Diffusing Organizational Change through Service Design and Iterative Assessment

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http://hdl.handle.net/2027.42/146754
Diffusing Organizational Change through Service Design and Iterative Assessment

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Library Assessment Conference, December 2018
Hello!

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Operations  Learning & Teaching  Library IT


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Introduction & Purpose
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

Exploring Issues

Analysis

Generating & Exploring Ideas

Synthesis

1 to 2 semesters of work

Service Design Process


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Design Methodology & Approach
User Experience and Engagement

Image: Examples of user story from service design team work.


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Service Design Teams


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Manager and Staff Engagement

● What does “innovation” mean to our organization?
● What could a culture of innovation look like at U-M library?
● How does this impact the ways in which we invest in our staff and managers?

Images: Examples of feedback and coding from staff workshops
Pilots and Prototypes: Consultation

- Take portions of the service blueprint and test in physical settings.
  - Furniture configuration
  - Technology
  - Pedagogical context

Image: Photo of notes from initial workshop to design space prototypes.


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Pilots and Prototypes: Consultation

- Develop the triage and tracking portion of consultation
- Pilot with subject teams
- Explore new technologies


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Stakeholder Engagement: Library Lifecycle

- Existing library research
- Campus reports (enrollments)
- Library traffic
- Peer studies

Image: Data from existing research coded in Dedoose.

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Stakeholder Engagement: Library Lifecycle

- 30 structured interviews
- Introduced based on personal identities
- Coded against existing research

Image: Identify wheel used to begin interviews with campus users.


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Findings
## Team Experiences

<table>
<thead>
<tr>
<th>CHALLENGES</th>
<th>OPPORTUNITIES</th>
<th>TAKEAWAYS</th>
</tr>
</thead>
<tbody>
<tr>
<td>● Time commitment and schedules</td>
<td>● Dedication to process and outcome</td>
<td>● Workload management</td>
</tr>
<tr>
<td>● Disconnect to leadership</td>
<td>● Visible application of principles and methods</td>
<td>● More visible commitment by leadership</td>
</tr>
<tr>
<td>● Trust and communication</td>
<td>● Shared team experience</td>
<td>● Diffusion up/down/ across</td>
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Process Itself


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Value & Practical Implications
Value to Organization

Service and Space Principles

**Enhance the Platform for Discovery** through foundational changes to physical and digital space usability, access, and navigation.

**Accelerate Partnerships in Scholarship** by engaging with library users and working with them throughout the service experience.

**Deliver as One Library** with a shared service philosophy and improved library staff workspace.


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Our Process and Next Steps

PROJECT PHASES

SERVICE EXPERIENCE

RESEARCH & SYNTHESIS

IDEATION & PRIORITIZATION

PROTOTYPE & PILOT

DECIDE IMPLEMENT RE-ASSESS


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Thank you!

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Check out the Library Lifecycle poster this afternoon!
Resources Referenced
# Service Blueprint (brightspot strategy)

## Future Service Blueprint

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<table>
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<tbody>
<tr>
<td><strong>Service:</strong></td>
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**Channels**

- What does the user see or interact with?

**Front-of-house actions**

- What are staff doing to respond to user actions?

**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?

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**Time**

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**Line of Visibility**
Personality Trait Wheel


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Lucy Kimbell, 2014, [https://serviceinnovationhandbook.org/](https://serviceinnovationhandbook.org/)