Diffusing Organizational Change through Service Design and Iterative Assessment

Vacek, Rachel; Sitar, Meghan; Puckett Rodgers, Emily

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

Emily Puckett Rodgers, Head of Library Environments
Rachel Vacek, Head of Design & Discovery
Meghan Sitar, Head of Connected Scholarship
University of Michigan

Library Assessment Conference, December 2018

@epuckett
@vacekrae
@meghansitar
@UMichLibrary
Hello!

Emily Puckett Rodgers
Head of Library Environments

Meghan Sitar
Director of Connected Scholarship

Rachel Vacek
Head of Design & Discovery

Operations
Learning & Teaching
Library IT


@epuckett
@vacekrae
@meghansitar
@UMichLibrary
Introduction & Purpose
ONGOING ASSESSMENT

DEEP DIVES

PILOTS/PROTOTYPES

 Invite & Connect
Create
Share

User Discovery


@epuckett
@vacekrae

@meghansitar
@UMichLibrary
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


@epuckett
@meghansitar
@vacekrae
@UMichLibrary
Design Methodology & Approach
User Experience and Engagement

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


@epuckett
@vacekrae
@UMichLibrary

@meghansitar
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


@epuckett @meghansitar @vacekrae @UMichLibrary
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.


@epuckett
@vacekrae
@meghansitar
@UMichLibrary
Pilots and Prototypes: Consultation

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


@epuckett
@vacekrae
@meghansitar
@UMichLibrary
Stakeholder Engagement: Library Lifecycle

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

Image: Data from existing research coded in Dedoose.

@epuckett
@meghansitar
@vacekrae
@UMichLibrary
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.


@epuckett
@meghansitar
@vacekrae
@UMichLibrary
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>
</tr>
</tbody>
</table>


@epuckett @vacekrae @meghansitar @UMichLibrary
Process Itself


@epuckett  @meghansitar
@vacekrae  @UMichLibrary
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
PROTOTYPE & PILOT
DECIDE IMPLEMENT RE-ASSESS

@epuckett
@vacekrae
@meghansitar
@UMichLibrary
Thank you!

libservicedesign@umich.edu

Check out the Library Lifecycle poster this afternoon!

Resources Referenced
# Service Blueprint (brightspot strategy)

## Future Service Blueprint

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

<table>
<thead>
<tr>
<th>Service:</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>TIME</th>
</tr>
</thead>
</table>

Personality Trait Wheel


@epuckett
@meghansitar
@vacekrae
@UMichLibrary
Lucy Kimbell, 2014, [https://serviceinnovationhandbook.org/](https://serviceinnovationhandbook.org/)