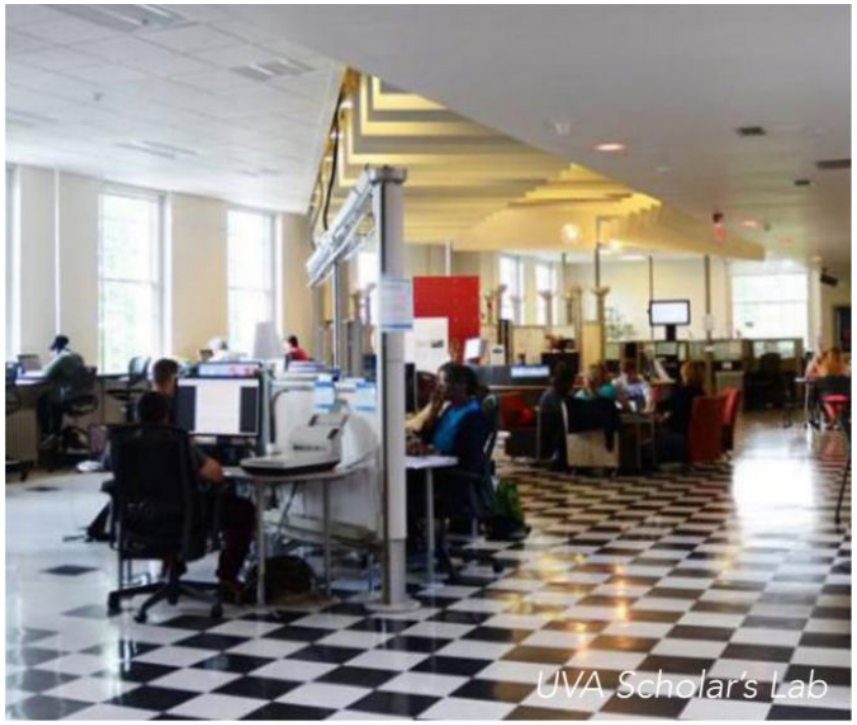
Play #2 Digital Scholarship

Service Design Partner: Rachel Vacek

"Leading the great research library in the digital era, the lab is an **active place for community of practices** to form with cutting-edge technology for the **presentation, visualization, and manipulation** of data-driven research.

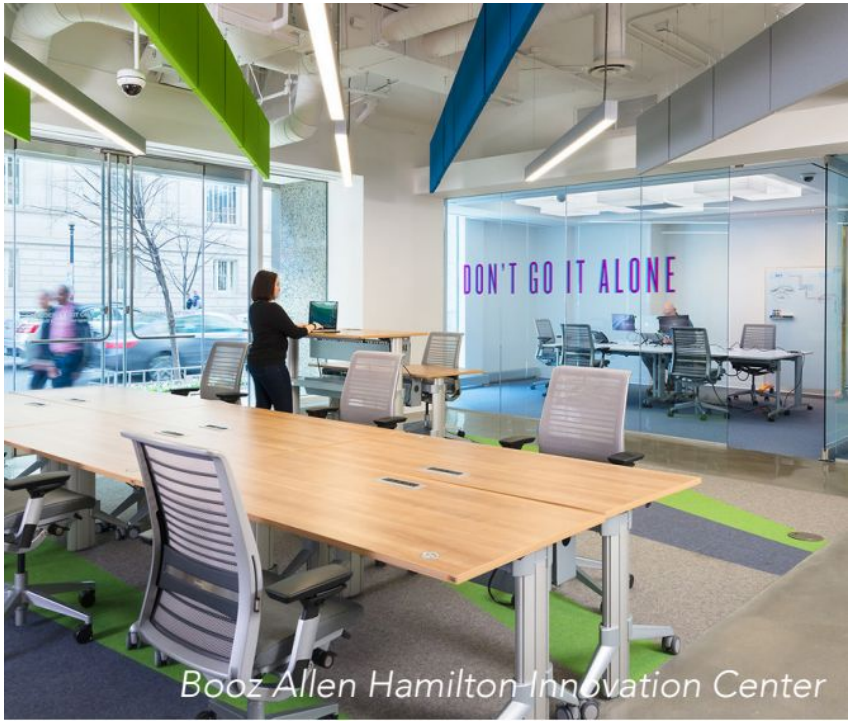
A collection of instruction spaces, a visualization lab, a data center, and access to expertise to **empower all scholars with confidence** working with **data and digital learning**."

Playbook p. 48



Accelerate partnerships in scholarship

Play #3 Staff Innovation



Deliver as One Library

Service Design Partner: Emily Puckett Rodgers

"A **destination for staff** to pilot initiatives, develop ideas, and communicate work being done internally.

A **collaborative workspace for interdisciplinary staff teams** to support ideas from proposal to trial initiative to formal service offering.

Supports innovation and experimentation within the library organization and provides a model for testing ideas from proposal to implementation, while also engaging the community.

Empowers staff to **own service experiences** with agency and accountability."

