



From Systems to Services

Systemic Design Community of Practice



Our Aspirations:

- ❑ **Build** the field of practice around systemic design and social innovation approaches in the GoA.
- ❑ **Catalyze** and **inspire** new ways of working on old problems.
- ❑ **Provide** a safe space for GoA staff to learn from each other, with each other.

We do this by:

- ❑ **Designing** sessions with a mix of theory and learning by practicing.
- ❑ Being **open** and willing to **share** our experiences with others.
- ❑ Having **fun** – we take our work seriously, not ourselves.

Learning Objectives



- Understand what a service is.
- Articulate why a service orientation is important.
- Explore how services and systems relate to one another.
- Understand what service design is.
- Ask questions about services that encourage a service design orientation.

Opening Activity: Impromptu Networking



Share a story of a time when you experienced either a really great or not-so-great service.

What made it such a good (or bad) experience?

Rapidly Build New Connections | 3 Conversations X 3 Minutes

**What are some services
that you interact with on
a regular basis?**

Services I engaged with last week:

- Service Alberta IT services
- Provided a service as a CoLab team member
- Peer-to-peer consultation
- 311
- Canada Post
- Online shopping
- Alberta Energy Intranet
- Online banking
- Filing an insurance claim online
- MyAgent
- Various food vendors
- Grocery stores and farmers' markets
- Edmonton Transit
- Building amenities
- Eye exam

What is a **service**?





A service is a **system** of people, processes, and goods that meets needs through the **exchange of value.**



A service can be a **one-way, two-way, or multi-directional** transaction.






A service is made possible by a range of **human, technological, and organizational resources**, but also by social norms and patterns that we all share.



A service might be thought of as a **single moment**, or as a **bundle of moments** unfolding **over time**.



Services are more than just the right *functions*; the **experience itself** is important to **success**.



There is **no longer** a clear distinction between goods and services.

There is a **continuum** with many combined products and services in the middle.



Examples of types of public services:

- **Getting Permission**
(e.g., a license, building permit, approval)
- **Start Something**
(e.g., a business)
- **Stop Something**
(e.g., regulation)
- **Move Something**
(e.g., commercial vehicles, dangerous goods)
- **Claim Something**
(e.g., childcare benefit, tax rebate)
- **Become Something**
(e.g., become a certified day home)
- **Learn Something**
(e.g., options, content, skills)
- **Share or Check Something**
(e.g., test results, application status)
- **Register or Provide Information**
(e.g., register to vote, provide input on a proposed policy change)

Why talk about services?



**Who has had a service
experience that changed
how they felt or thought about
the provider?**



Organizations are looking at services as a **competitive edge**, and so they're becoming more sophisticated.



People are comparing
services **across sectors.**



Services represent a **site of risk** for organizations.



As public servants, ‘service’
is **right in the name.**

As a public servant, who are you serving?


Find a new partner and have a chat about this question.

Prepare to brief back.

Systems & Services

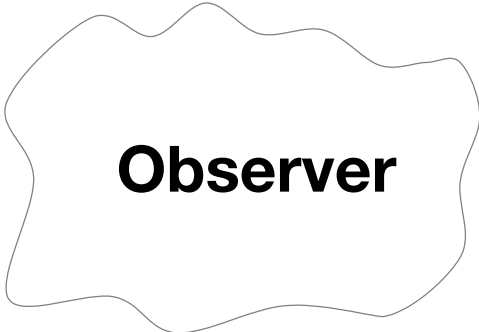
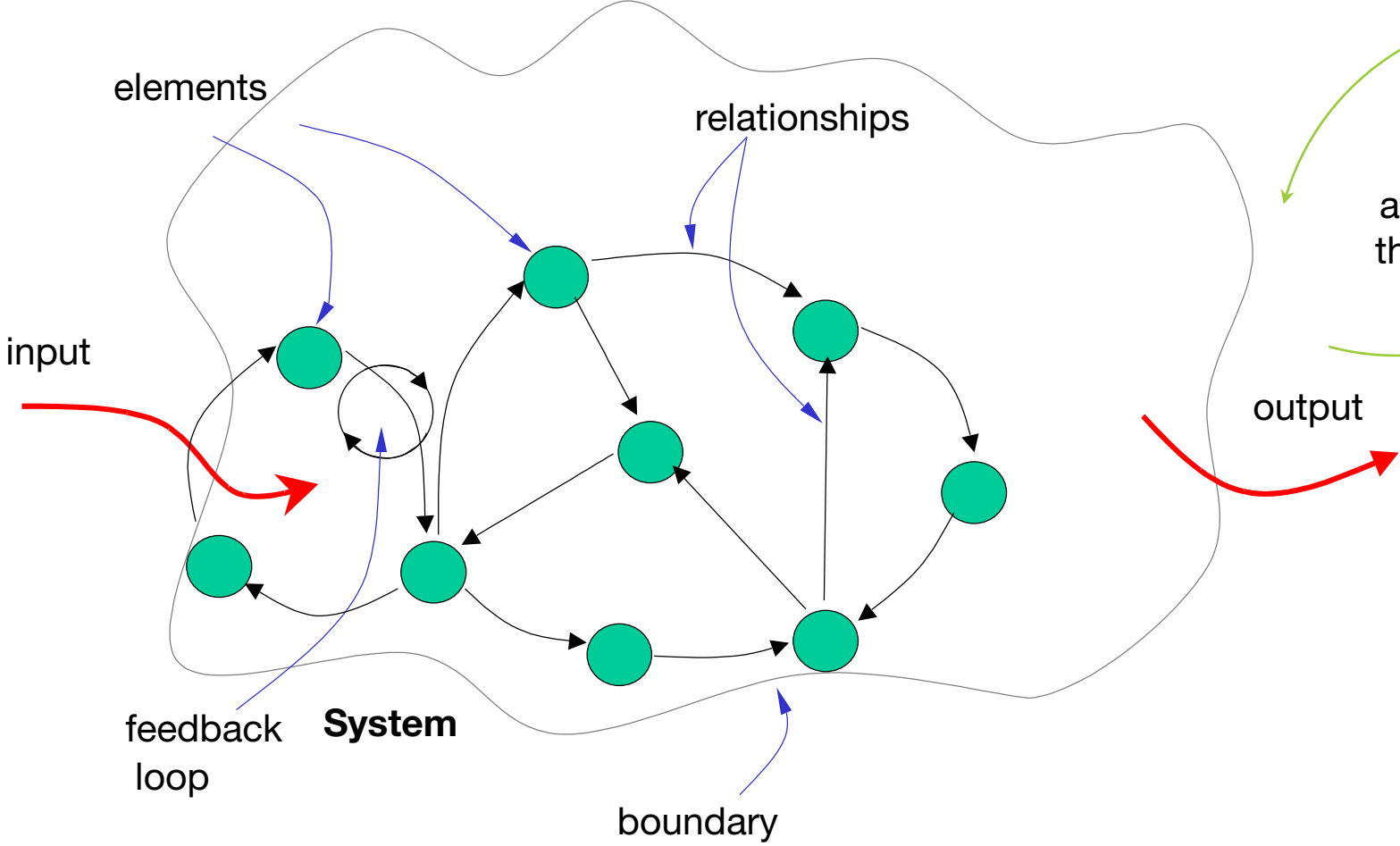


