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# Diffusing Organizational Change through Service Design and Iterative Assessment

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

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*Downloaded from Deep Blue, University of Michigan's institutional repository*

# Diffusing Organizational Change through Service Design and Iterative Assessment

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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



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@UMichLibrary



# Hello!



**Emily Puckett Rodgers**  
Head of Library  
Environments

**Operations**



**Meghan Sitar**  
Director of Connected  
Scholarship

**Learning & Teaching**



**Rachel Vacek**  
Head of Design  
& Discovery

**Library IT**



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# Introduction & Purpose

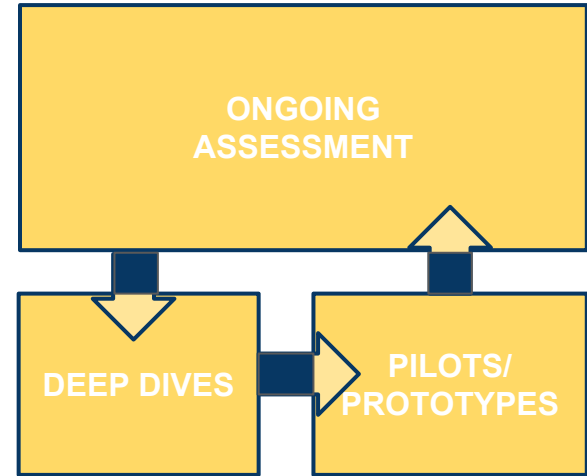
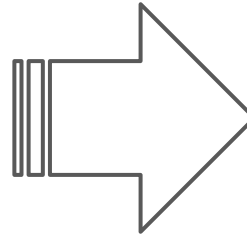
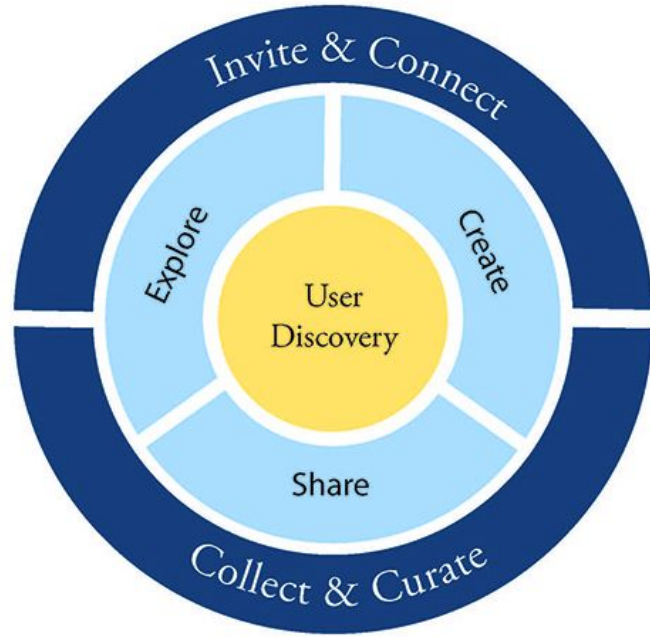