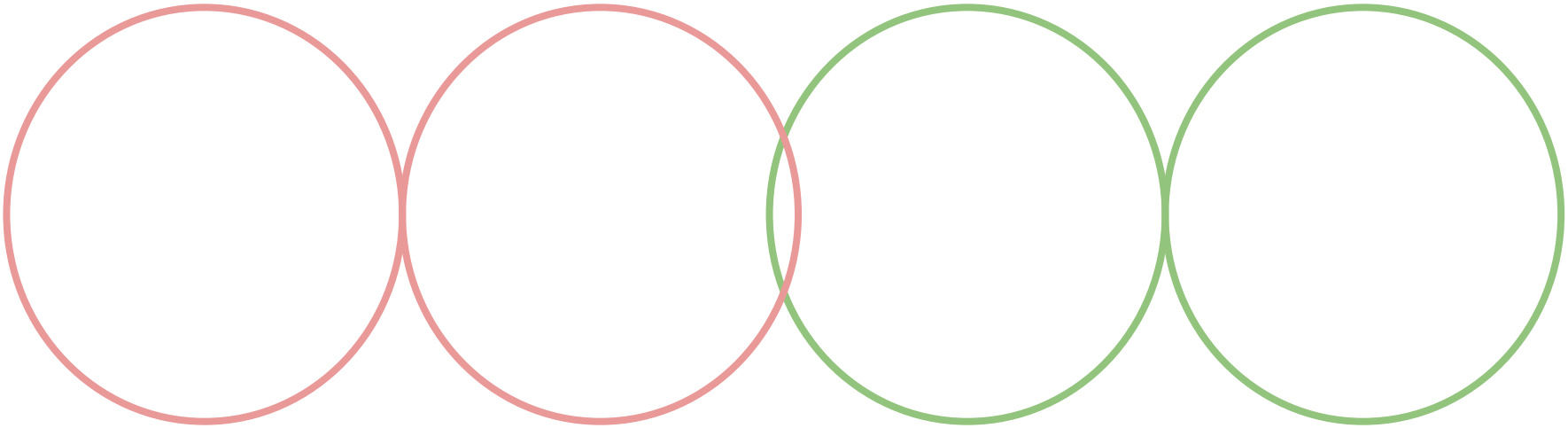
Playbook p. 55

Process

Our Approach to Service Design

Exploring Issues | **Analysis** | **Generating & Exploring Ideas** | **Synthesis**

Next 16-19 weeks



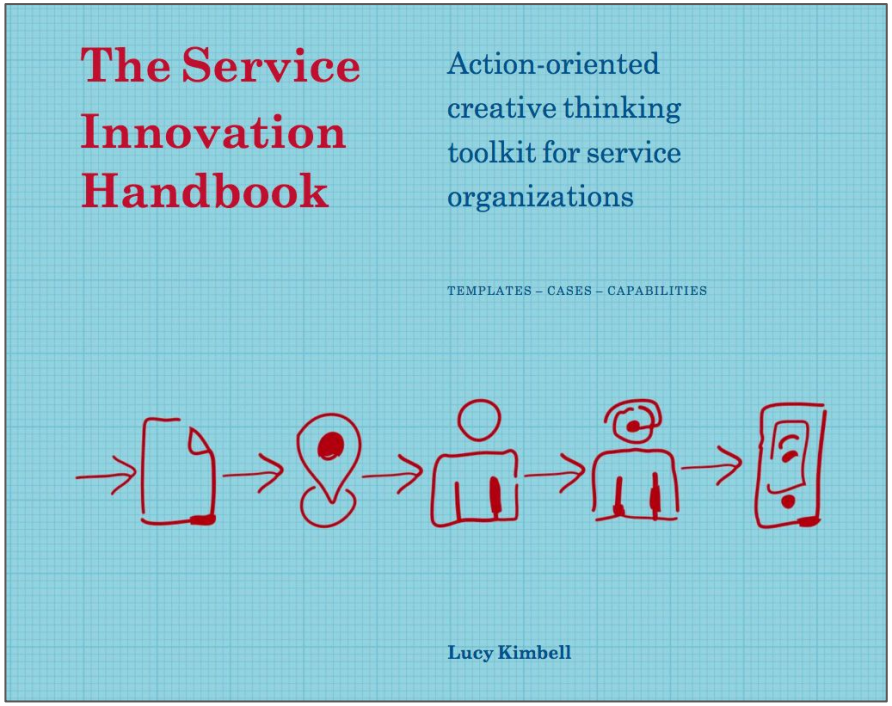
Dive into issues from diverse perspectives against different time considerations

