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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



<http://bit.ly/sdtfassess18>



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Hello!



Emily Puckett Rodgers
Head of Library
Environments

Operations



Meghan Sitar
Director of Connected
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Learning & Teaching



Rachel Vacek
Head of Design
& Discovery

Library IT



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Introduction & Purpose

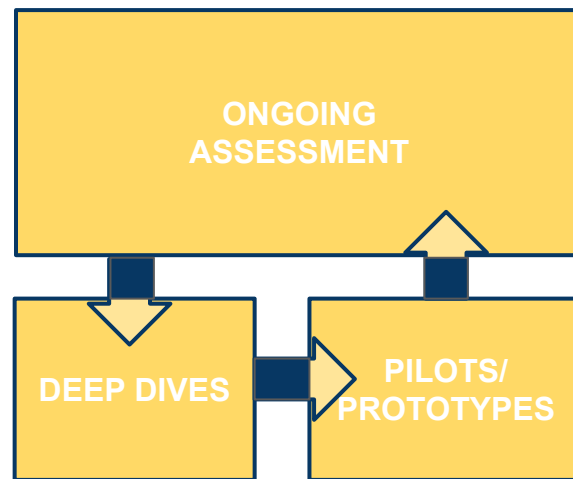
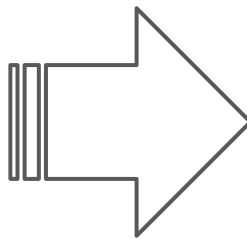
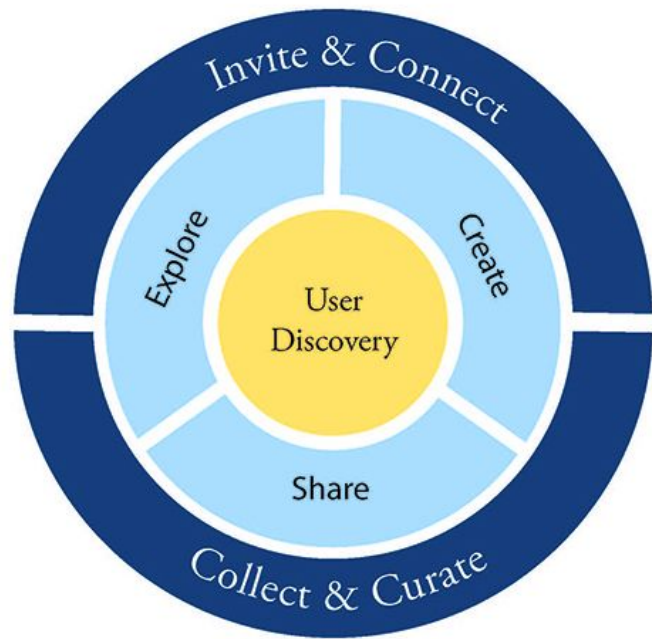