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# Service Design Process

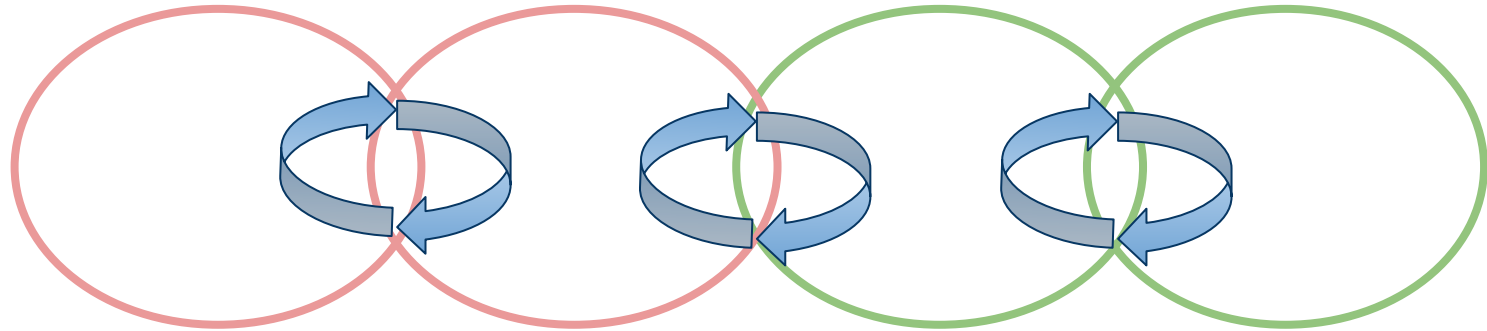
Exploring Issues

Analysis

Generating &  
Exploring Ideas

Synthesis

1 to 2 semesters of work



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

# Design Methodology & Approach



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# User Experience and Engagement

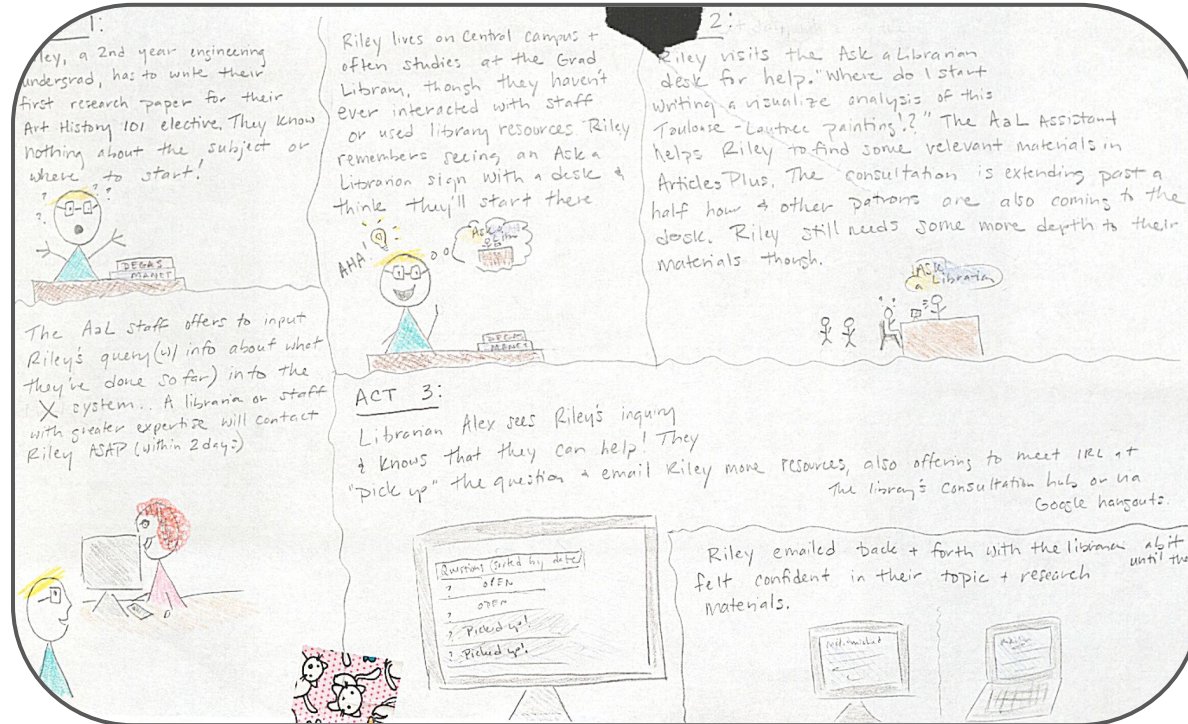


Image: Examples of user story from service design team work.