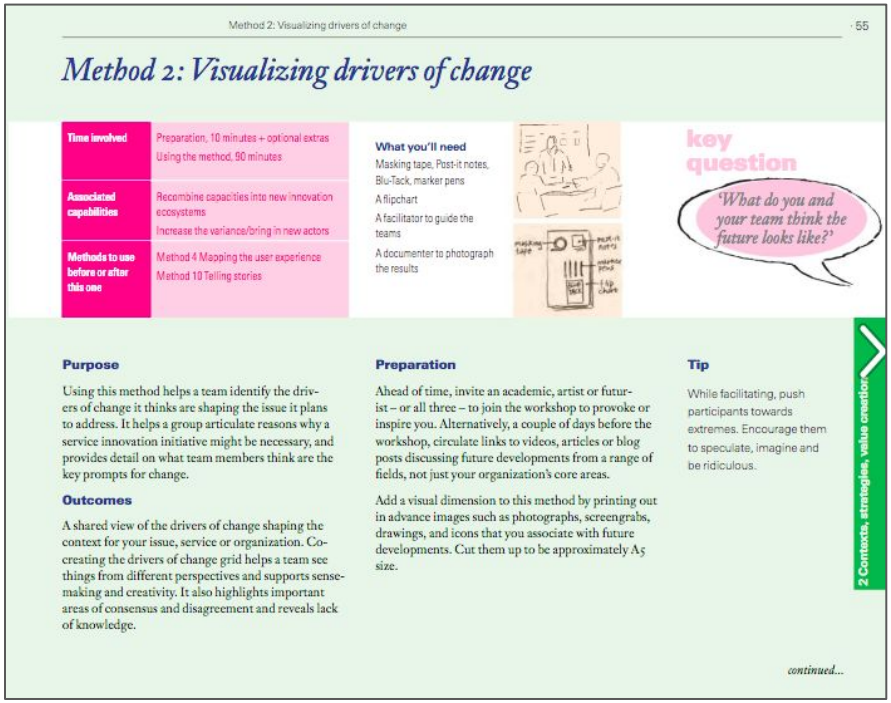
Clarify what is important to who and why

Create and explore alternatives from different perspectives

Define how to explore implications of new concepts and build knowledge

The Service Innovation Handbook





Lucy Kimbell, 2015

The Hatchery

The Hatchery

The Hatchery

Service Design Tools & Their Socialization

LIBRARY

http://bit.ly/UMichD4D

@epuckett @meghansitar
@vacekrae @UMichLibrary

Library Experience Lifecycle / UX Toolkit

Toolkit Project Goals

- To compile and present existing user data more deeply and dynamically
- To create additional library-specific tools and resources for envisioning and designing services
- To develop user personas that represent our community in a deeper, more diversified way

This is an IRB Exempt Project.

Two methods

Experience Mapping

"Experience mapping is a **strategic process** of capturing and communicating complex **customer interactions**. The activity of mapping builds knowledge and **consensus across your organization**, and the map helps build seamless customer experiences."

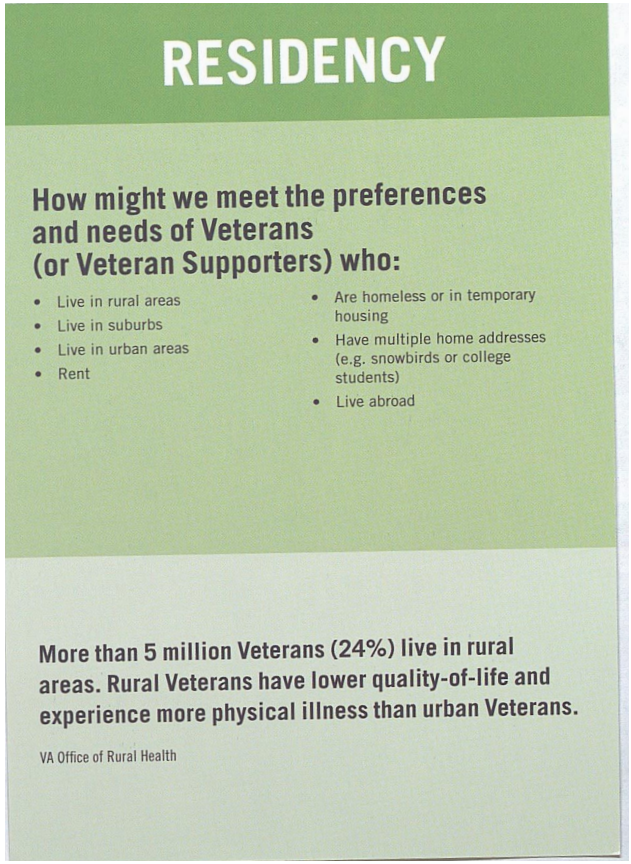
- Adaptive Path, http://mappingexperiences.com/

Personas

"Personas are **fictional characters**, which you create based upon your research in order to represent the different **user types** that might use your service, product, site, or brand in a similar way. Creating personas will help you to **understand your users' needs**, experiences, behaviours and goals."