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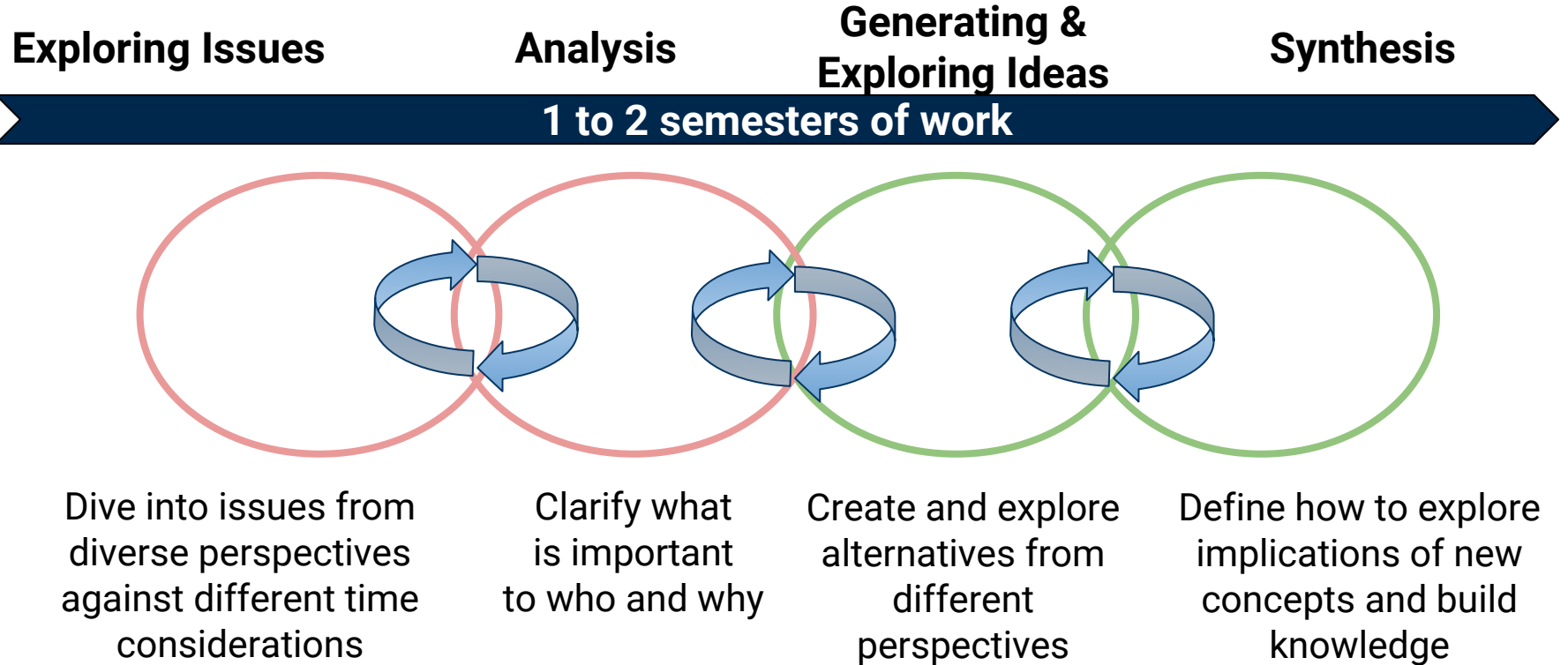


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Service Design Process



Design Methodology & Approach



<http://bit.ly/sdtfassess18>



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User Experience and Engagement