How might services relate to systems?



Services are **embedded in systems**, while also constituting systems themselves.

Environment



part of,
not
apart from
the system



purpose / function



unintended effects

Exercise

- Consider the service experience you shared about in the opening activity.
- Individually, **sketch a picture** of that **service as a system**.
- Prepare to **tell the story** of your drawing.

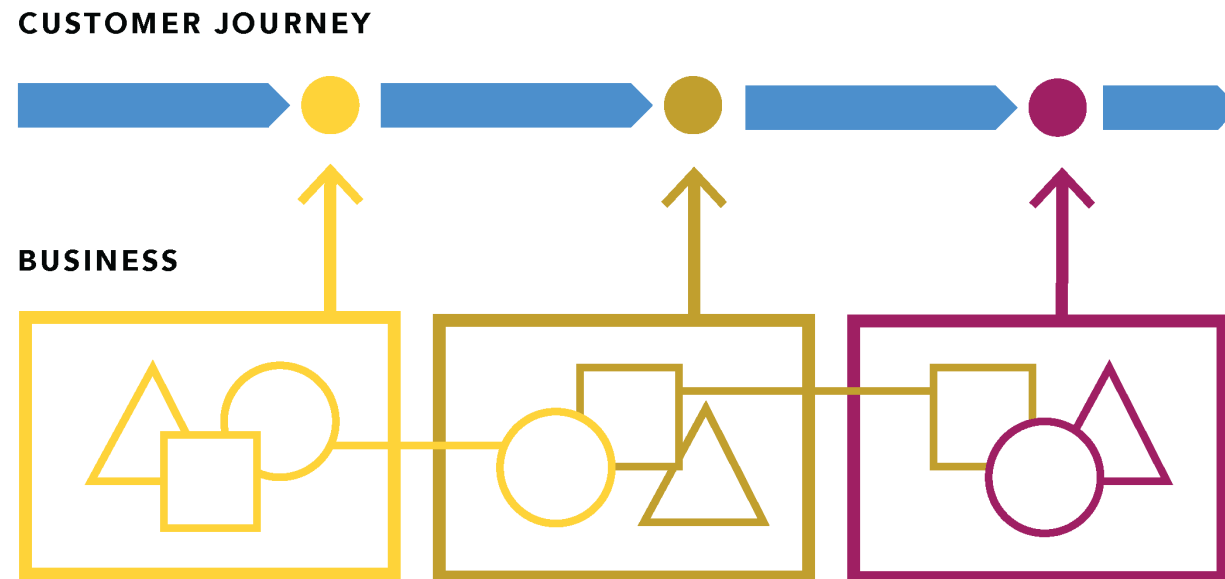


What is Service Design?



Service design is the activity of planning and organizing a business's resources (people, props, and processes) in order to:

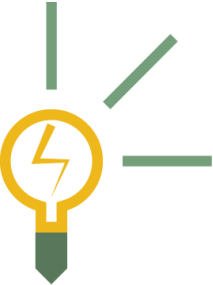
1. directly improve the **employee's experience**, and;
2. indirectly, the **customer's experience**.