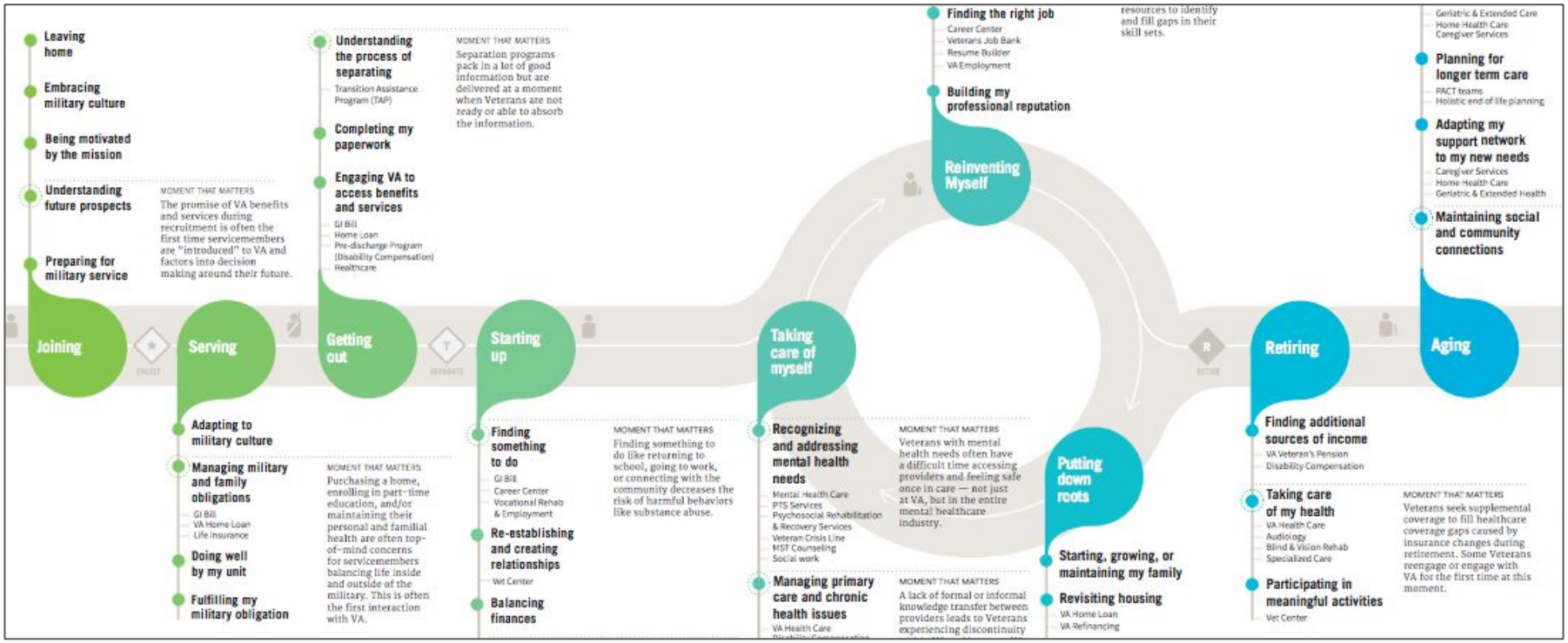
- Interaction Design Foundation, https://www.interaction-design.org/

One source of inspiration: U.S. Department of Veterans Affairs



Personas and Life Stages from resources made by the [VA Center for Innovation]

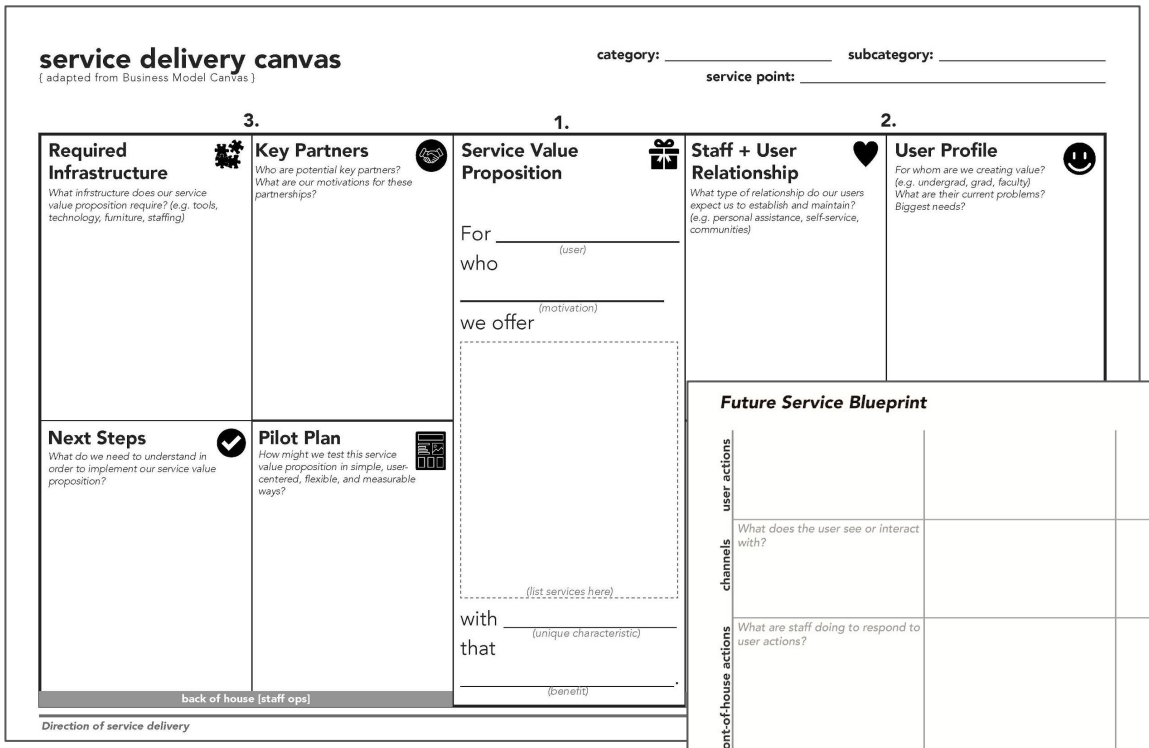
Example of an experience / journey map



Journey map from the [VA Center for Innovation]

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

Service Delivery Canvas & Service Design Blueprint



service delivery canvas
{ adapted from Business Model Canvas }

category: _____ subcategory: _____
service point: _____

3.

