

Service Design Methodology

An Introduction

Agenda

- Design Thinking
- Service Design
- Service Design Evolution
- How is it different?
- Holistic nature of the Methodology and Comparisons
- Service Design in HR

BREAK 15 minutes

- Components - Some Tools and Methods
- Benefits



Design Thinking - Exercise 1

Everyday examples

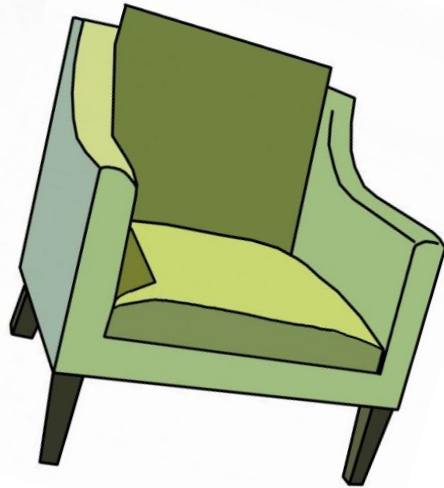
Draw a chair in 15 seconds

Hold up your design.

Next, give yourself a little more time, and **draw a chair in two minutes**. Use any pens you want.

Hold up your design

How was the design different?



Your thoughts before and as you drew it?
What drove your design when given more time?

What is Design Thinking?

Design is what connects **ideas into becoming reality, created by cross functional teams that have a stake in it**, tapping into **opportunities** within the boundaries of any **constraints**.

Design thinking is a **process for creative problem solving**. Design thinking has a human-centered core. It encourages organizations to focus on their customers, leads to better products, services, and internal processes.

Design thinking is a **non-linear, iterative process** which seeks to **understand users, challenge assumptions, redefine problems** and **create innovative solutions to prototype and test**.

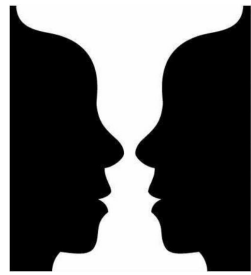
It is not about trying to just incrementally improve on your current state by moving along the same lines of solutions. Its about being open to new possible solutions (and problems).

It is not limited to a specific industry or area of expertise.

Design Thinking in a Nutshell

DOES IT WORK FOR THE USER??

Its not just about features, look and feel

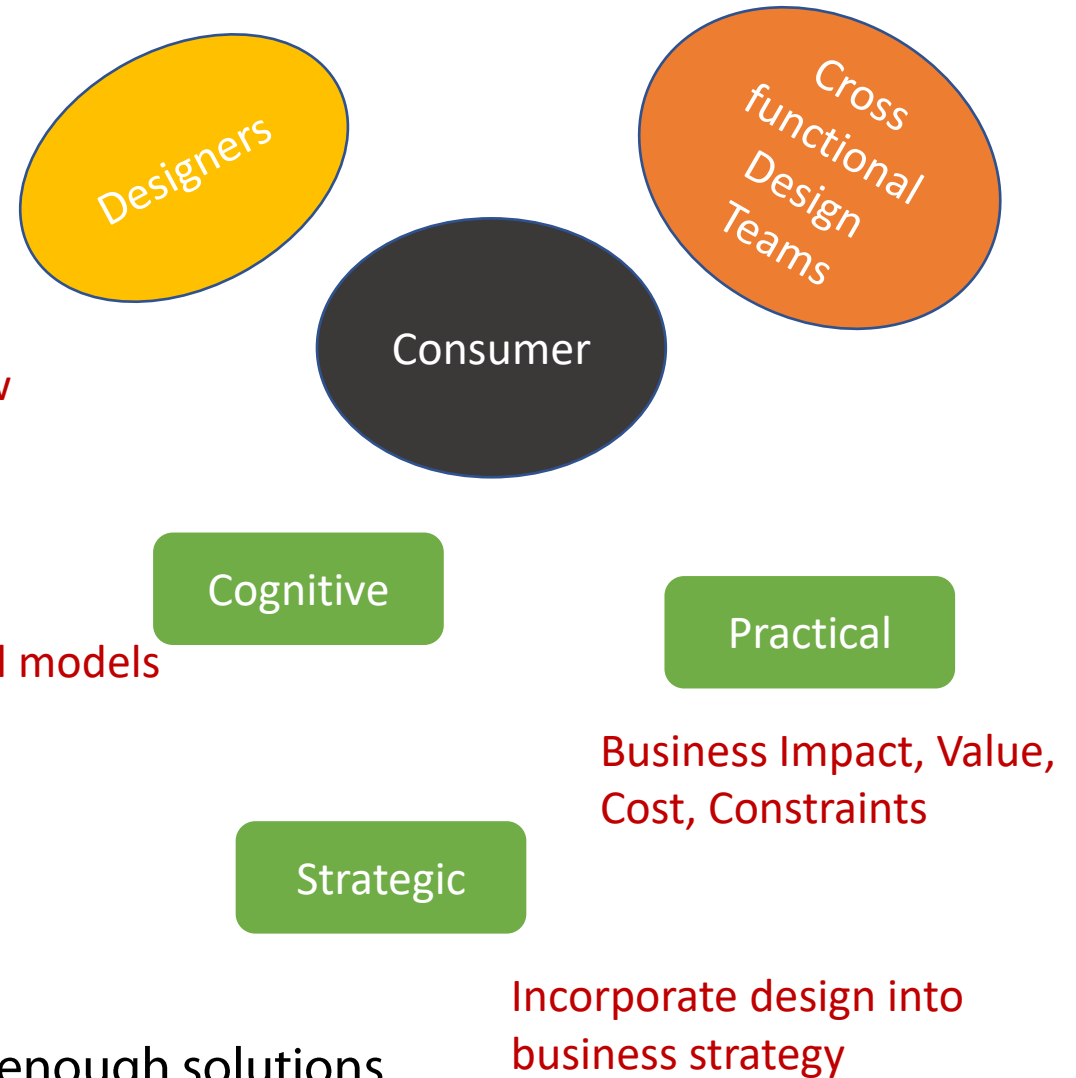


About being open to new problems/solutions!