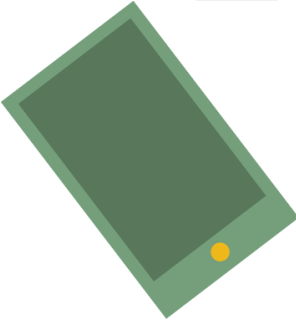
It uses design methods to align:



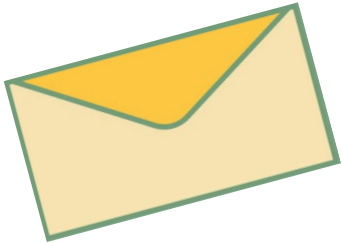
People



Artifacts



Technology



Data/Information



Organizations



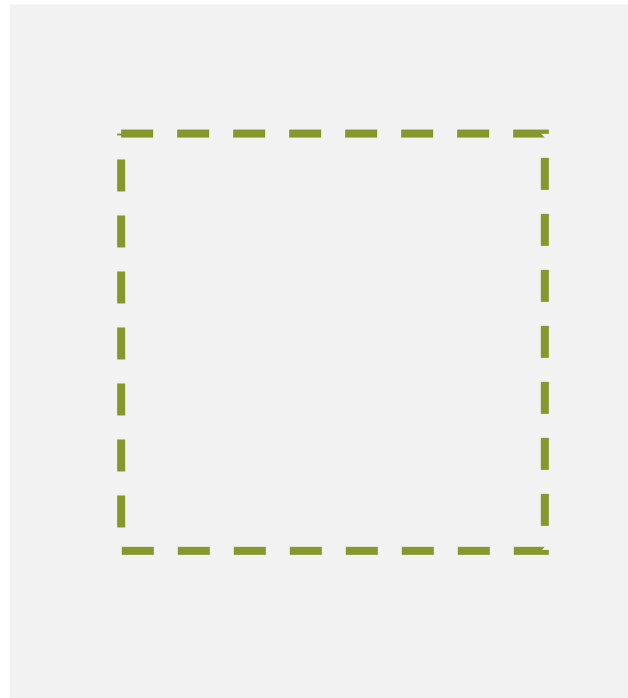
Communications

It aligns those things across:

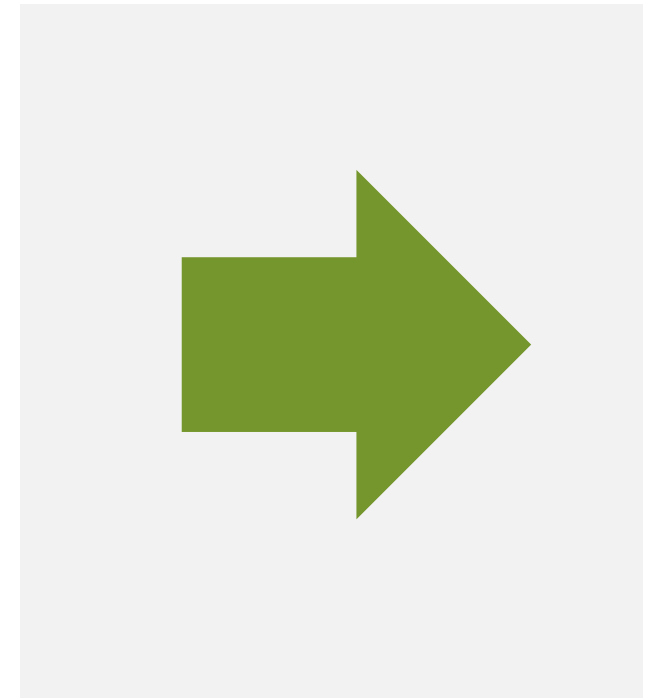
Time



Space



Intent

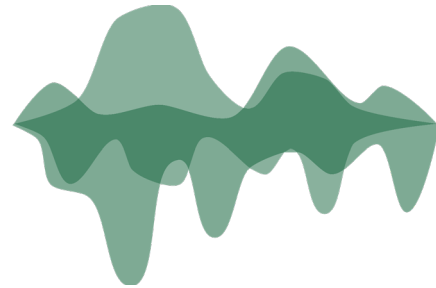


Using different types of links:



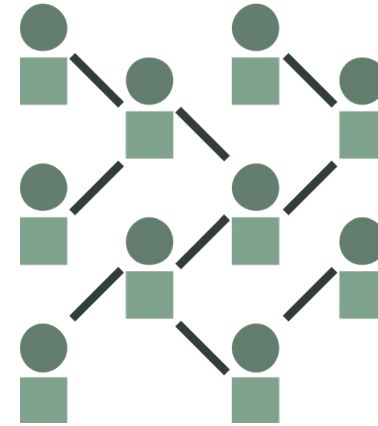
Moments

People
Artifacts
Organizations



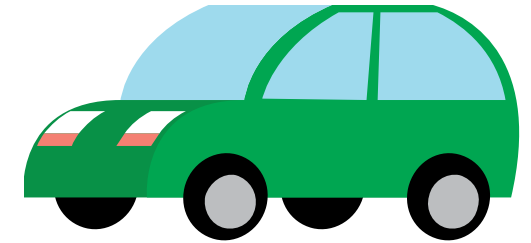
Touchpoints

People
Technology
Data/Information



Hand-offs

People
Organizations
Technology



Transitions

Organizations
Communications
Technology

The kinds of things we aim to impact include:



Outcomes

Senses

Perceptions

Emotions

What might make a good service?