Required Infrastructure
What infrastructure 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?

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?

back of house [staff ops]

1.

Service Value Proposition

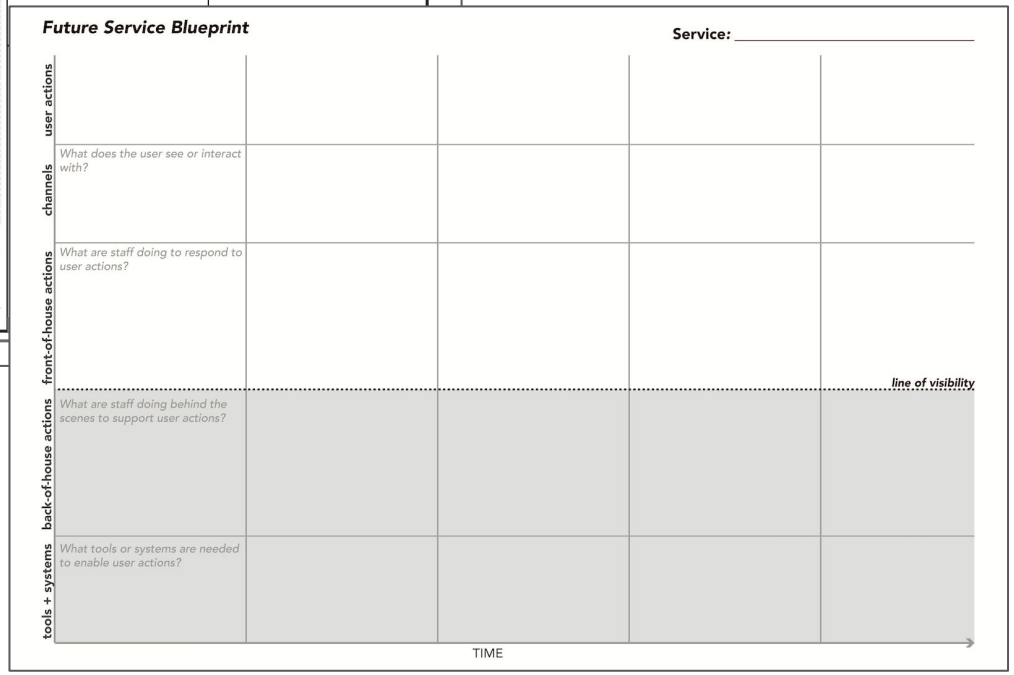
For _____ (user)
who
_____ (motivation)
we offer
(list services here)
with _____ (unique characteristic)
that
_____ (benefit).

2.

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?

Direction of service delivery



Future Service Blueprint

Service: _____

user actions
channels — *What does the user see or interact with?*
front-of-house actions — *What are staff doing to respond to user actions?*
line of visibility
back-of-house actions — *What are staff doing behind the scenes to support user actions?*
tools + systems — *What tools or systems are needed to enable user actions?*