Empathy, Mental models

Design focuses on the process, not just the outcome!

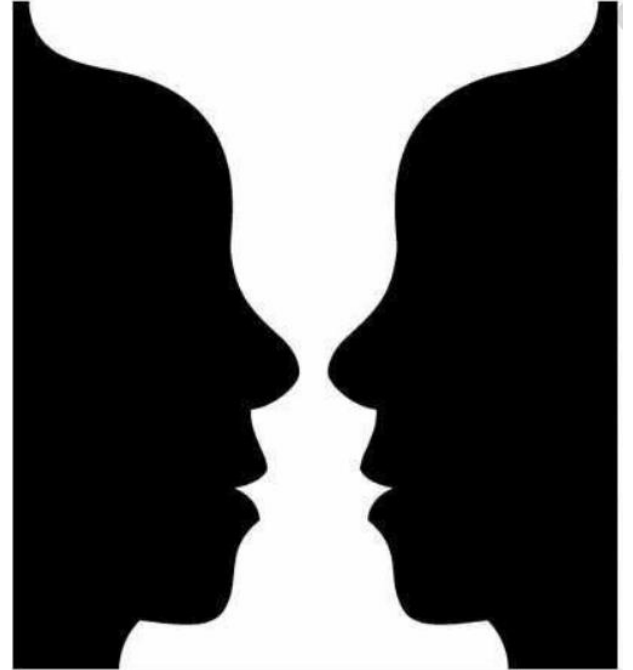
Do not start with the outcome since that will not generate enough solutions



More on Design Thinking

IDEO –a global design firm and a leader in this space– defines design thinking as,

A human-centered approach to innovation that draws from the designer's toolkit to **integrate the needs of people**, the **possibilities of technology**, and the **requirements for business success**.



A few hours or days for design that works!

Understanding the **user from the inside** with the power of empathy

Leveraging the power of diversity, ambiguity and creative disruption!

Bringing **multidisciplinary teams** together to leverage collective expertise, to brainstorm, innovate or refute new opportunities or improve on existing ones during the process of creative design.

Creating cheap rapid prototypes that lets us **fail early and often** and being able to get feedback from stakeholders, actual users and customers, as a repeatable process

Outcome - A product, a service, an experience that works for the consumer



Examples

Some of the most inspirational brands that prove to be the perfect case study in today's time, and make for a prime example of how 'design thinking' works in the digitally savvy world are:

- iPhone
- IKEA
- Airbnb
- Netflix
- Amazon

- Governments, Public Services
- Phone Companies like T-mobile
- Airlines like Virgin Atlantic, Lufthansa



What Is a Service?

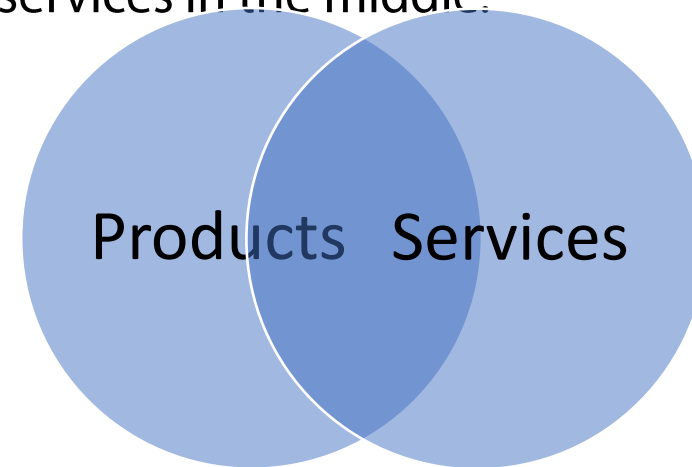
Traditional economics draws a clear distinction between goods and services. Goods are tangible and consumable — pens, sunglasses, or shoes.

Services are transactional but the buyer is not given any physical goods. They do not result in ownership but the user gets to experience the service for a period of time. Medical treatment, the postal service, or public transportation, driver's license offices, libraries, banks.

Today, there is no longer a clear distinction between goods and services. A continuum of goods–services exists with a plethora of combined products and services in the middle.

Buy a phone, expect a service to go with it.

Buy music/stream music



Service Design

Service design is the activity of planning and organizing a business's resources in order to

- enhance the **customer's** experience, and
- improve the **employee's** experience

As services grow in sophistication, so does the need to support them.

Service design improves the experiences all stakeholders by designing, aligning, and optimizing an organization's operations to better support customer journeys.



User experiences often break due to a broken backend process or an internal organizational shortcoming — a weak link in the ecosystem.

Service Design - Exercise 2

Let's do another exercise to get a broad understanding of Service Design.

- Scenario: You dropped your phone and broke it. You need to get a new one.
- Visualize the steps you would take to replace it and write down the steps.
- Also write down the people you will interact with in this entire process.
- Write down any phone/online interactions you will have too in the process.
- Write down what you would expect at each interaction.
- Hold on to this paper. Will get back to this Exercise at a later point.

5 to 8 mins

Why Service Design - the Trend now

- **Economic: Growing Value of Services as product differentiation gets harder**
- **Social: Increase in Customer Expectations**
- **Technical: Digital Growth**



Because of digital growth and information explosion, users are customers even before any transaction occurs!

SERVICE DESIGN METHODOLOGY

Service Design Methodology is about using tools and methods to apply design thinking into the improvement or innovation of services.