# 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?

needed to contribute to an environment  
a recognition (not an already done) that emphasized what  
was considered  
maybe - the senior management on their own can do the  
recognition  
contributing to help a sense community is defined or given  
attention - it's the knowledge only the people see and what  
you/they do they  
- staff needs not  
communicating  
for vs against

**Environment of Innovation**

- More support: managers, financial, other resources
- Value different work more equally. Defining as innovation is not necessary.
- Recognition: top down and peer to peer
- Separate recognition email or notification
- Weekly recognition
- Value "smaller work"
- Define innovation broadly
- Look beyond large projects. What are people doing in their everyday work?
- Heads and managers should actively encourage participation
- Appreciation across levels of staff
- Examine how different divisions or units recognize or define innovation
- Talking about recognition but not reward
- There's a sense that we can't all be innovators because only the shiny things are highlighted
- Ability to fail
- Able to try something new without having to ask
- "Safe" working place where we can express opinions without fear of intimidation

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

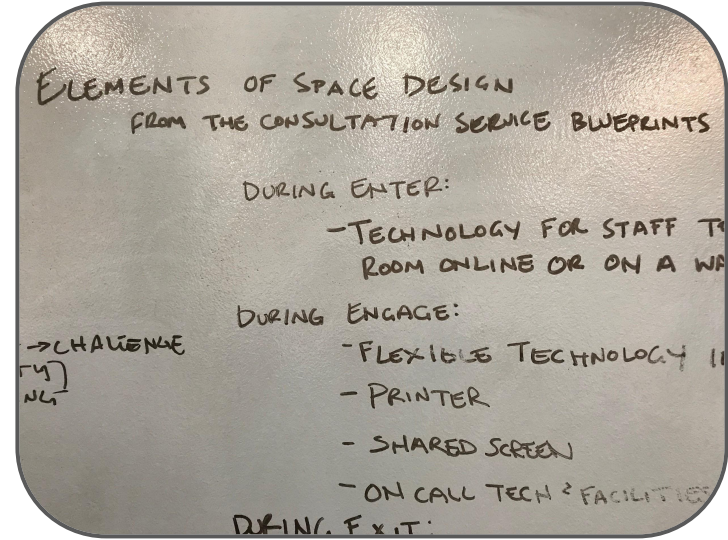


Image: Photo of notes from initial workshop to design space prototypes.

# Pilots and Prototypes: Consultation

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

Ask a Librarian

**Email**

Use the [email service](#) to ask library and research-related questions, to send comments, or to report technical problems with resources.

**Instant Message**

Type your question in the box when librarians are [online](#).

**Make an Appointment**

**New!** We're testing self-scheduling of consultations with library staff. [Book an appointment online](#).

You can also call or email a [subject specialist](#) in your area of study to arrange an in-depth research consultation.

**Call**

Librarian call (734) 761-8878

**Ask a Librarian**

Type here to chat. Press ENTER to send.