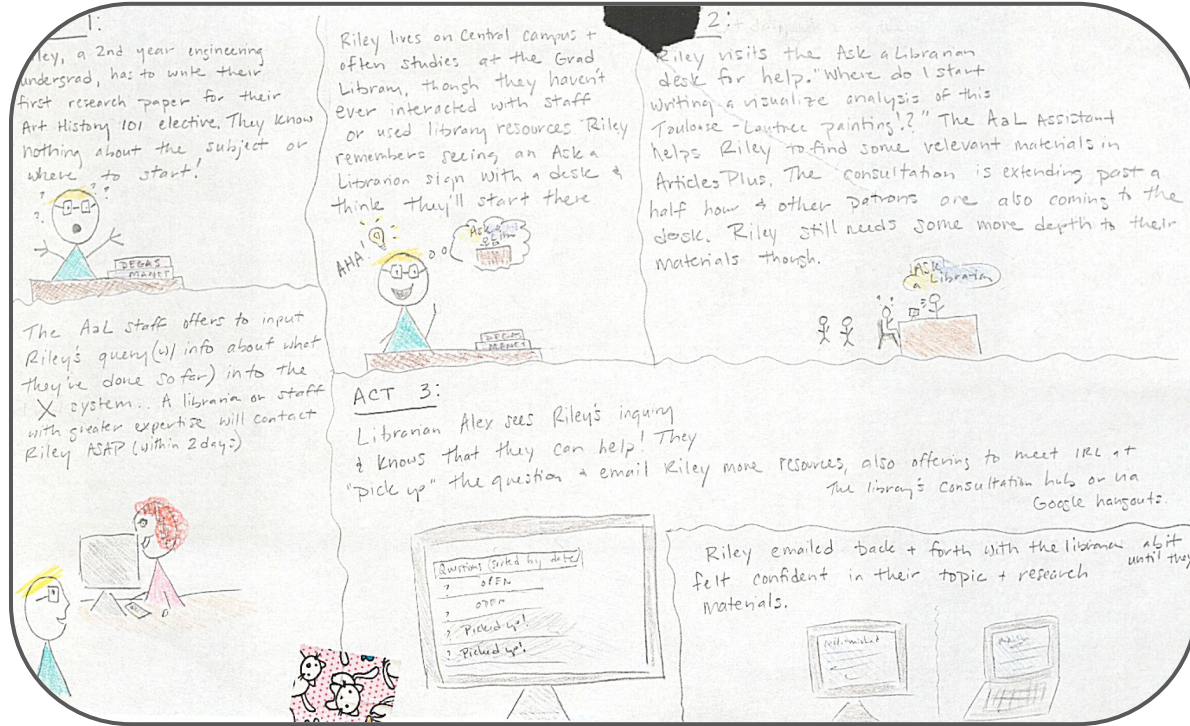


Image: Examples of user story from service design team work.

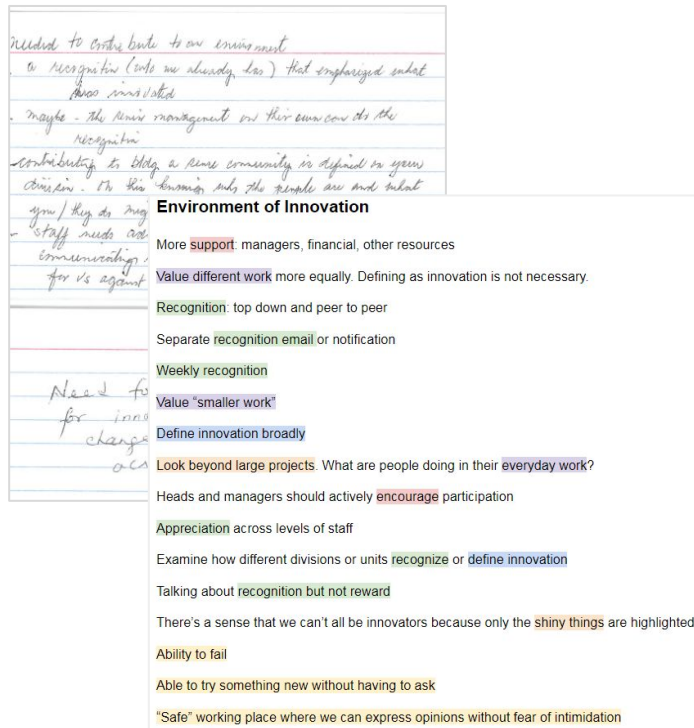
Service Design Teams



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

Pilots and Prototypes: Consultation

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

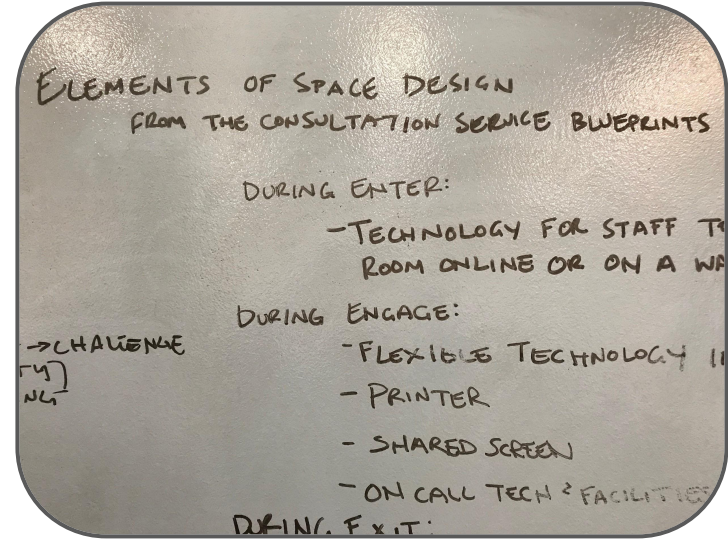
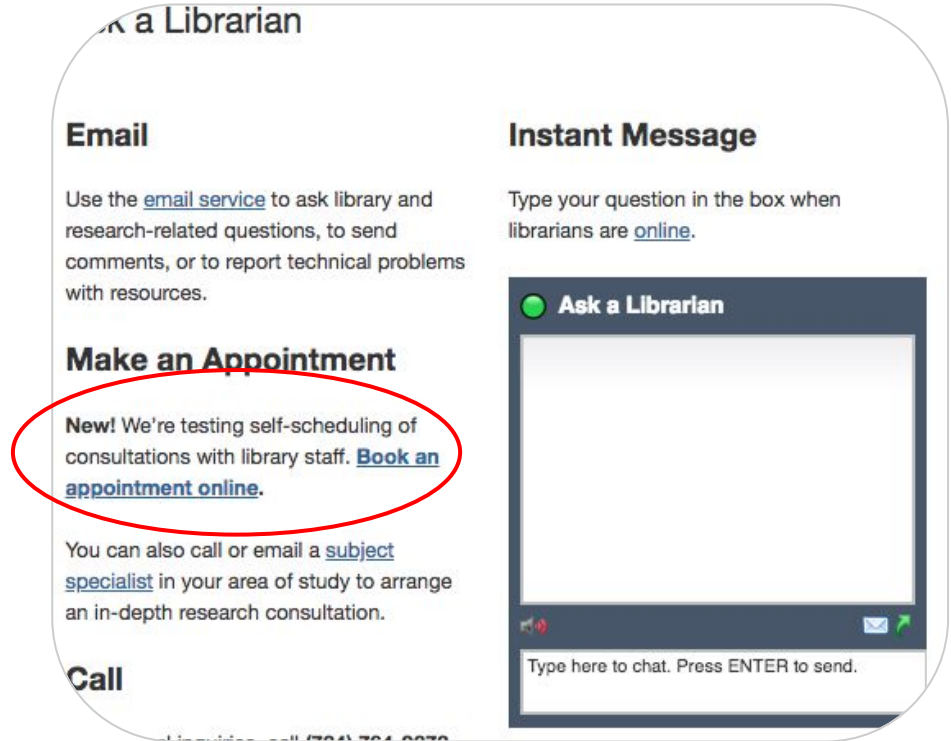