- Evolution of Service Design Methodology
- Differences from other Process Improvement Methodologies
- Similarities with UX

Evolution - A Quick History

- **1940s:** Design Thinking has been around for a long time as a field.....This era saw ideas like “it is not human error, it is design error”, “mental models in psychology”, “brainstorming”, “Human Factors and Man Machine Interface”
- **1970s:** the first bricks of Design Thinking with principles were laid out
- **1980s:** A lot of work in Human Factors and User Centered Design and an emergence of CRM software
- The term Service Design was coined by Lynn Shostack in 1982
- **1990s:** Service Design became a discipline, IDEO was formed, emergence of Customer Service week, Customer Journey Mapping was begun etc

Through out the years many books and publications in the above areas came about from prominent people in the field.

History Continued

So, what makes the beginning of the 2000s interesting? Service Design becomes a proper movement worldwide, with people telling others that they are service designers and companies specializing in just Service Design.

- **2001:** Liveworks, the First Service Design Consultancy
- **2002:** one of the first service design consultancies for the public sector, Mindlab, was started by the Danish ministries of Business and Growth, Employment, and Children and Education
- **2004:** The Service Design Network Is Born
- **2005:** Double Diamond by the Design Council. In 2005, the team behind the Design Council in the UK published a model that explains the different process of any design work.
- **2005:** The D.School at Stanford - The brain child of IDEO co-founder, David Kelley
- **2007:** The First Service Design Conference for community of service designers around the world
- **2008 onward:** Many books, tools and methods emerged for Service Design
- A more mature discipline, Master's degrees
- **2011:** First Service Design Jam

Buzzword with a good reason

- **2016 onward:** IBM Design Thinking Toolkit and bootcamp begins. Other companies that IBM works for will see huge impacts
- More big companies are embracing SDM and CX enhancement methods
- You will see many jobs for Service designer, UX Designers, more leading companies adopting design methods

It is a buzz word now. Buzzword with a good reason.

With more

Customer reviews online

Competition and with everyone having choices

It is Critical to be the best, hire the best, do the best to retain customers, and your talented workforce if you want to be in the running!

The Holistic Nature of SDM Methodology

Process Improvement Methods

A variety of **methodologies** are available for **process improvement**:

Six Sigma

Lean Management

Lean Six Sigma

Agile Management

Re-engineering

Total **Quality** Management

Just-In-Time

Kaizen

Hoshin Planning

Poka-Yoka

More....

All the process improvement tools share many common features.

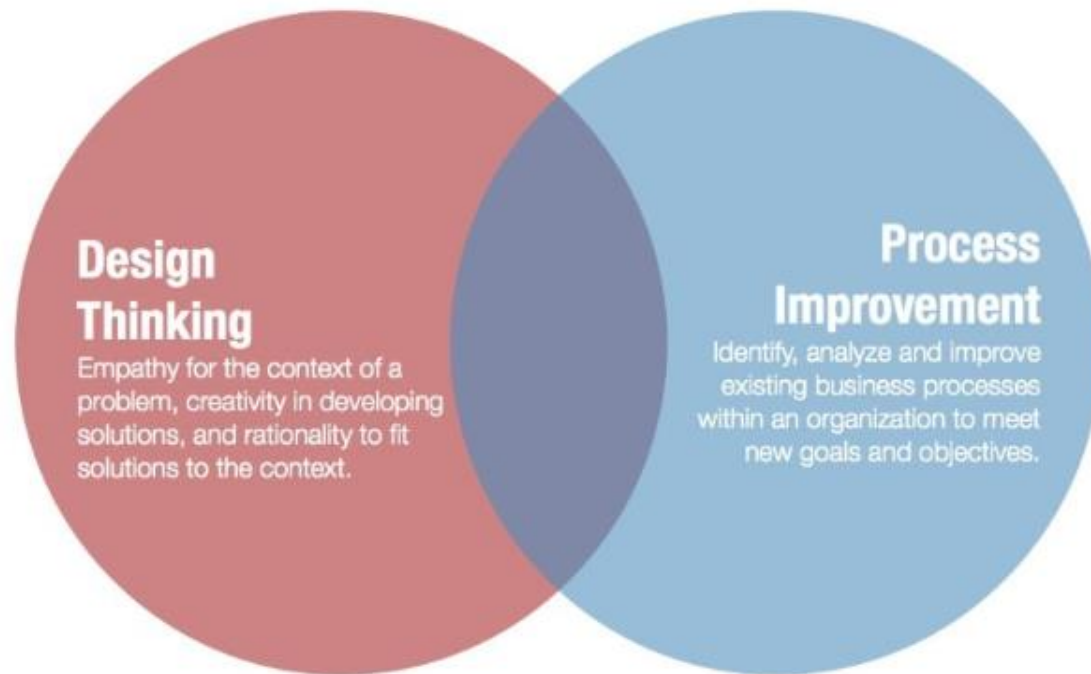
- They share the philosophy that processes can always be improved
- Measurement and statistics are a key to improvement
- They have a Quantitative focus
- They are about improving quality by making processes more efficient, by removing waste, and making more predictable, by reducing variation.

Lean Six Sigma is proving to be the best approach developed yet. It adds more tools, looks at more situations, and achieves results faster.

Compare, Combine with other Methods

Design Thinking + Process

Merging customer empathy with process-centric tools



In the past year a trend has emerged that is re-shaping the way people think about process improvement. **Progressive companies are combining traditional Lean Six Sigma process improvement techniques with Design Thinking.** The result? Processes, products and services are becoming more human-centric and enjoyable for those who use them.

The International Society for Performance Improvement has tools and methods to improve People, Process and Performance. **Service Design Methodology** also uses many of the methods and components that ISPI does except that it is more holistic and considers the user's entire journey before, during and after the service and brings in **more innovative solutions** due to the nature of the methodology.