Basic Principles

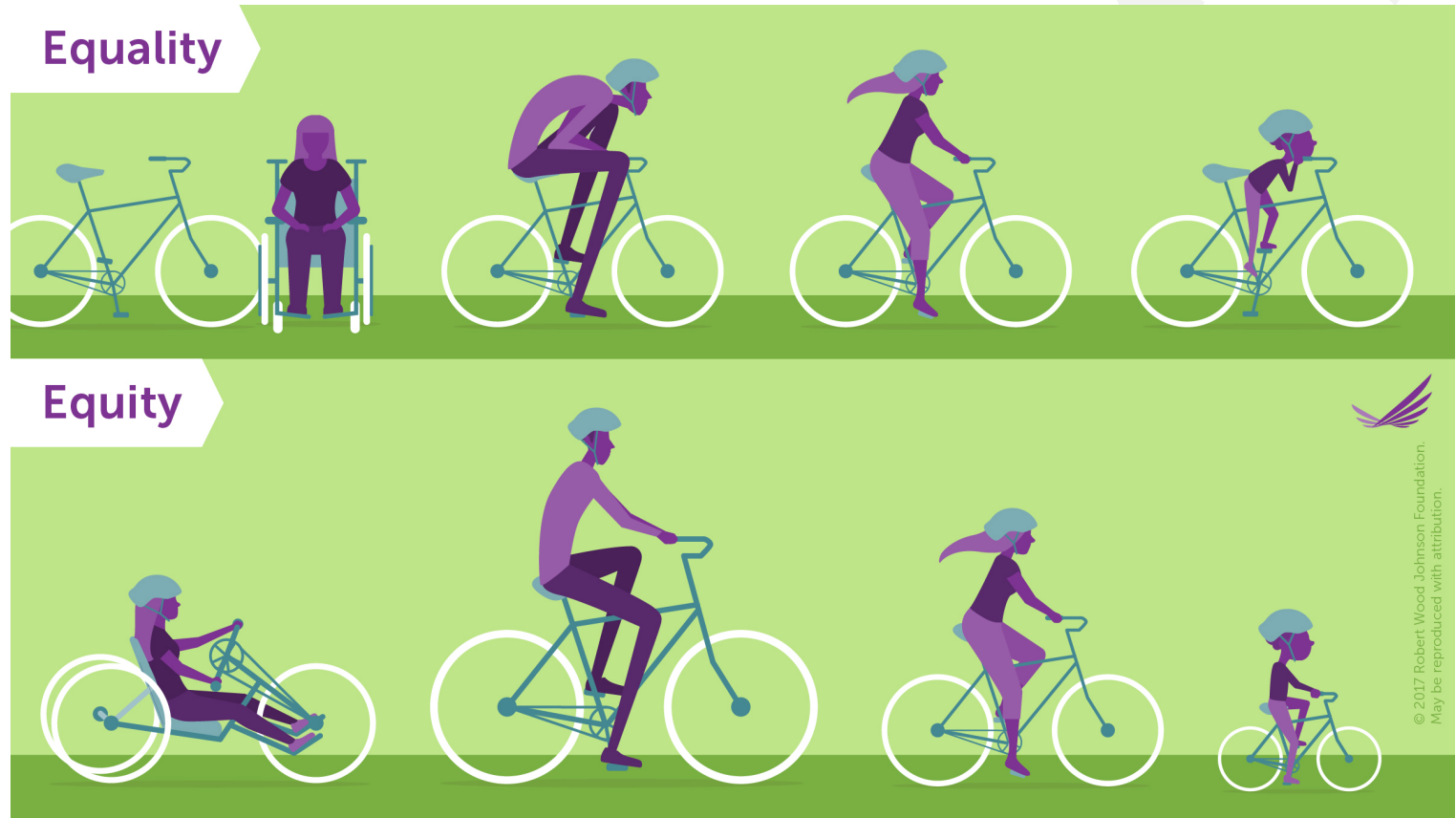
Services should:

- be designed **based on user or customer needs** rather than the internal needs of an organization
- be designed with a **system lens** rather than as piecemeal components
- be designed **iteratively** with the input of users at all stages of development
- reference a **clear purpose**, demand for the service, and business case
- be designed based on data and **evidence**
- be **inclusive and accessible**

Extended Principles

Services should consider and acknowledge:

- Inequities
- Harm & trauma
- History & healing
- Power constructs
- Cognitive biases



A good service has:

Consistency of intent across moments.

Smooth hand-offs across the service.

Moments of truth leave positive impressions.

Robustness over time inspires trust.

What does the process look like?

