2018-12-06

Diffusing Organizational Change through Service Design and Iterative Assessment

Vacek, Rachel; Sitar, Meghan; Puckett Rodgers, Emily https://hdl.handle.net/2027.42/146754 http://creativecommons.org/licenses/by-nc-sa/4.0/

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

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



http://bit.ly/sdtfassess18



@epuckett
@vacekrae

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





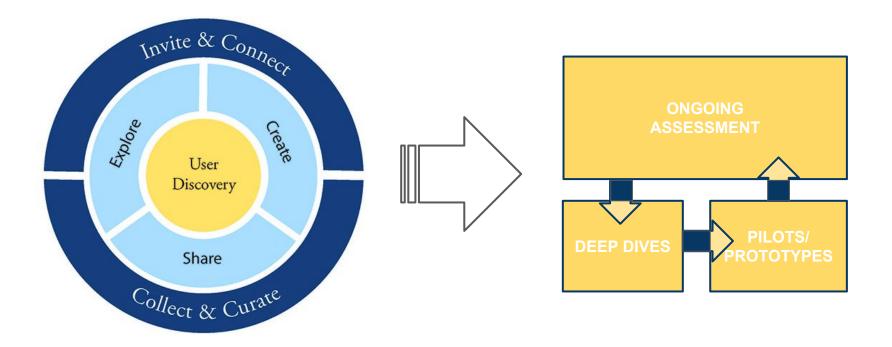
@epuckett
@vacekrae

Introduction & Purpose





@epuckett @vacekrae

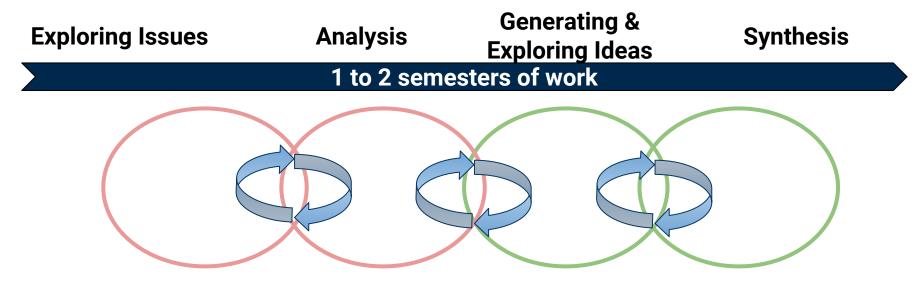






@epuckett
@vacekrae

Service Design Process



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



@epuckett
 @vacekrae

Design Methodology & Approach





@epuckett @vacekrae

User Experience and Engagement

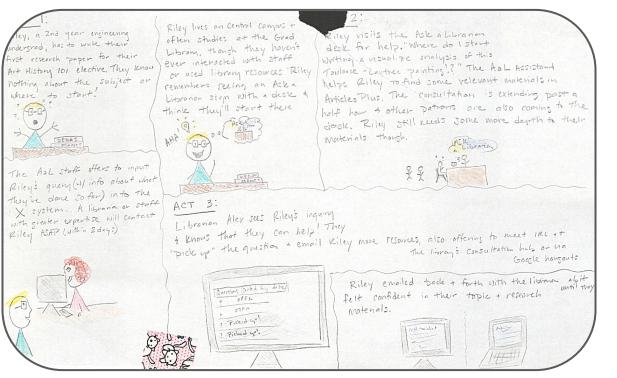


Image: Examples of user story from service design team work.