Product and Service Centric Design Methods

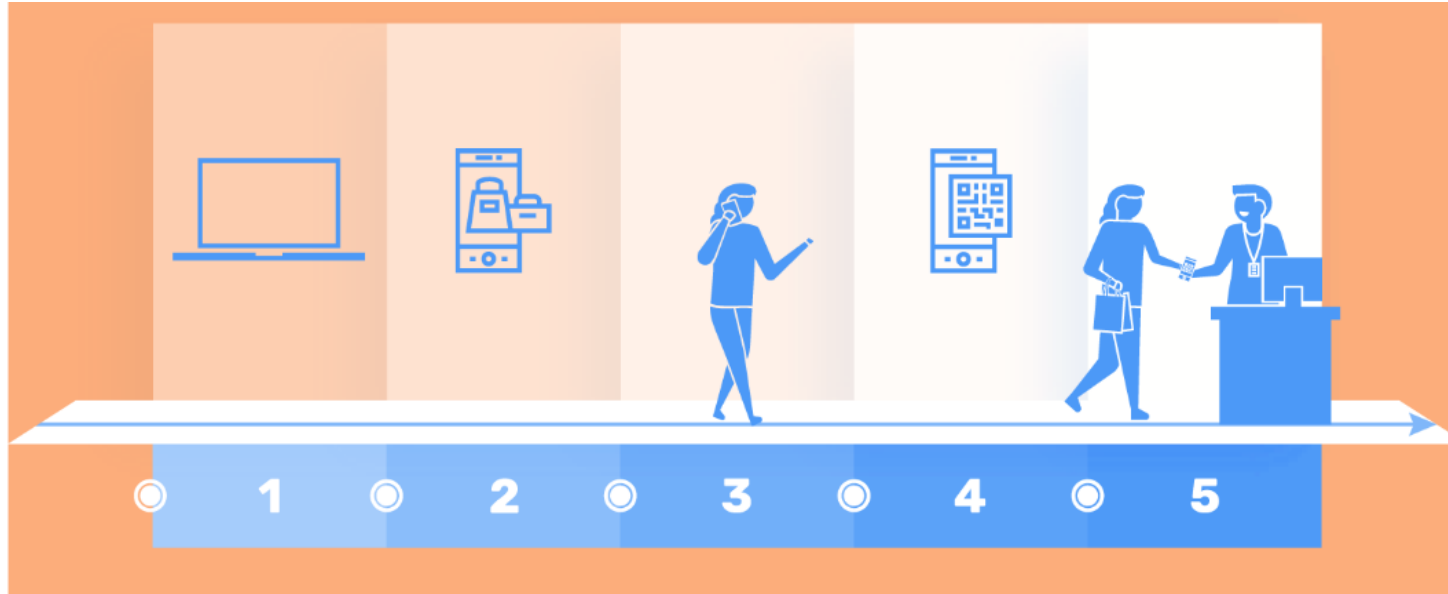
With more traditional design approaches founded in product-centric companies,

- The starting point for the development process is determining needs
- Designers envision user needs
- Then engineers develop the product
- They may be tested with customers before launch
- The organization moves in product cycles of 6, 12, 24 months

In the service sector, all 3 of the actions below occur in parallel and so design approach has to be different

- Service is designed and launched.
- The service is up and running and being experienced by customers.
- Services are designed, optimized and improved on a daily basis. Important to involve stakeholders like agents in this process.
- It is more of an agile approach where there is flexibility to rethink, adopt change in design before investing into development.

How is it different from UX Design?



- 1.** You want to go to the theatre, so you search for the different plays that are being performed on your local theatre's website;
- 2.** You purchase the tickets on your mobile phone through the theatre's app;
- 3.** A question regarding your seat comes up, so you decide to directly call the theatre;
- 4.** Your question is answered so you download the tickets to have them ready for that night's play;
- 5.** You arrive at the theatre and your ticket is scanned so that you can enter.

How is it different from UX Design?

UX design regards only a specific touch point. It can be, for instance, the app to buy the tickets. UX is responsible for designing the experience of a product or a touchpoint.

Service Design understands **customer journeys, moments that matter/touchpoints**, how we can **enhance the customer experience IN and BEFORE, these vital touchpoints.**

Why is this user on our product page for so long and so often but not buying? How can we capture their interest even before they get to this page? Or at this point?



We have interviewed this candidate and made a lucrative offer. She seems interested but is stalling..... What is she likely to do? What can we do before or at this touchpoint to make her/other good candidates, eager to accept?



More Service Design Definitions

Service design is all about making the services we use usable, easy and desirable.

A service happens over time and is made up of touchpoints – the people, information, products and spaces that we encounter. People include customers, staff, suppliers....

Service design is the process of creating these touchpoints and defining how they interact with each other and with the user.

Service Design helps create brand loyalty where people want to come back for more. Two coffee shops serving the same coffees.

Service design uses tools and methods to understand of user behaviors, their likes and their needs, then design a new service or re-design an existing service to make it work better for users.