Look

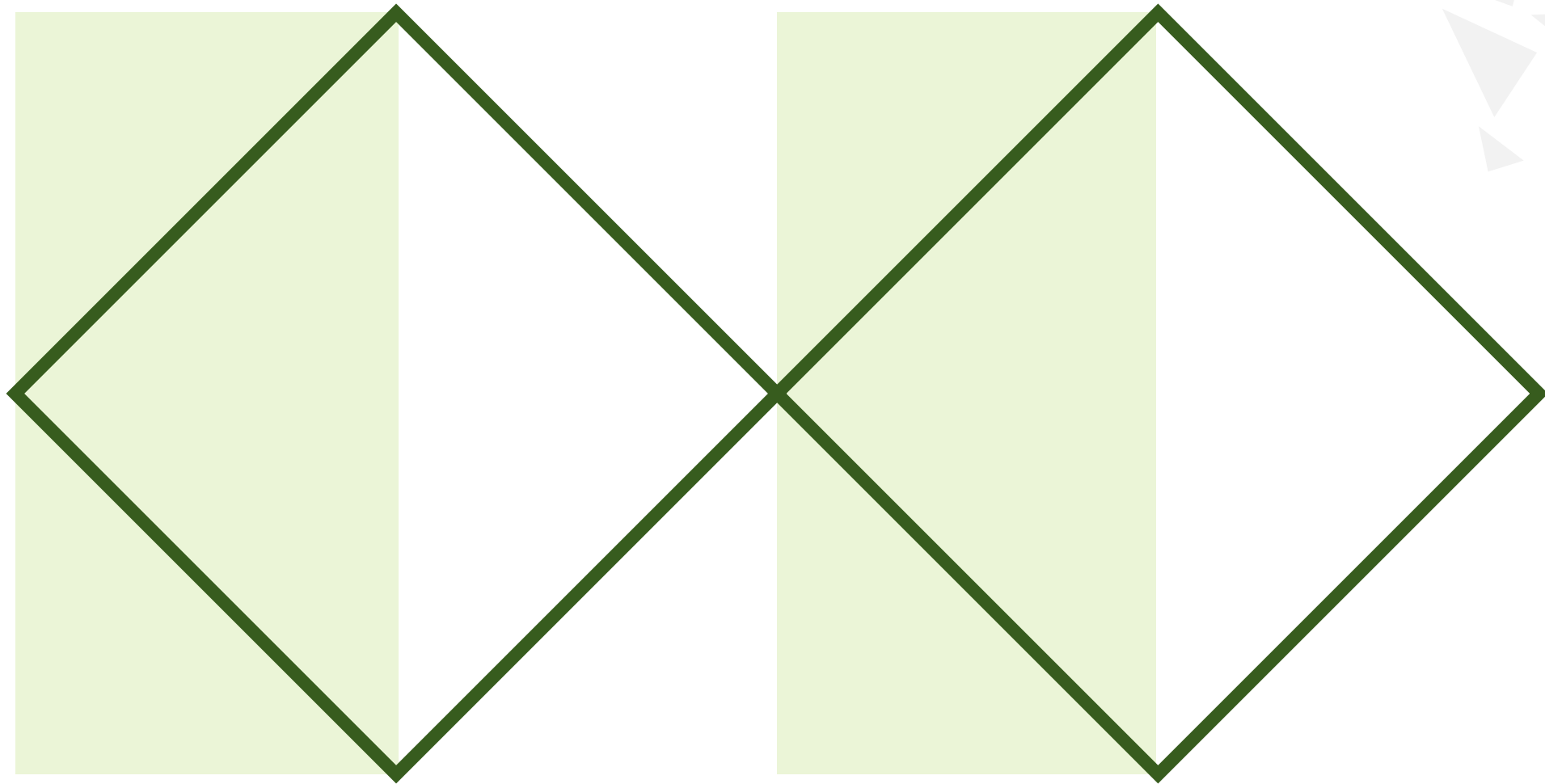
Adapt

Frame



Generate



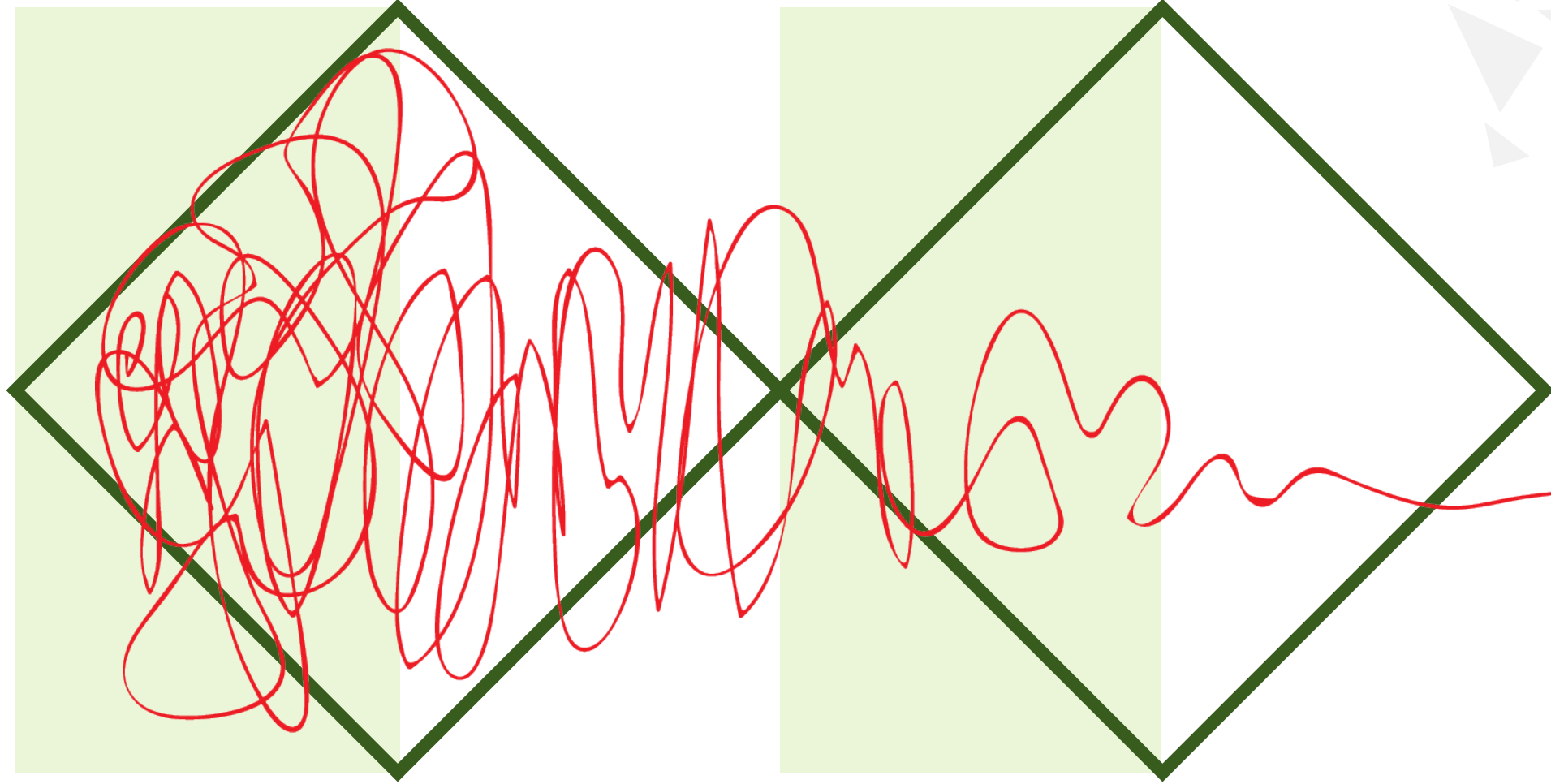


Discover

Define

Develop

Deliver



Discover

Define

Develop

Deliver

Service Design Principles

User-Centered

People are at the center of the service design.

Co-Creative

Service design should involve other people, especially those who are part of a system or a service.

Sequencing

Services should be visualized by sequences, or key moments in a customer's journey.

Evidencing

Evidencing creates loyalty and helps customers understand the entire service experience.

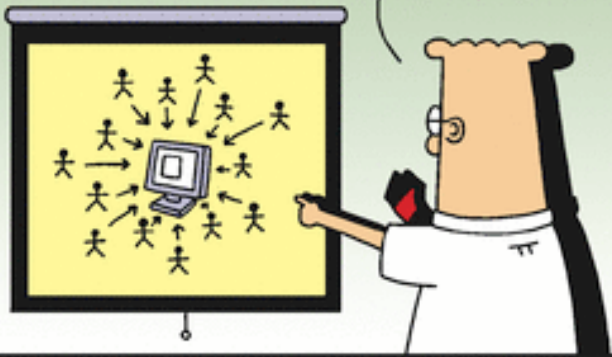
Holistic

A holistic design takes into account the entire experience of a service. Context matters.

Understanding People



WE INTERVIEWED HUNDREDS OF USERS AND TURNED ALL OF THEIR SUGGESTIONS INTO FEATURES.



Dilbert.com DilbertCartoonist@gmail.com

AS IT TURNS OUT, EVERY USER WE TALKED TO WAS AN IDIOT, AND THEIR DUMB SUGGESTIONS RUINED OUR PRODUCT.



5-7-12 ©2012 Scott Adams, Inc. /Dist. by Universal Uclick

IN HINDSIGHT, WE PROBABLY SHOULD HAVE TALKED TO PEOPLE WHO WORK OUTSIDE THIS BUILDING.





What are some tools?

What is Design Research?



Systematic inquiry

Focuses on understanding behaviours, needs, and motivations

Process of understanding the impact of a design on people



Asking people what they like

Only engaging the end-user(s)

A templated approach

Science

Why Research?

Discover needs & desires.

(Re)Frame topics or challenges.

Test assumptions.

Uncover blind spots & biases.

Improve robustness of decision-making.