TIME

brightspot

Goals and Intentions for these Tools

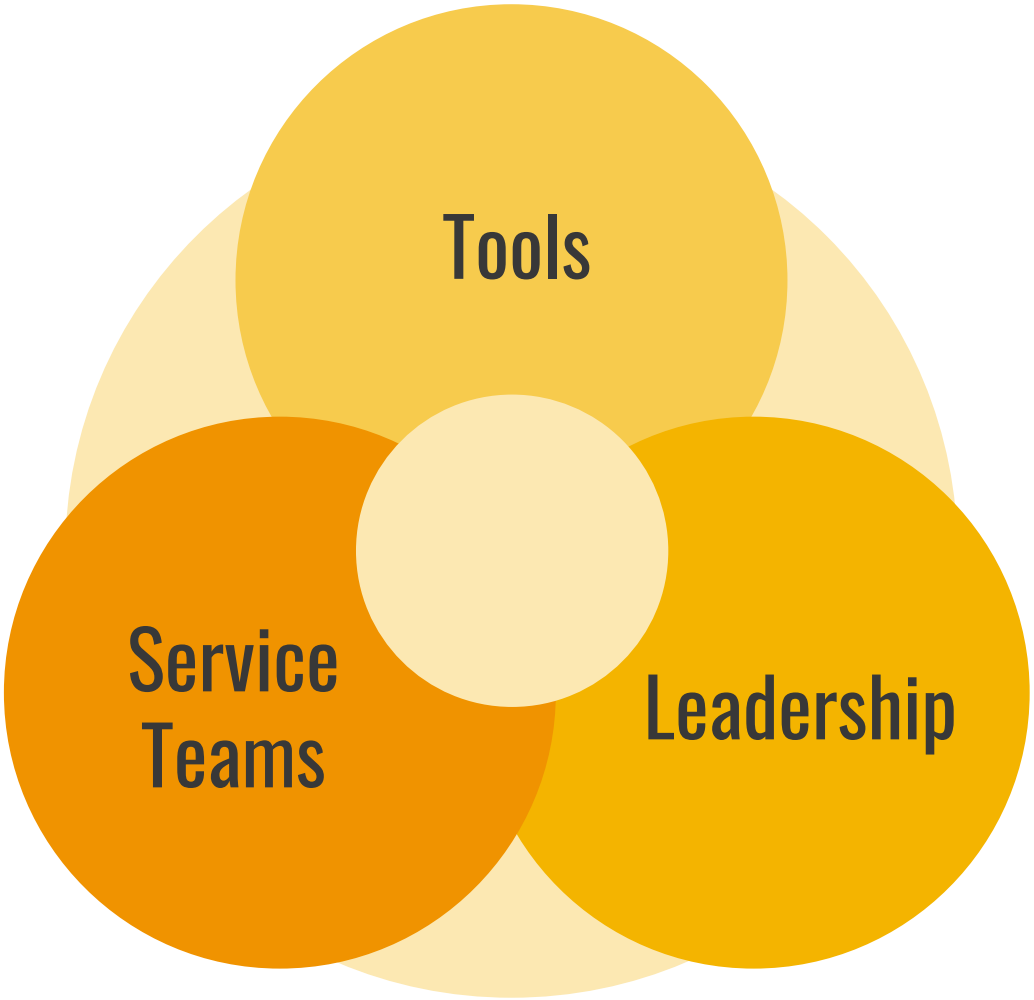
For Our Staff

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

For Our Organization

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

Recap



Thank you!

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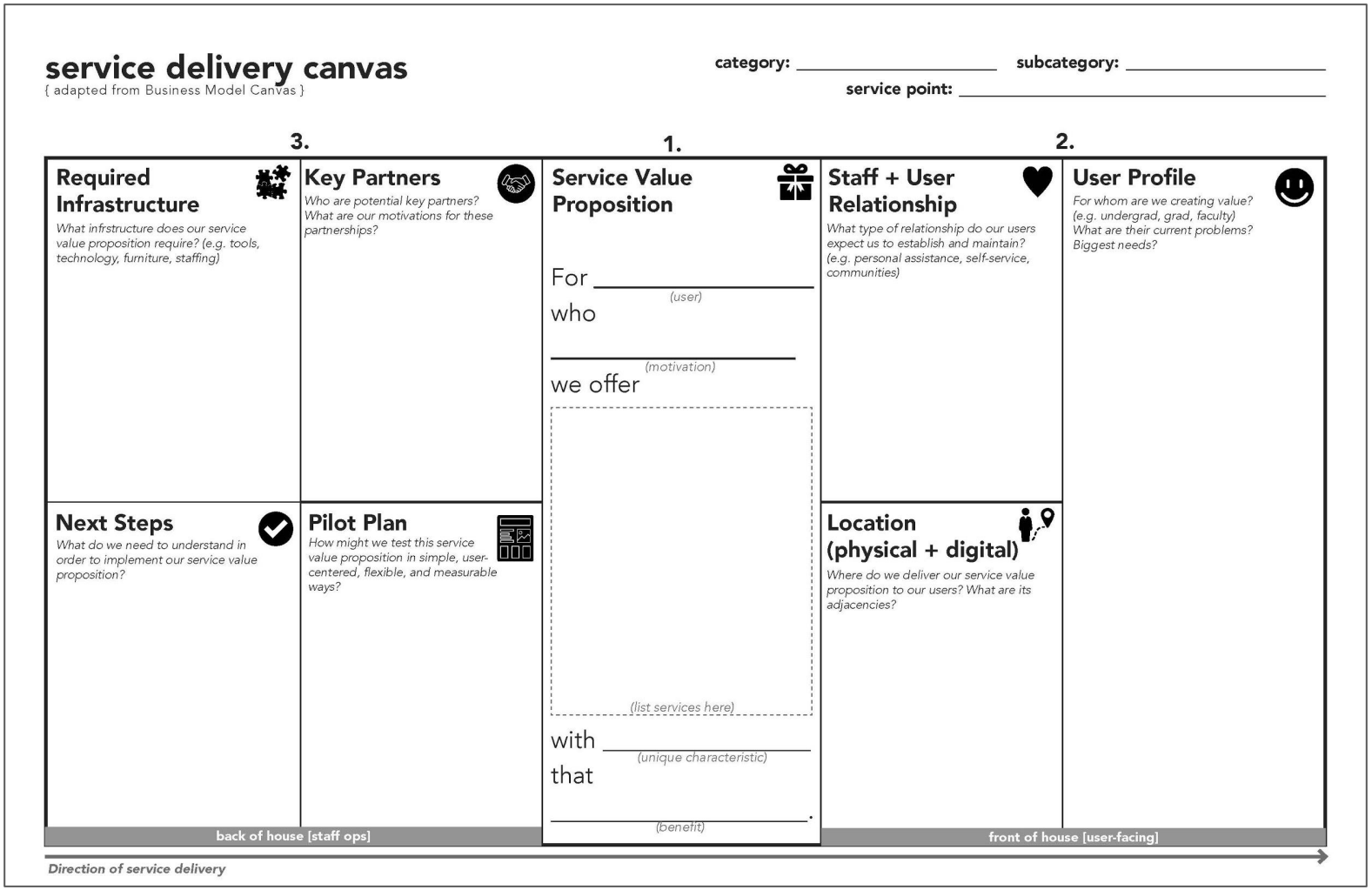
Email Us!