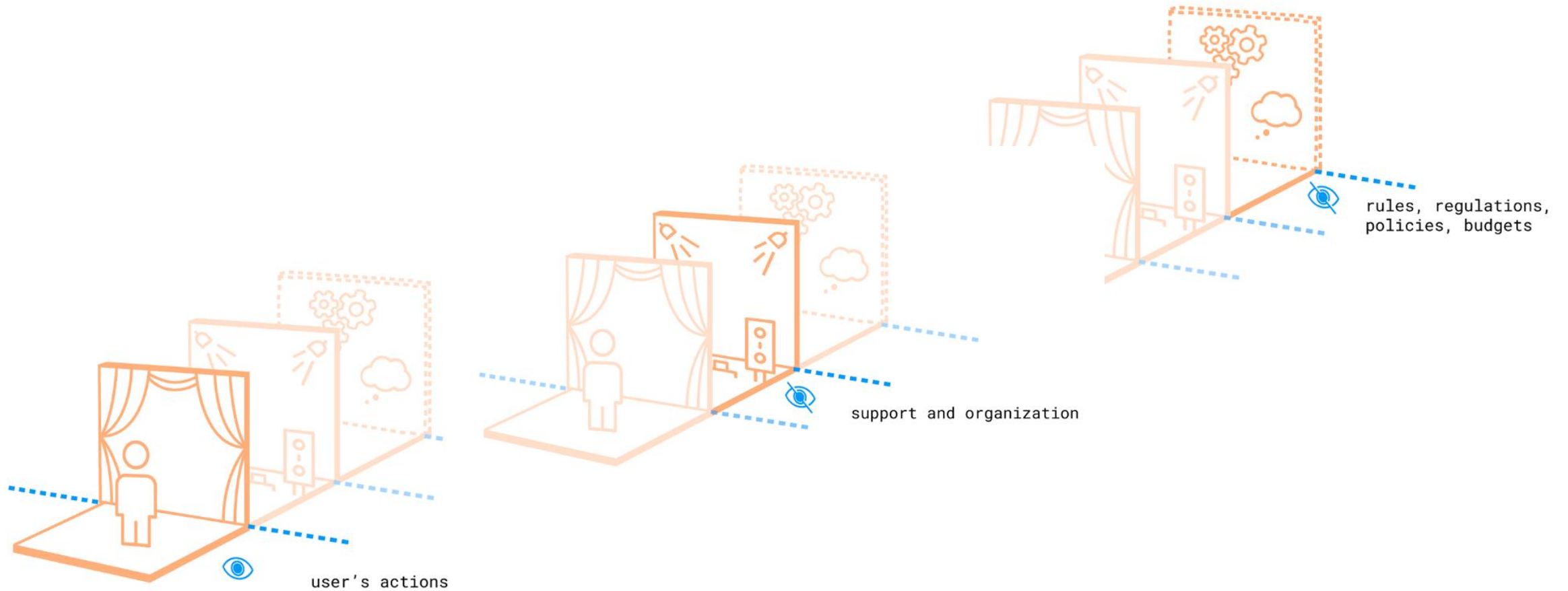
Service Design Methodology

Imagine it as a theatre stage, where everything is put together to make the play happen: the audience, the actors, the back stage workers and ultimately the organization that supports it all.

Or a restaurant where the menu, a chair, a waiter are all touch points. The kitchen is the backstage, waiters, chefs and staff are the actors, and everyone/thing needs to work well together to delight you as a customer and to create best in class service, loyalty and good business for themselves.

Service Design Methodology is about using tools and methods to choreograph the processes, technologies and interactions driving the delivery of services, using a human-centered perspective, applicable across multiple sectors

Some Common Terminology



Some Common Terminology

Frontstage components include:

Channels

Products

Touchpoints

Interfaces

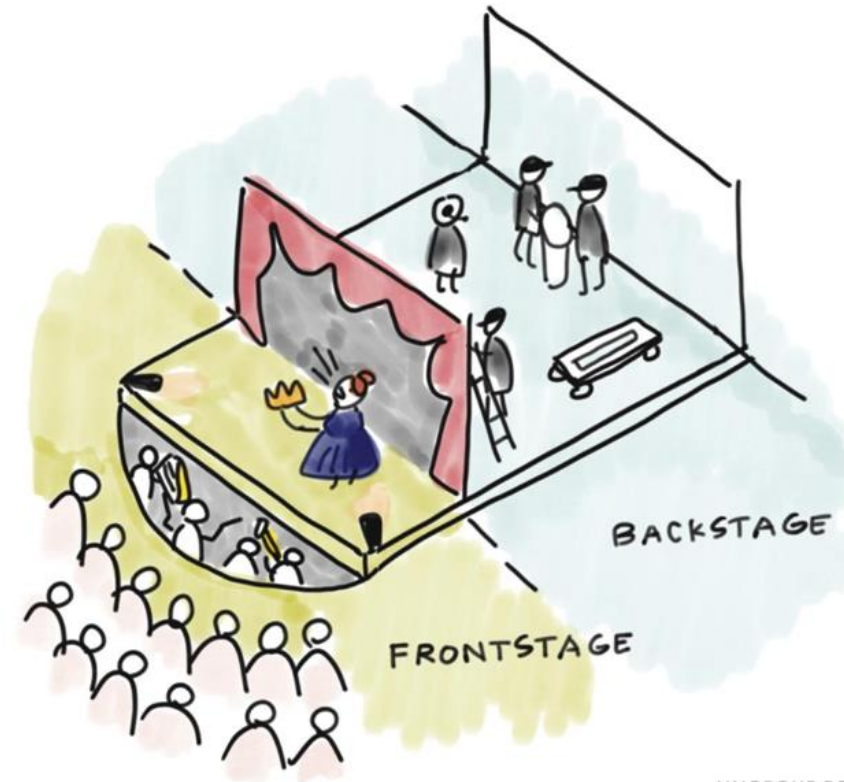
Backstage components includes:

Policies

Technology

Infrastructures

Systems



NNGROUP.COM **NN/g**

Example - Job Candidate

Candidate sees job posted, applies, talks to a recruiter, interviews with a hiring manager, team, various senior level personnel, receives an offer - computer/tablet/phone medium. The touch points are where the interactions occur and on different mediums/channels.

Front stage Examples

Channels - Computer, Phone, In-person interactions

Touchpoints/Interfaces - Filling Application online, Prescreen with recruiter, Interview with Hiring Official/Panel, Talking to members of a team

Back stage Examples

Creating the role and assigning a budget, job description for the position.

Getting approvals and signatures.