Image: Photo of notes from initial workshop to design space prototypes.

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

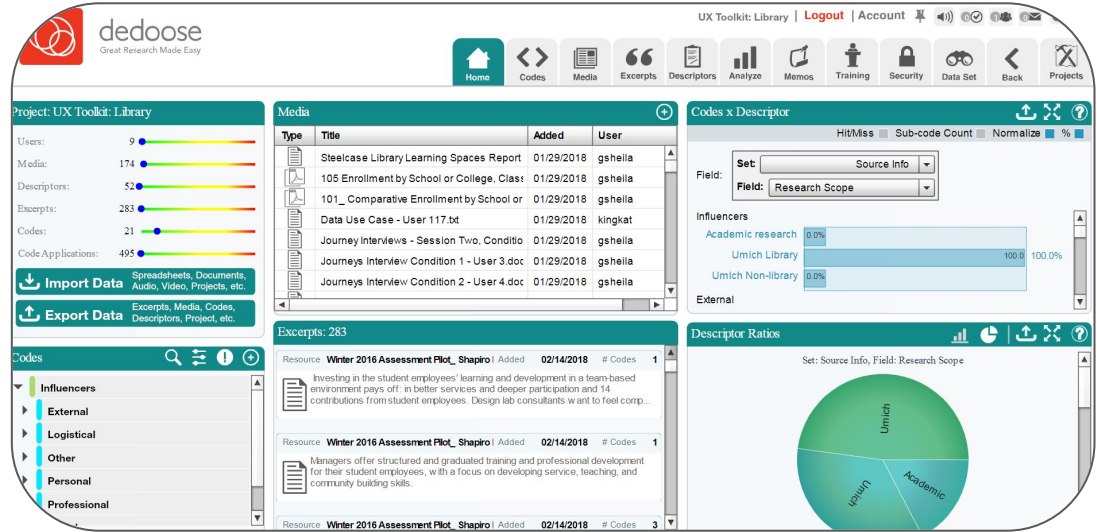


Image: Data from existing research coded in Dedoose.

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.

