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

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Hello!

Emily Puckett Rodgers
Head of Library Environments

Meghan Sitar
Director of Connected Scholarship

Rachel Vacek
Head of Design & Discovery

Operations
Learning & Teaching
Library IT

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@meghansitar
@vacekrae
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Introduction & Purpose
ONGOING ASSESSMENT

DEEP DIVES

PILOTS/PROTOTYPES
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
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


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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


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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
# 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.


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Our Process and Next Steps


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Thank you!

libservicedesign@umich.edu

Click out the Library Lifecycle poster this afternoon!

Resources Referenced
# Service Blueprint (brightspot strategy)

## Future Service Blueprint

<table>
<thead>
<tr>
<th>Service:</th>
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### User Actions
- What does the user see or interact with?

### Channels
- What are staff doing to respond to user actions?

### Front-of-House Actions
- What are staff doing behind the scenes to support user actions?

### Tools & Systems
- What tools or systems are needed to enable user actions?

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### Time

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**Line of visibility**
Personality Trait Wheel