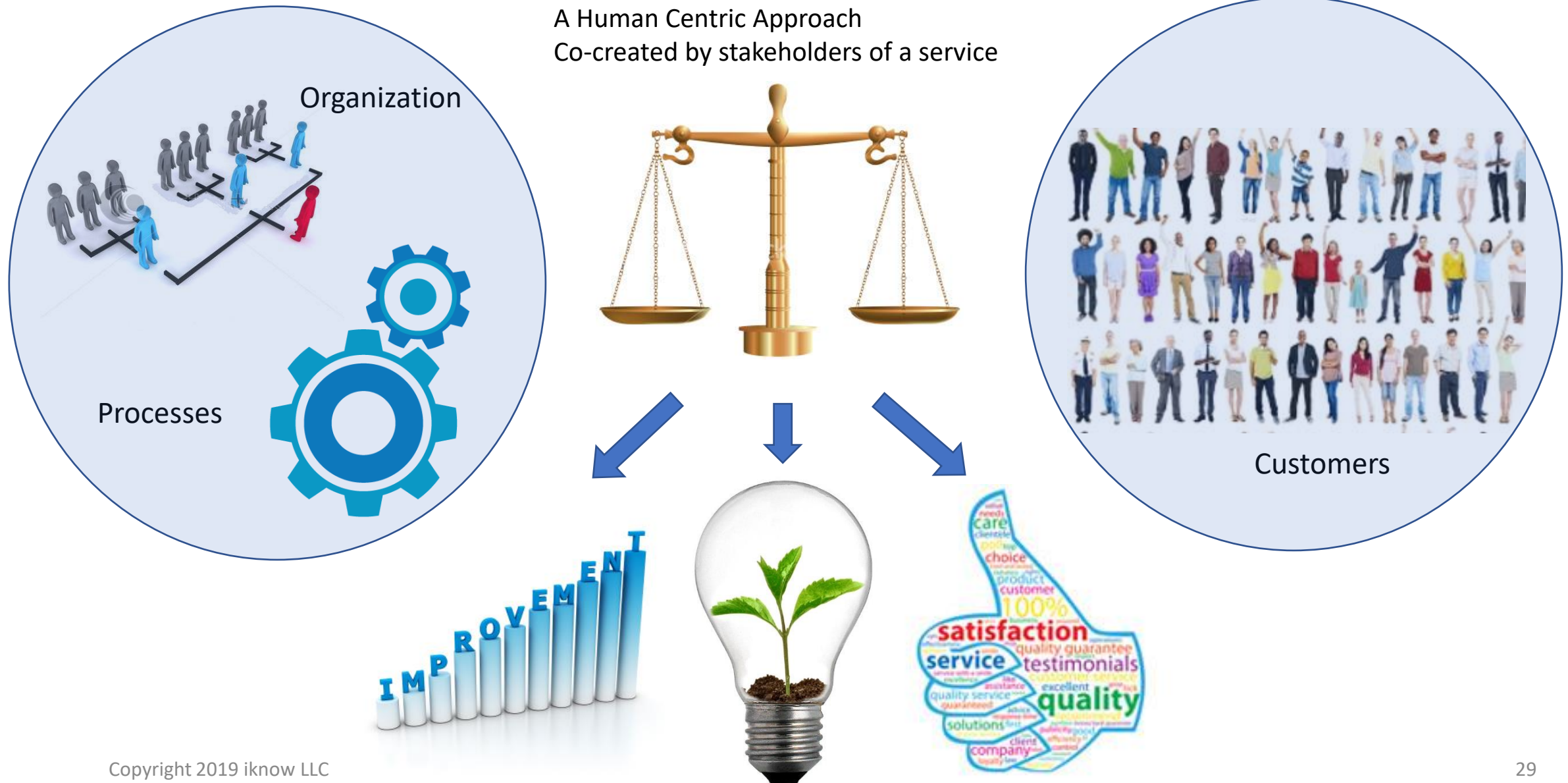
IT support

Preparing for employee's day 1, week 1 etc

Service Design Pictorially

A Human Centric Approach

Co-created by stakeholders of a service



Service Designers

- ✓ A Service designer works with an organization to identify any problems with the way in which customers use the service or any improvements that could be made.
- ✓ A Service designer works with a design team and various stakeholders of the service.
- ✓ A Service designer researches customer behavior and common customer responses to particular experiences, then creates new/improved processes to enhance the service experience .
- ✓ The focal point is customer service experiences at various touchpoints across all channels.

The importance of T shaped People

Service Design is interdisciplinary where T-shaped people collaborate.

- ✓ T shaped people have deep expertise in a given field and broad understanding of other fields they encounter in their work.
- ✓ Innovation will not come about with the collaboration of generalists who broadly know a lot of things.
- ✓ In strategic and innovative projects, like many service projects are, various T-shaped people with different backgrounds and roles work together as part of the same team.

SERVICE DESIGN IN HR - Can it be right for you?

<https://www.service-design-network.org/community-knowledge/5by5-the-crucial-role-of-service-design-in-hr-departments>

What should the role of human resources be within organizations?

"The mission of HR is to ensure that employees have a good experience within the organization. Employee experience begins even before the employee starts to work in the company. The process of attraction and recruitment is crucial to align expectations from both sides."

"Involving employees on problem solving and designing a fulfilling work experience will increase their engagement. They will be company's promoters, provide a better service and give priceless insights to keep on developing innovative experiences."

"HR must ensure that company values are reflected in all the moments of the employee experience, and that those moments are embodied in clear and tangible touchpoints— as service design does with the external client."

"At the highest level, the CEO, we focus on winning the employees loyalty as they are our first customer. For that, it's important to create an organization where employees feel comfortable and engaged to be the ambassadors of the CEO's vision."

SERVICE DESIGN IN HR - Can it be right for you?

“For the HR Director we highlight that this approach and the human-centered mindset will increase the attractiveness of the company for talents, and that the innovative strategies that we build together will help them finding, retaining, and motivating their employees.”

