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Diffusing Organizational Change through Service Design and Iterative Assessment

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

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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
Introduction & Purpose
ONGOING ASSESSMENT

DEEP DIVES

PILOTS/PROTOTYPES


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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

Service Design Process

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.


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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?
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
<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>


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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.
Thank you!

libservicedesign@umich.edu

Check out the Library Lifecycle poster this afternoon!


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Resources Referenced
## Future Service Blueprint

<table>
<thead>
<tr>
<th>User actions</th>
<th>Channel</th>
<th>Internal Actions</th>
<th>Tools and Systems</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>What does the user see or interact with?</td>
<td>What are staff doing to respond to user actions?</td>
<td>What are staff doing behind the scenes to support user actions?</td>
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</table>

Service: ______________________

Personality Trait Wheel


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