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
Hello!

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Environments

Meghan Sitar  
Director of Connected  
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Rachel Vacek  
Head of Design  
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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


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Design Methodology & Approach
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?

Images: Examples of feedback and coding from staff workshops


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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

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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30 structured interviews
Introduced based on personal identities
Coded against existing research
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>


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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.
Our Process and Next Steps

PROJECT PHASES

SERVICE EXPERIENCE
RESEARCH & SYNTHESIS
IDEOATION & PRIORITIZATION
PROTOYPE & PILOT

DETERMINE IMPLEMENT RE-ASSESS

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Thank you!

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Check out the Library Lifecycle poster this afternoon!


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Resources Referenced
## Service Blueprint (brightspot strategy)

<table>
<thead>
<tr>
<th>Future Service Blueprint</th>
<th>Service: __________________________</th>
</tr>
</thead>
<tbody>
<tr>
<td>user actions</td>
<td></td>
</tr>
<tr>
<td>What does the user see or interact with?</td>
<td></td>
</tr>
<tr>
<td>channel</td>
<td></td>
</tr>
<tr>
<td>What are staff doing to respond to user actions?</td>
<td></td>
</tr>
<tr>
<td>tools &amp; systems</td>
<td></td>
</tr>
<tr>
<td>back-of-house actions</td>
<td></td>
</tr>
<tr>
<td>What are staff doing behind the scenes to support user actions?</td>
<td></td>
</tr>
<tr>
<td>tools &amp; systems</td>
<td></td>
</tr>
<tr>
<td>What tools or systems are needed to enable user actions?</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>line of visibility</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>TIME</td>
<td></td>
</tr>
</tbody>
</table>
Personality Trait Wheel