libservicedesign@umich.edu

Appendix:
Tools & Resources

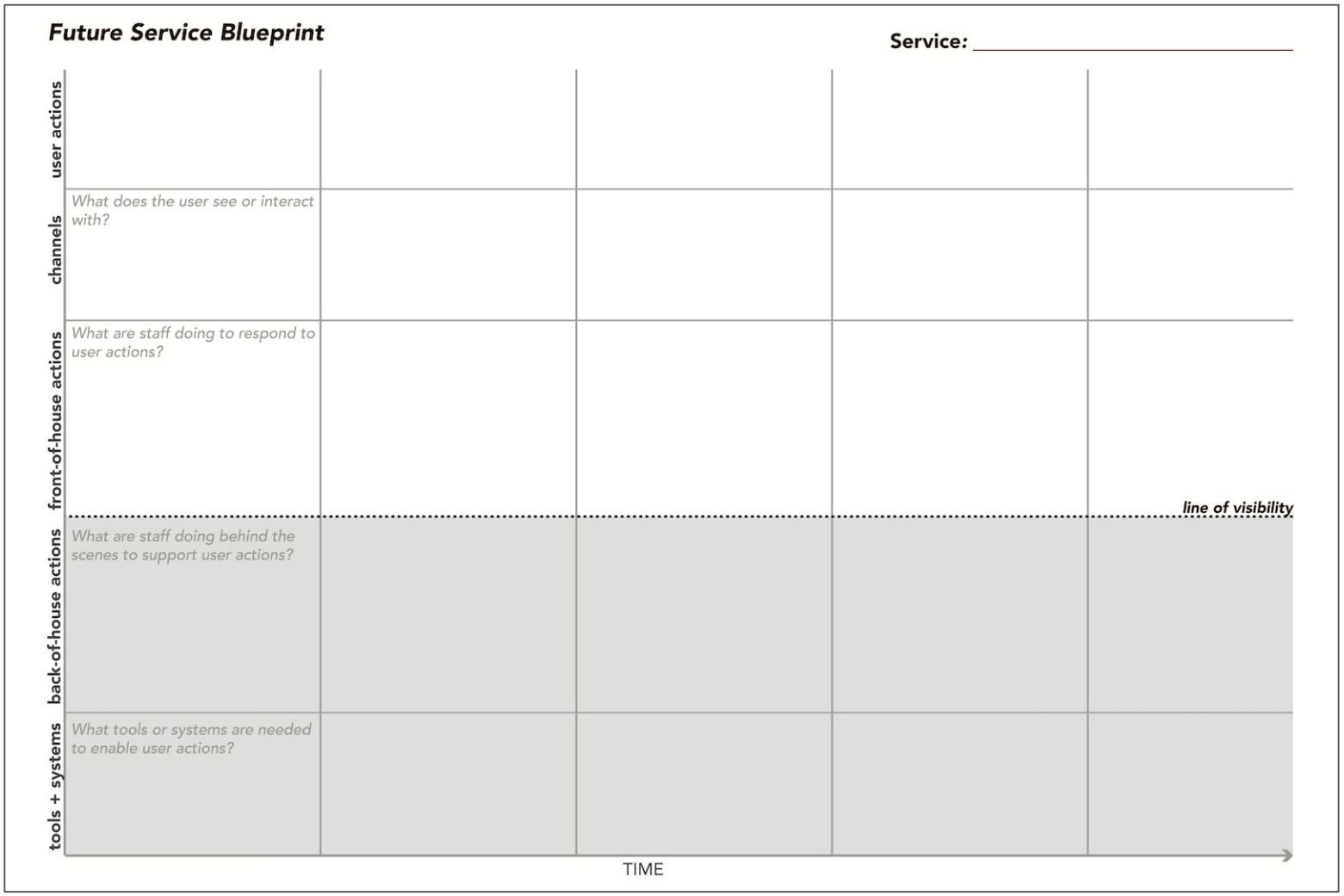
Service Delivery Canvas

brightspot

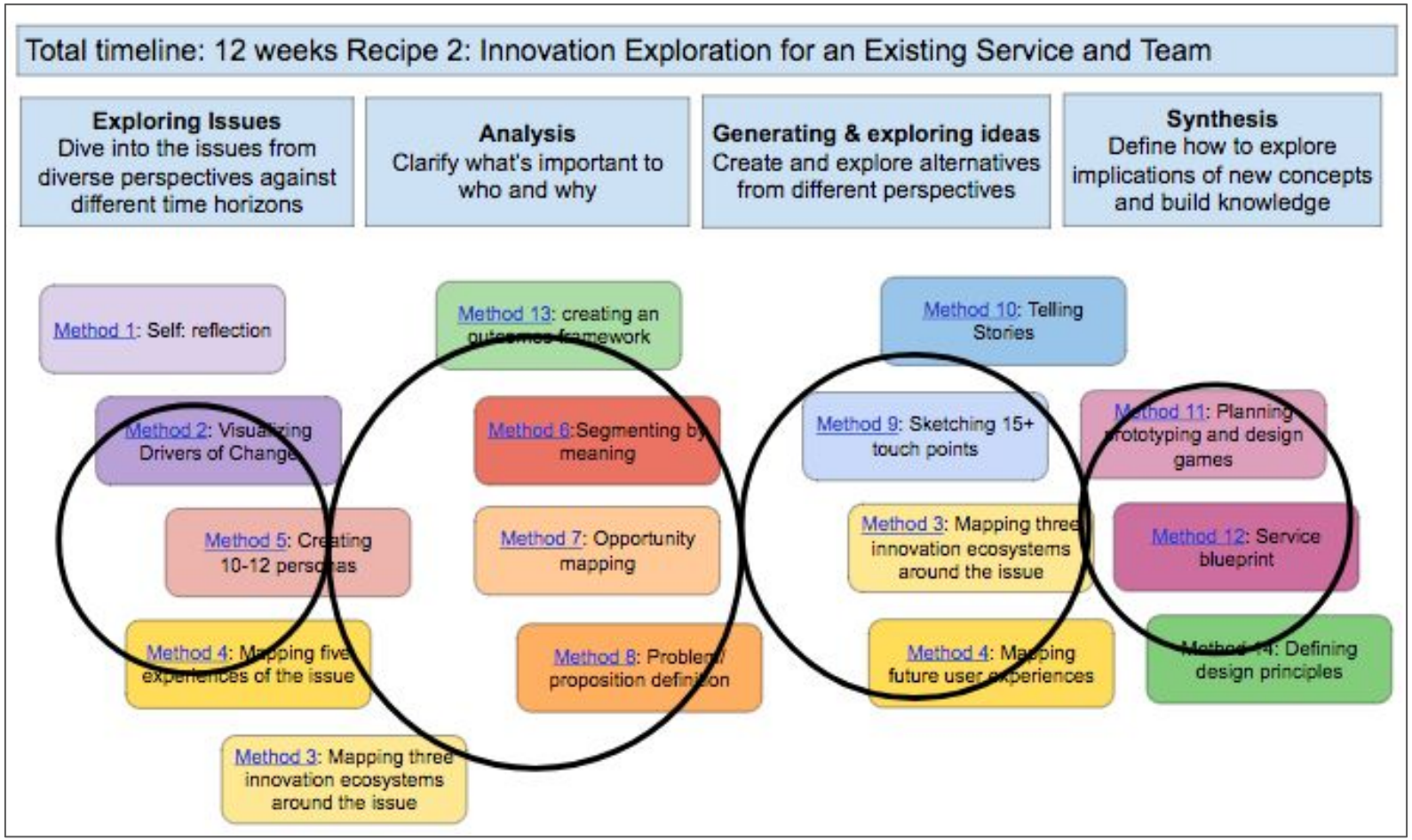


Service Blueprint

brightspot

