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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Library Assessment Conference, December 2018

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Hello!

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Operations  
Learning & Teaching  
Library IT

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Introduction & Purpose
ONGOING ASSESSMENT
DEEP DIVES
PILOTS/PROTOTYPES

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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

Service Design Process

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Design Methodology & Approach
Image: Examples of user story from service design team work.
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?


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Pilots and Prototypes: Consultation

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

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

Stakeholder Engagement: Library Lifecycle

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

Image: Data from existing research coded in Dedoose.

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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</tbody>
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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!

libservicedesign@umich.edu

Check out the Library Lifecycle poster this afternoon!


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Resources Referenced
## Service Blueprint (brightspot strategy)

### Future Service Blueprint

<table>
<thead>
<tr>
<th></th>
<th>Service:</th>
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</thead>
<tbody>
<tr>
<td>user actions</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>channel</td>
<td></td>
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<tr>
<td></td>
<td>What does the user see or interact with?</td>
<td></td>
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<tr>
<td>tools &amp; systems</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>What tools or systems are needed to enable user actions?</td>
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<tr>
<td></td>
<td>What are staff doing behind the scenes to support user actions?</td>
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</tr>
<tr>
<td></td>
<td>What are staff doing to respond to user actions?</td>
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</tbody>
</table>

**Line of visibility**

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Personality Trait Wheel


Service Innovation Handbook