“Working with team leaders, we can help develop teams with higher levels of motivation and productivity. We do this by understanding needs and expectations of employees.”

“Our main goal is to design better experiences for employees, so they can be the ambassadors of a people-centered business vision. Each organization has to discover which are the **better tools and techniques to design the Employee’s Experience inside each organization.**”

SERVICE DESIGN IN HR - Can it be right for you?

“To be successful, it’s important to:

Use Design Thinking to innovate in HR and create an organization human-centered, where people feel recognized, motivated and engaged.

Identify the **priority personas** (e.g., a manager, a new recruit, an experienced hire, etc.) and design HR policies and tools from the lens of these personas.

Conduct a focused research within the organization to gather important insights, such as **empathic interviews**, focus groups or employee’s satisfaction surveys.

Identify the moments that matter to the employee’s, and create rewarding **journey maps** of their employment experience.”

SERVICE DESIGN IN HR - Can it be right for you?

Another related to HR and Service Design

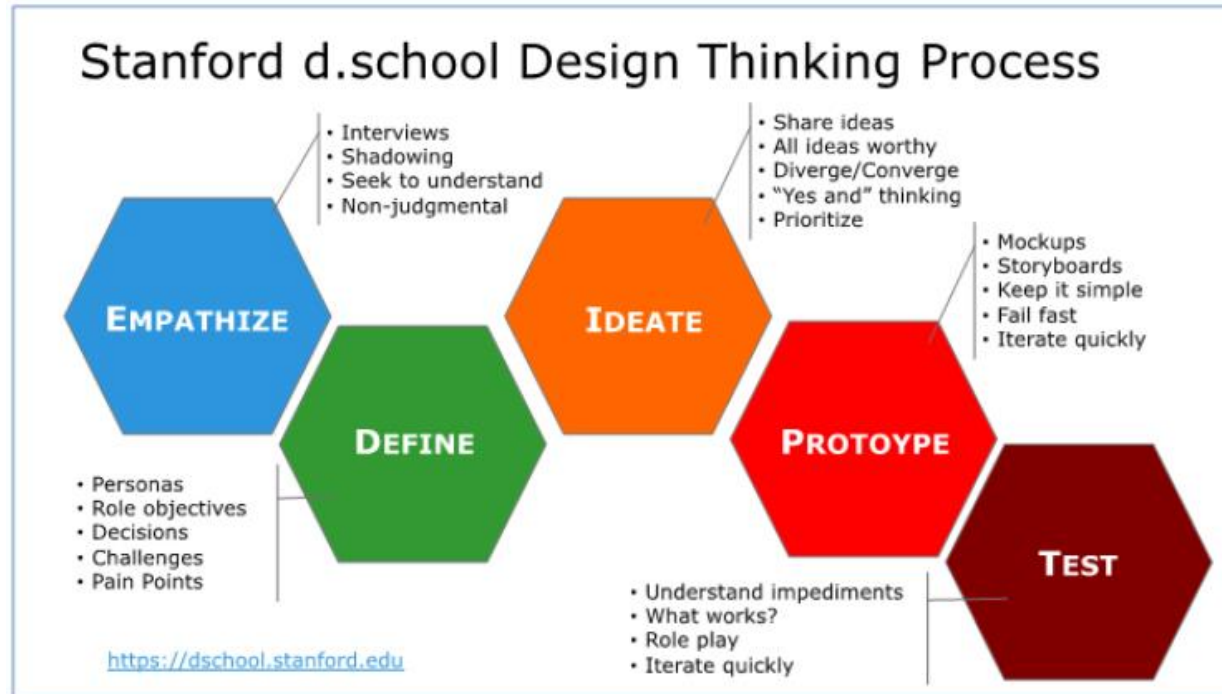
<https://www.ti-people.com/ej-analytics-a-new-frontier>

Companies have learnt from their customers that great experiences are rewarded with greater loyalty and engagement, driving a windfall on both top and bottom lines: Customer satisfaction up 20%, Revenue up 15% and Cost of serving customers down by 20% (McKinsey). The acknowledgement of customer experience as a driver of competitive advantage is accelerating: As reported in this study, 75% of companies said their top objective was to improve customer experience. CEOs and Executive Teams now commit more time and attention to CX.

Example - Employee Journey - Training Example (See Handout)

Components of Service Design Methodology - Tools and Methods

The Five Steps in Design Thinking from d.school



The Principles of Service Design Thinking

User/Human-Centered

Consider the experience of all the people affected by the service

Co-creative

Collaborative: Stakeholders of various backgrounds and functions should be actively engaged in the service design process

Iterative: Service design is an exploratory, adaptive, and experimental approach, iterating toward implementation

Sequenced

The service should be visualized and orchestrated as a sequence of interrelated actions