@epuckett @vacekrae

Service Design Teams







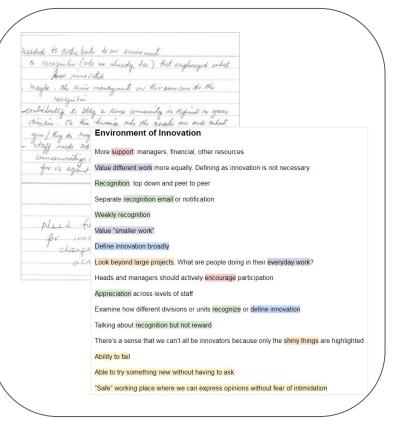


@epuckett @vacekrae

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





@epuckett
@vacekrae

Pilots and Prototypes: Consultation

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

ELEMENTS	OF SPACE DESIGN
FROM TH	E CONSULTATION SERVICE BLUEPRINTS
	DURING ENTER:
	-TECHNOLOGY FOR STAFF TH
	ROOM ONLINE OR ON A WA
	DURING ENGAGE:
->CHALIENGE	FLEXIBLE TECHNOLOGY 11
NG	- PRINTER
	- SHARED SCREEN
	- ON CALL TECH & FACILITIES
	WHING FXIT:

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





@epuckett
@vacekrae

Pilots and Prototypes: Consultation

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

r a Librarian

Email

Call

Use the <u>email service</u> to ask library and research-related questions, to send comments, or to report technical problems with resources.

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 <u>subject</u> <u>specialist</u> in your area of study to arrange an in-depth research consultation.

Instant Message

Type your question in the box when librarians are <u>online</u>.

	a Libraria		
10			27
Type here	e to chat. Pres	s ENTER to se	nd.





@epuckett @vacekrae

Stakeholder Engagement: Library Lifecycle

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

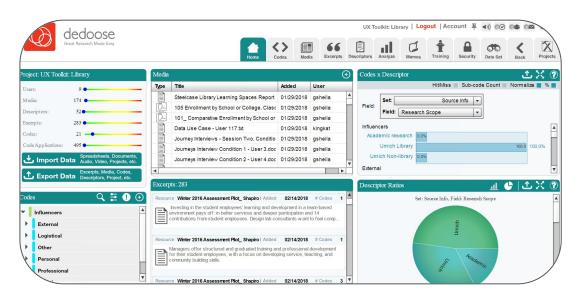


Image: Data from existing research coded in Dedoose.





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.





@epuckett
@vacekrae







@epuckett @vacekrae

Team Experiences

CHALLENGES	OPPORTUNITIES	TAKEAWAYS
 Time commitment and schedules 	 Dedication to process and outcome 	 Workload management
 Disconnect to leadership 	 Visible application of principles and methods 	 More visible commitment by leadership
 Trust and communication 	 Shared team experience 	 Diffusion up/down/across





@epuckett @vacekrae

Process Itself







@epuckett @vacekrae

Value & Practical Implications





@epuckett @vacekrae

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



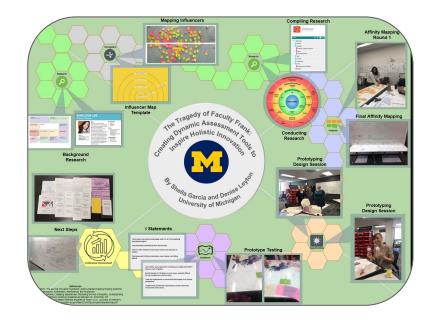




@epuckett @vacekrae

Thank you!

libservicedesign@umich.edu



Check out the Library Lifecycle poster this afternoon!





@epuckett
@vacekrae

Resources Referenced





@epuckett @vacekrae

Service Blueprint (brightspot strategy)

1		Future Service Blueprint Service:					
user actions							
channels channels							
front-of-house actions	at are staff doing to respond to rr actions?				line of visibility		
S Wh	at are staff doing behind the nes to support user actions?						
tools + systems	at tools or systems are needed enable user actions?		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.

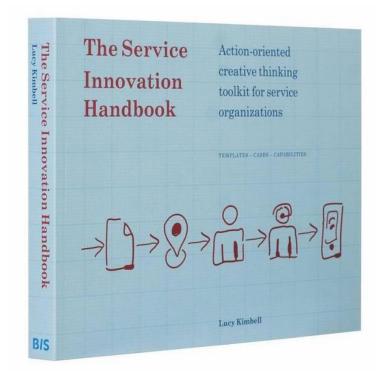






@epuckett @vacekrae

Service Innovation Handbook



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





@epuckett @vacekrae