Diffusing Organizational Change through Service Design and Iterative Assessment

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Diffusing Organizational Change through Service Design and Iterative Assessment

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Hello!

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Operations  Learning & Teaching  Library IT

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Introduction & Purpose
Service Design Process

Exploring Issues
- Dive into issues from diverse perspectives against different time considerations

Analysis
- Clarify what is important to who and why

Generating & Exploring Ideas
- Create and explore alternatives from different perspectives

Synthesis
- Define how to explore implications of new concepts and build knowledge

1 to 2 semesters of work

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Design Methodology & Approach
User Experience and Engagement

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

Riley, a 2nd year engineering undergraduate, has to write their first research paper for their art history 101 elective. They know nothing about the subject or where to start.

The A&L staff offers to input Riley’s query into and search their catalog into the system. A librarian staff will contact Riley ASAP (within 3 days).

ACT 1:

Riley visits the Ask a Librarian desk for help. “Where do I start writing a visual analysis of this Fabanoli ‘Cantuere Painting’?” The Ask a Librarian helps Riley to find some relevant materials in Articles Plus. The consultation is extending past a half hour – other patrons are also coming in the stacks. Riley still needs some more depth to their materials though.

ACT 2:

Riley visits the Ask a Librarian desk for help. “Where do I start writing a visual analysis of this Fabanoli ‘Cantuere Painting’?” The Ask a Librarian helps Riley to find some relevant materials in Articles Plus. The consultation is extending past a half hour – other patrons are also coming in the stacks. Riley still needs some more depth to their materials though.

ACT 3:

Library Alex: Riley is really confused and knows they can help! They “pick up” the question, email Riley more resources, also offering to meet her at the library’s consultation desk or via Google hangouts.

Riley emailed back: “Thank you for all your help! I feel confident in their topic and research now!”
Service Design Teams


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Deep Dives: Staff Innovation

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


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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>
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<tr>
<td>● Disconnect to leadership</td>
<td>● Visible application of principles and methods</td>
<td>● More visible commitment by leadership</td>
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<tr>
<td>● Trust and communication</td>
<td>● Shared team experience</td>
<td>● Diffusion up/down/across</td>
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Process Itself
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.
Our Process and Next Steps

PROJECT PHASES

SERVICE EXPERIENCE
RESEARCH & SYNTHESIS
IDEATION & PRIORITIZATION
PROTOYPE & PILOT

DECIDE IMPLEMENT RE-ASSESS

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Thank you!

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Check out the Library Lifecycle poster this afternoon!


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Resources Referenced
### Future Service Blueprint

<table>
<thead>
<tr>
<th>User actions</th>
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<tbody>
<tr>
<td>What does the user see or interact with?</td>
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<tr>
<td>Channels</td>
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<td>What are staff doing to respond to user actions?</td>
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<td></td>
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<tr>
<td>Tools &amp; systems</td>
<td></td>
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<tr>
<td>back-of-house actions</td>
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<tr>
<td>What are staff doing behind the scenes to support user actions?</td>
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<tr>
<td>What tools or systems are needed to enable user actions?</td>
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</tbody>
</table>

Service: __________________

Personality Trait Wheel


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