Qualitative Research Methods

Source: Smashing Magazine



Quantitative Research Methods

Source: Good Data

Customer Support Breakdown



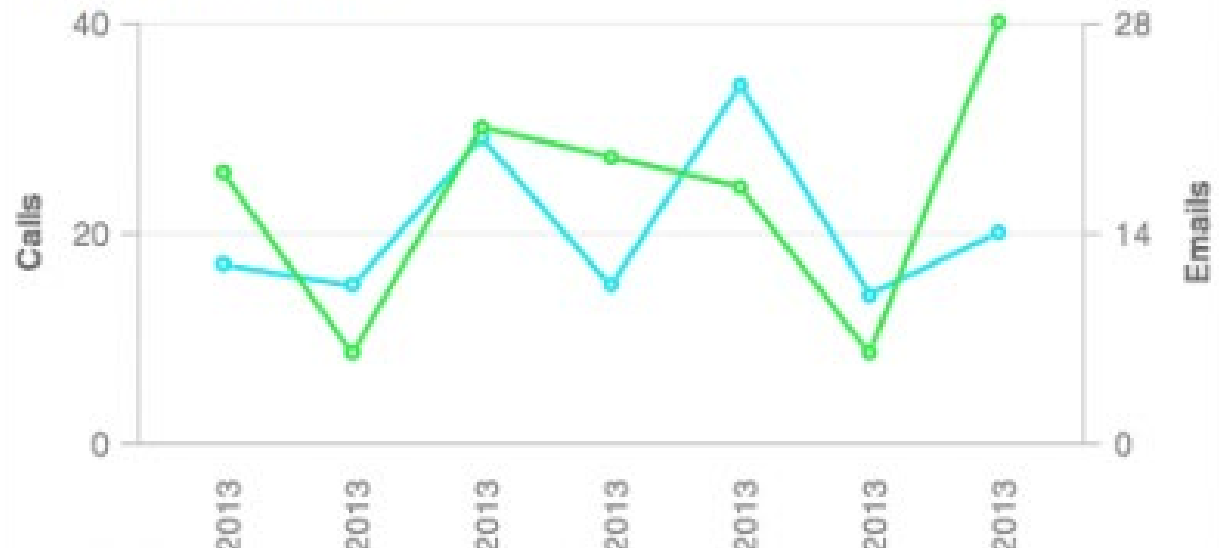
Ticket Activity

Dual - Ticket Activity



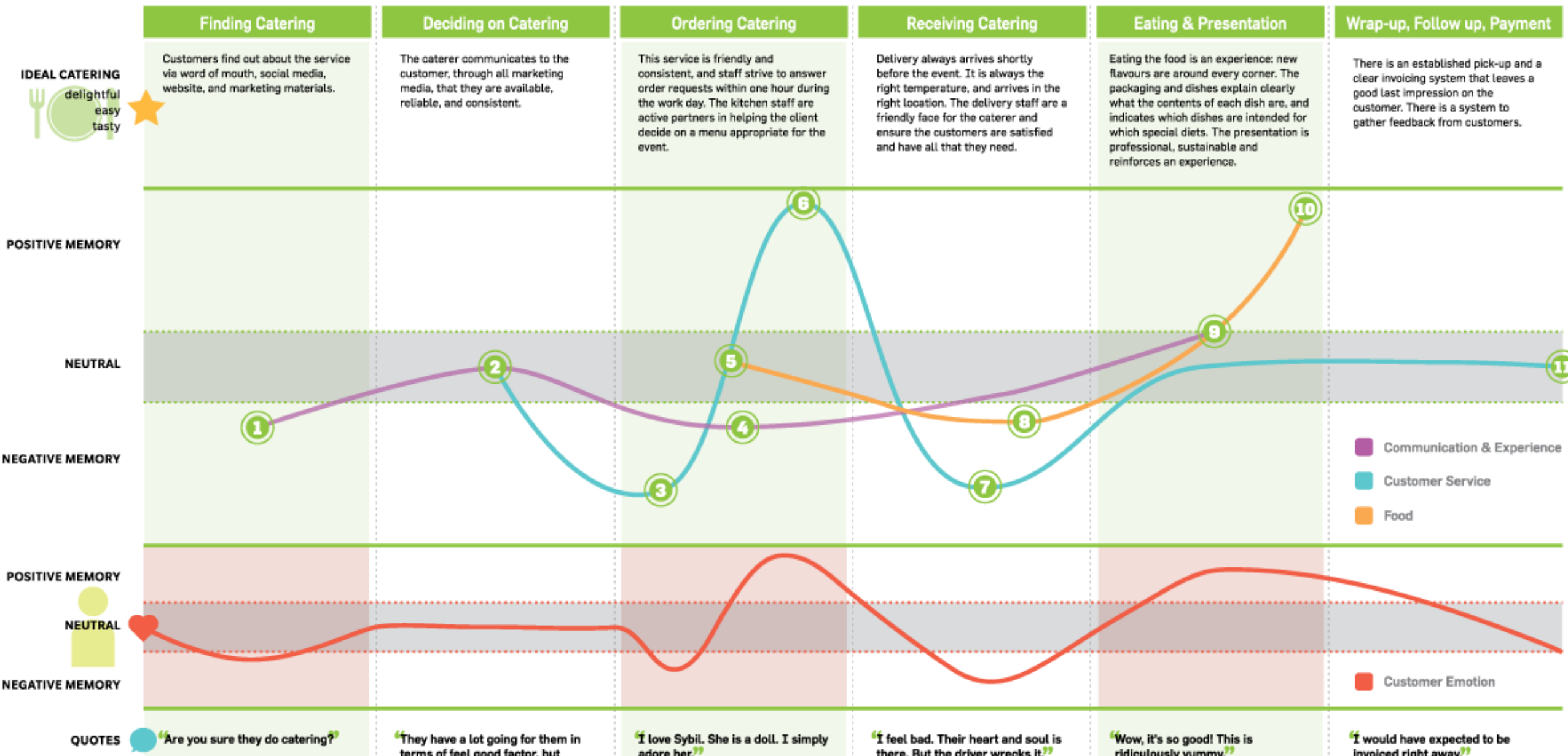
Customer Activity

Dual - Customer Activity



Tools for Synthesizing and Communicating Data

Source: Bridgeable



Cross-Channel Prototyping

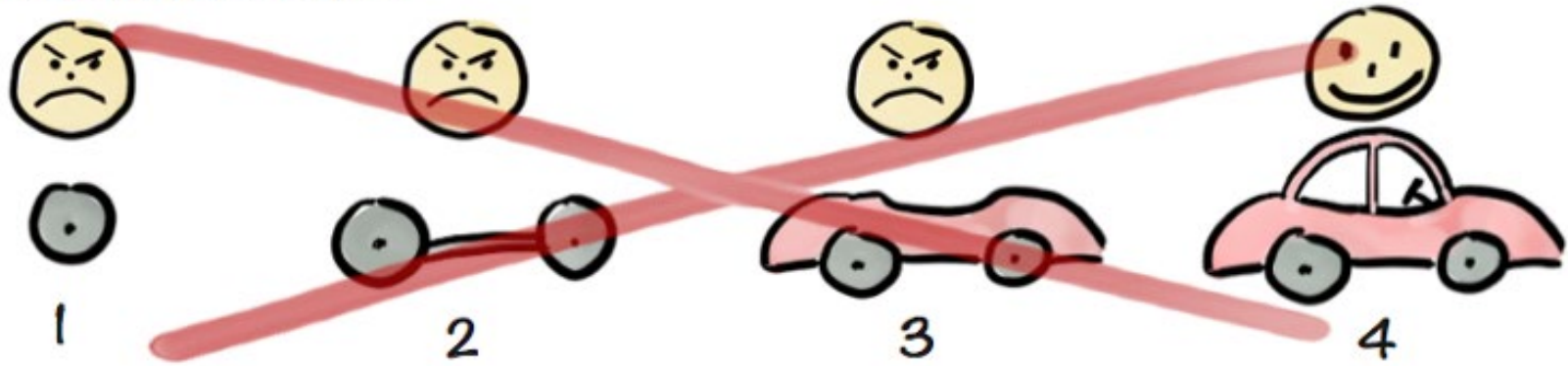
Source: Alexandra Mevissen



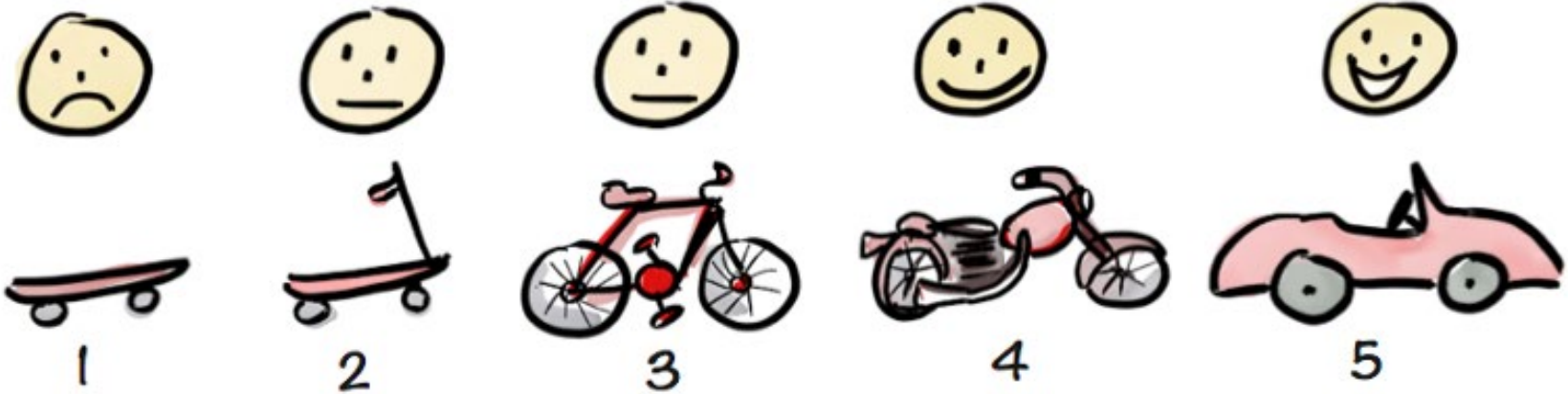
Scaling/Piloting

Source: Henrik Kniberg

Not like this....



Like this!



Let's bring some service scenarios to life!



Four Questions to ask about a Service:

Who **engages** with it and what are their **goals**?

When does it **start** and when does it **end**?

What are the component **parts** and how might they **relate** to one another?

What **emotions** are you hoping people feel?

Activity: Four Questions

- 1. Organize yourselves into service design teams of 4-5 people.**
Be brave – hang out with some folks you don't normally spend much time with.
- 2. Imagine that you have been hired by the GoA to examine the New Employee Onboarding Program as a service.**
- 3. As a team, explore the four questions.**
 - Find a place to work and map the emotional arcs, from starting to end point:
 - The *actual* emotional arc (there may be more than one – consensus not required).
 - The *desired* emotional arc.
 - Draw out your four- question grid. Label each quadrant and fill in your responses.
- 4. Prepare to brief back.**

Service Design & Government



Moving from service delivery to service design...

“People interact with government over time and through different touchpoints. Public service organizations are responsible for designing these interactions so they deliver a consistent and fulfilling experience to citizens across channels.”

– bridgeable

“Asking your own questions and knowing how to find the answers is a critical part of being a public servant.”



Closing Reflection



Coming Soon

The Inner Designer: Mindset
November 19, 2019

Policy as a Service
December 10, 2019

Hacking Service Design
January 21, 2020

Check the **Community** tab on colab.alberta.ca for more information and to register.

