



Hacking Service Design

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Systemic Design Community of Practice (SDCoP)

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Systemic Design CoP

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.

Today's Objectives

- Gain ideas and practical actions to increase the implementation of service design thinking, tools, and principles in your work, teams, and organizations.
- Be able to identify barriers to doing service design and match those barriers with useful formal and informal workarounds.
- Be able to identify signals to understand whether your service design hacks are working.

Service Design 101: Recap





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 people share.



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



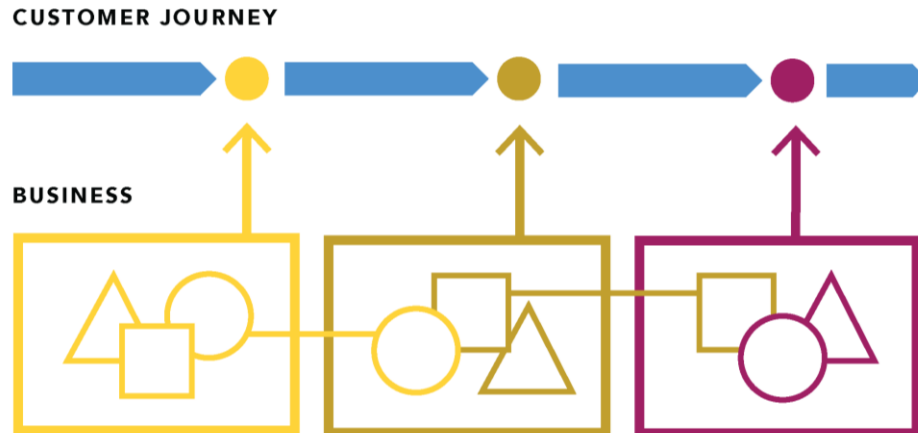
Services are **embedded in systems**, while also constituting systems themselves.

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)

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**.



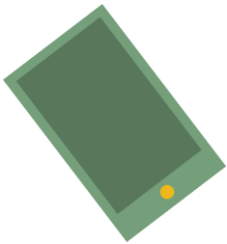
Service design uses design methods to align:



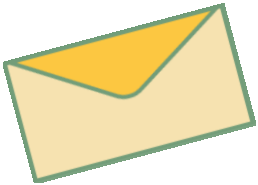
People



Artifacts



Technology



Data/Information



Organizations



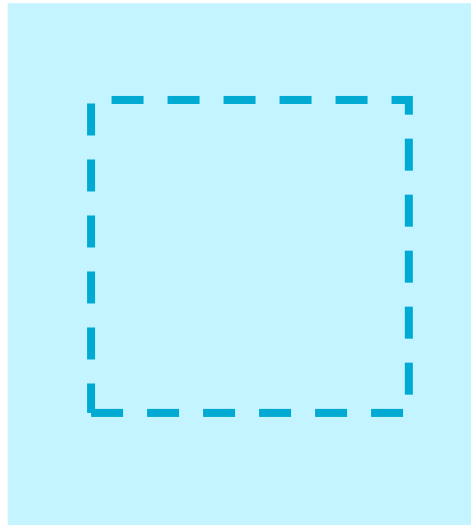
Communications

It aligns those things across:

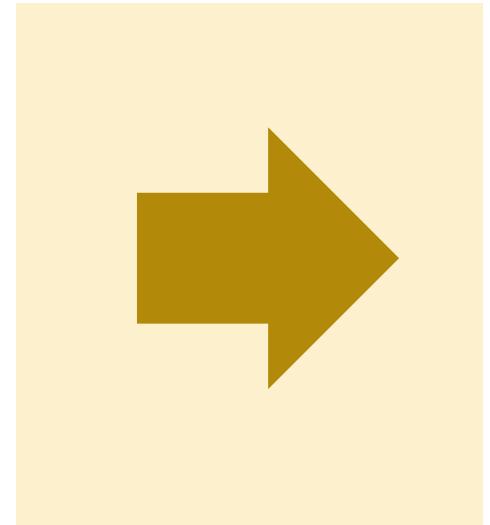
Time



Space



Intent



At the most basic level, a good service process has:

Consistency of intent across moments.

Smooth hand-offs across the service.

Moments of truth leave positive impressions.

Robustness over time inspires trust.

By using design research and approaches:



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

Design Mindset

Hopefully optimistic

Human-centred

Work in the open

Constraints = opportunity

Imagination*



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 person's journey.

Evidencing

Evidencing creates buy-in and helps people understand the entire service experience.

Systemic

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

Hacking Service Design



Kudos



Spencer Beacock

Independent Design Researcher
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Independent Service Designer
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Marie Serrano

Policy Innovation Hub, Ontario Govt
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Interviewed
15 public
servants

Across 3 levels
of government

In 6
jurisdictions
across Canada

Generating
346 data
points

Mapped for
themes and
connections

Creating a
starting dataset
of barriers,
hacks, & signals

Research Question:

Given the unique barriers and constraints of a public sector context, what **workarounds or hacks** are people using to create the conditions for **effective service design**?



Barriers

Barriers are organizational features (people, culture, & infrastructure) that can stand in the way of making service design work in government.



Signals

Success signals are qualitative indicators that your hacks are working. You can also think of them as conditions for service design growth.



Hacks

Hacks are formal and informal workarounds for barriers that you face in your work, teams, or organizations.



Bring your
experiences
and
perspectives to
the table.

Create space for
folks with all
levels of
experience to
participate.

Commiserating is
good;
constructive
ideation is better!

**Ground
Rules**



MISSION:



POSSIBLE

Meet your Team

- Organize yourselves into teams of 3-4.
- Introduce yourselves.



Meet your Mission

- Read your mission card.
- Draw your barrier cards. These are the barriers to your team's mission.
- Discuss your personal experiences with these barriers.

Create your Hack!



- Aim to generate at least 2-3 hacks per barrier.
- Base hacks on your past experience/workarounds you have used. Remember to be specific!

Create your own hack

BARRIER
What barrier does your hack address?
Air Gapped Organizations

HACK NAME
Give your hack a name.
A community of practice

DESCRIPTION
Describe your hack and how it works in 1-2 sentences.
Build a community of practice by facilitating a space where individuals can share success stories with the wider group through a monthly cross government meetup.

VALUE
Briefly explain how the hack's value to the organization/work/team.
Reduces isolation and allows people to learn from each other and get inspired.



Keys to a Good Hack:

Formal and informal workarounds for barriers that you face (i.e., strategies, fixes)

Granular and specific tactics

Innovation that might be in the moment, but are repeatable and reusable.





UPHEAVAL

- Open your upheaval envelope.
- Do your hacks still work?
- Can you tweak them? Do you need to generate new ones?
- Capture any thoughts or edits on post-its and stick them to your hack sheet!

SIGNALS...that service design – and your hacks – are working.

Embed the Practice in the Work

- Demonstrated impact
- Managerial engagement
- A safe environment
- Eroded silos
- Evaluated opportunities

Accelerate the Adoption in the Organization

- An embedded approach
- Leadership advocacy
- An inclusive practice
- Organizational trailblazers
- Fostered difference
- Awareness of the organizational structure
- Internal and external alliances

Establish and Enable the Team

- In-house capacity
- Humility in the practice
- Dedicated physical space
- A safe environment
- Awareness of the organizational structure



SIGNALS...that service design – and your hacks – are working.

- What might be some other signals that your hacks are working?
- Aim to identify at least one signal per hack.
- Write it on a sticky and attach it to your hack.



Sharing & Reflection





Thank you

Please help out a fellow spy and stack your chair before you go. 😊