# Stakeholder Engagement: Library Lifecycle

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

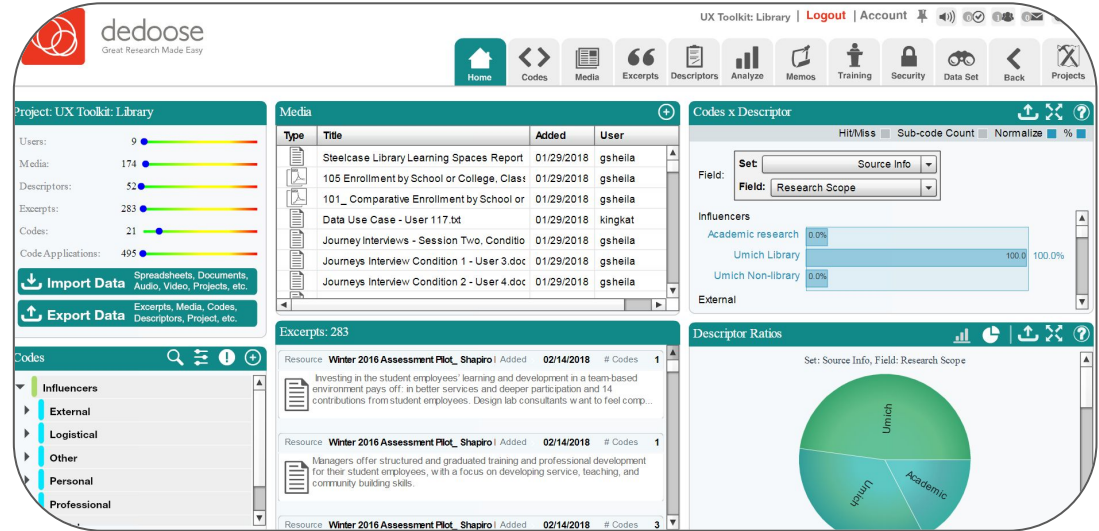


Image: Data from existing research coded in Dedoose.

# 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



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# Team Experiences

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

# Process Itself



# Value & Practical Implications



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# 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**



<http://bit.ly/sdtfassets18>

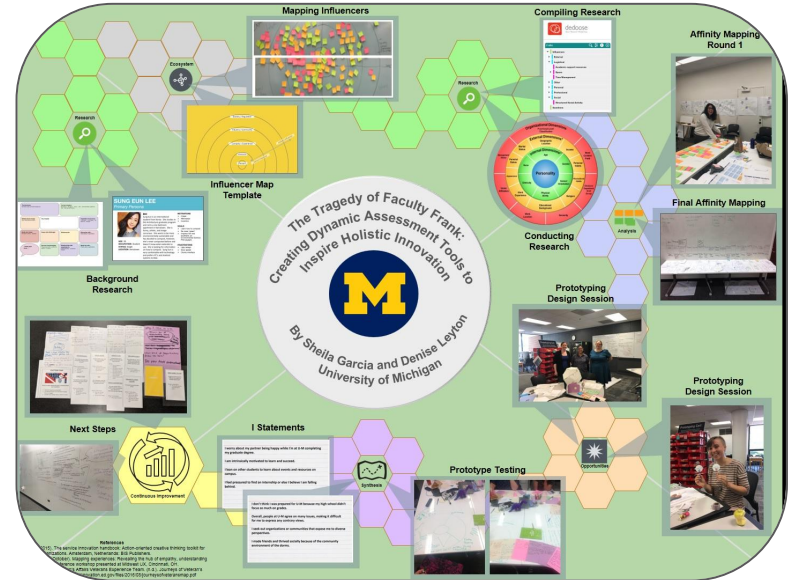


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@UMichLibrary

# Thank you!

[libservedesign@umich.edu](mailto:libservedesign@umich.edu)



Check out the Library Lifecycle poster this afternoon!



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# 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*

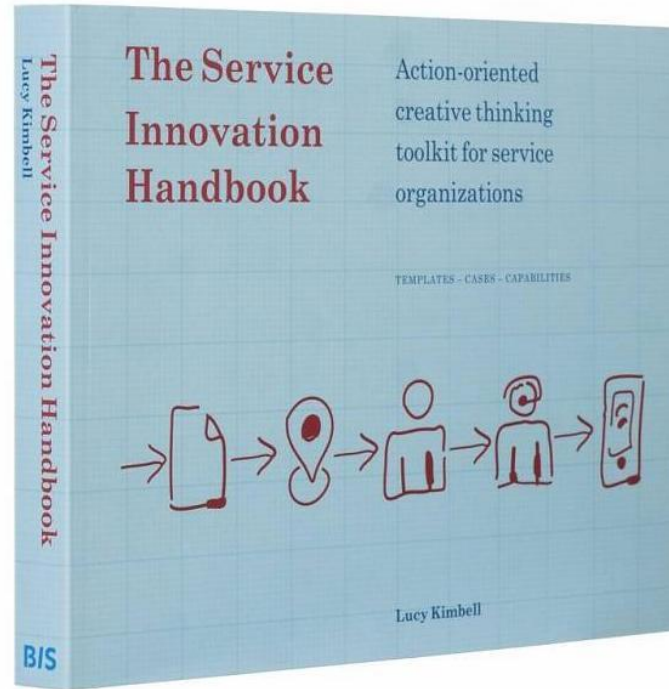
TIME →

# 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/>