Findings

Team Experiences

CHALLENGES	OPPORTUNITIES	TAKEAWAYS
<ul style="list-style-type: none">• Time commitment and schedules	<ul style="list-style-type: none">• Dedication to process and outcome	<ul style="list-style-type: none">• Workload management
<ul style="list-style-type: none">• Disconnect to leadership	<ul style="list-style-type: none">• Visible application of principles and methods	<ul style="list-style-type: none">• More visible commitment by leadership
<ul style="list-style-type: none">• Trust and communication	<ul style="list-style-type: none">• Shared team experience	<ul style="list-style-type: none">• Diffusion up/down/across

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**

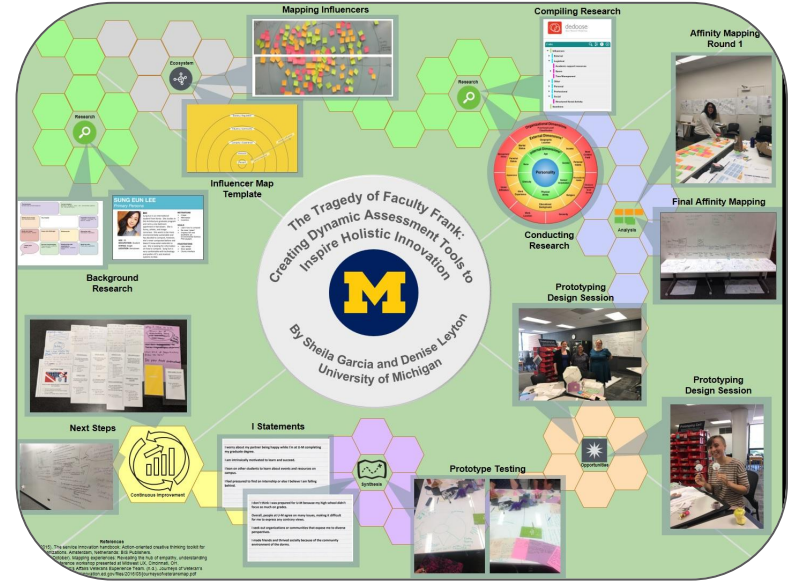
**IDEATION &
PRIORITIZATION**

**PROTOTYPE
& PILOT**

**DECIDE
IMPLEMENT
RE-ASSESS**

Thank you!

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Check out the Library Lifecycle poster this afternoon!

Resources Referenced



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Service Blueprint (brightspot strategy)

Future Service Blueprint Service: _____

user actions				
channels <i>What does the user see or interact with?</i>				
front-of-house actions <i>What are staff doing to respond to user actions?</i>				
back-of-house actions <i>What are staff doing behind the scenes to support user actions?</i>				
tools + systems <i>What tools or systems are needed to enable user actions?</i>				

line of visibility

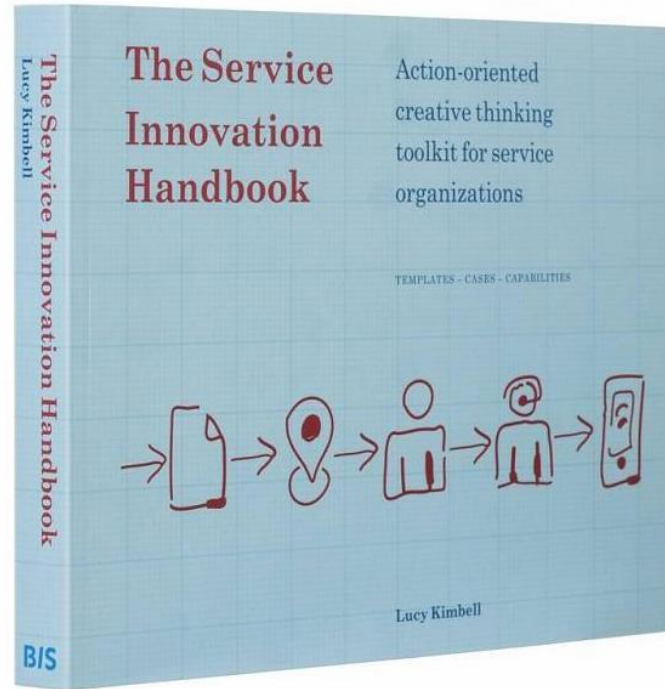
TIME →

Personality Trait Wheel

Adapted From: Gardenswartz, L., & Rowe, A. (2008). *Diverse teams at work: Capitalizing on the power of diversity*. Alexandria, Va: Society for Human Resource Management.



Service Innovation Handbook



Lucy Kimbell, 2014, <https://serviceinnovationhandbook.org/>