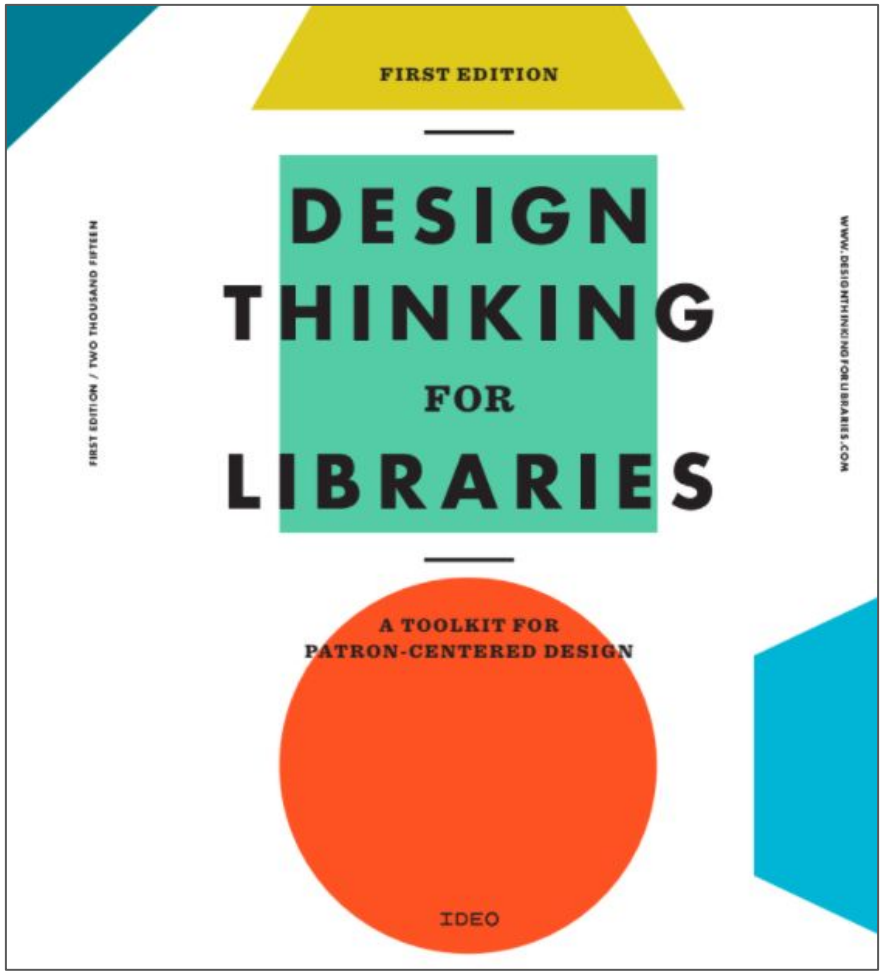


Service Innovation Handbook, Recipe 2



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

Design Thinking for Libraries



http://designthinkingforlibraries.com/