Evidenced

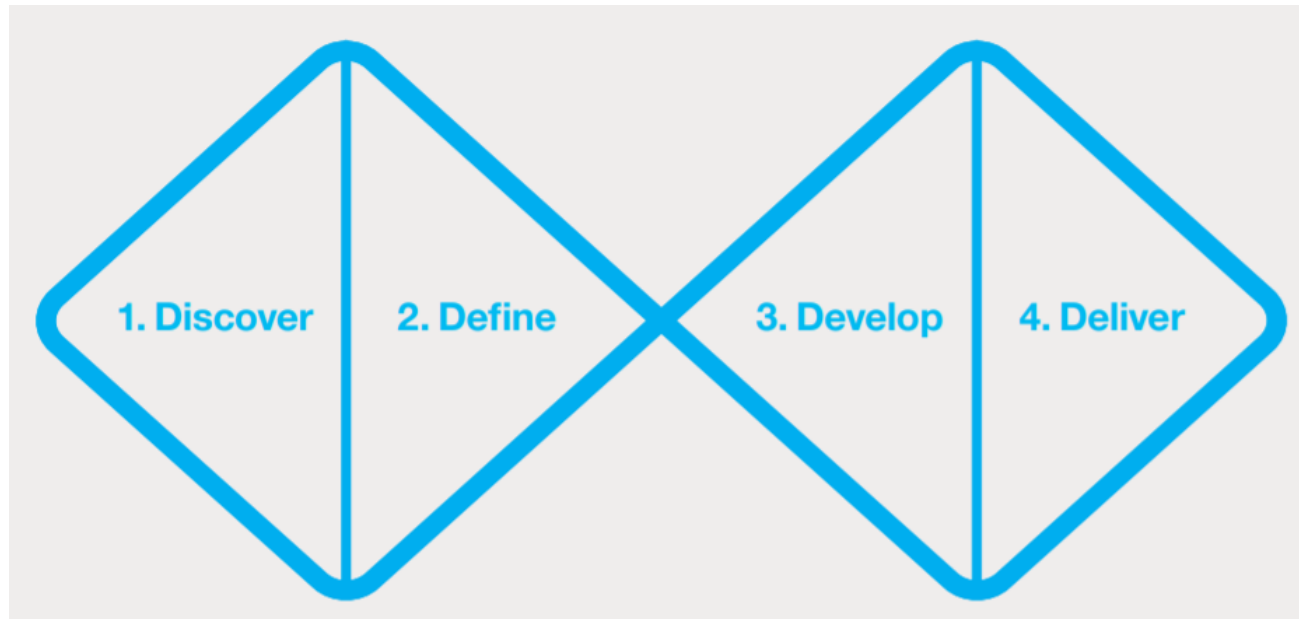
Needs should be researched in reality, ideas prototyped in reality, and intangible values evidenced as physical or digital objects

Holistic

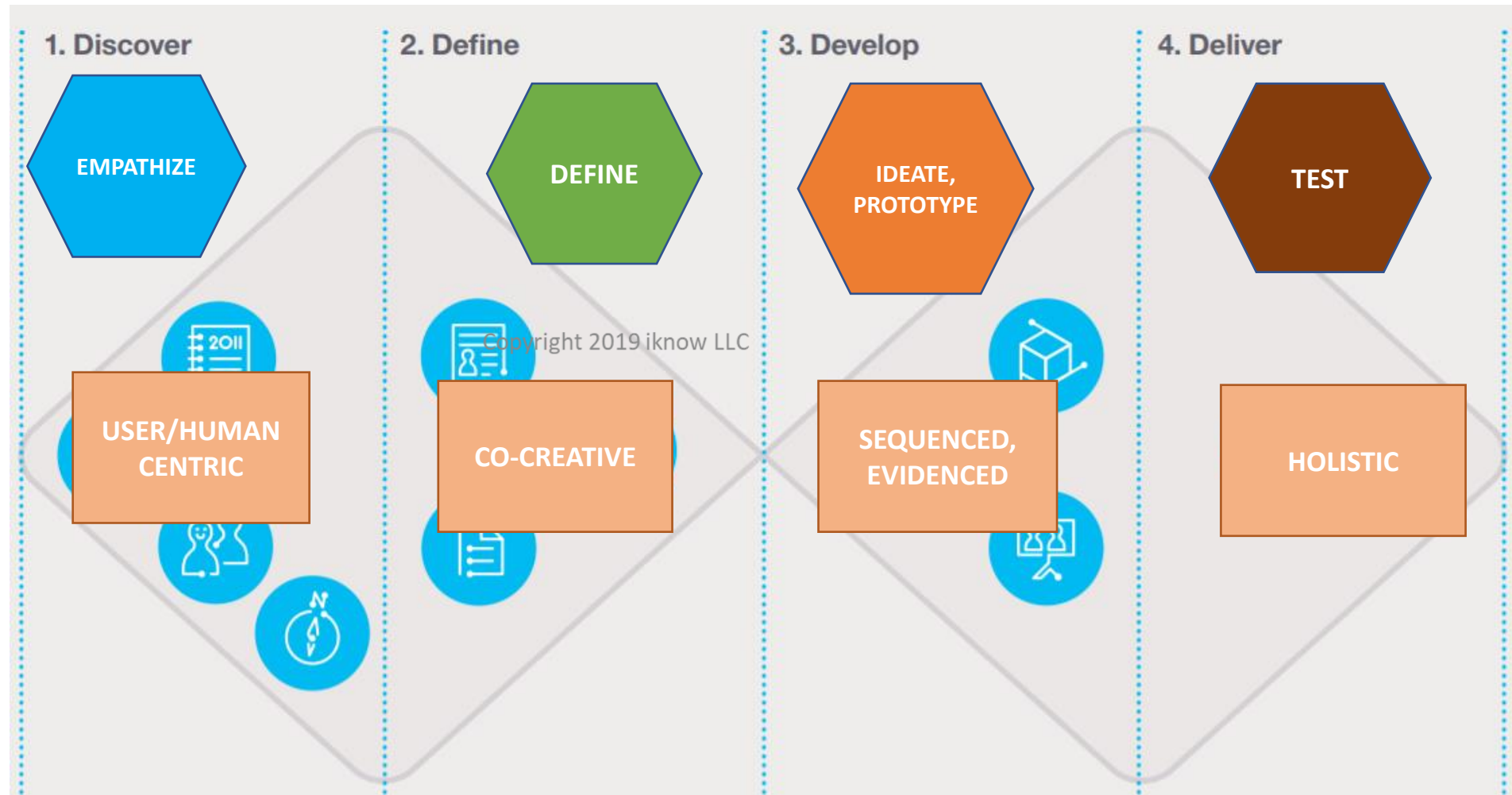
Services should sustainably address the needs of all stakeholders through the entire service and across the business

The Double Diamond

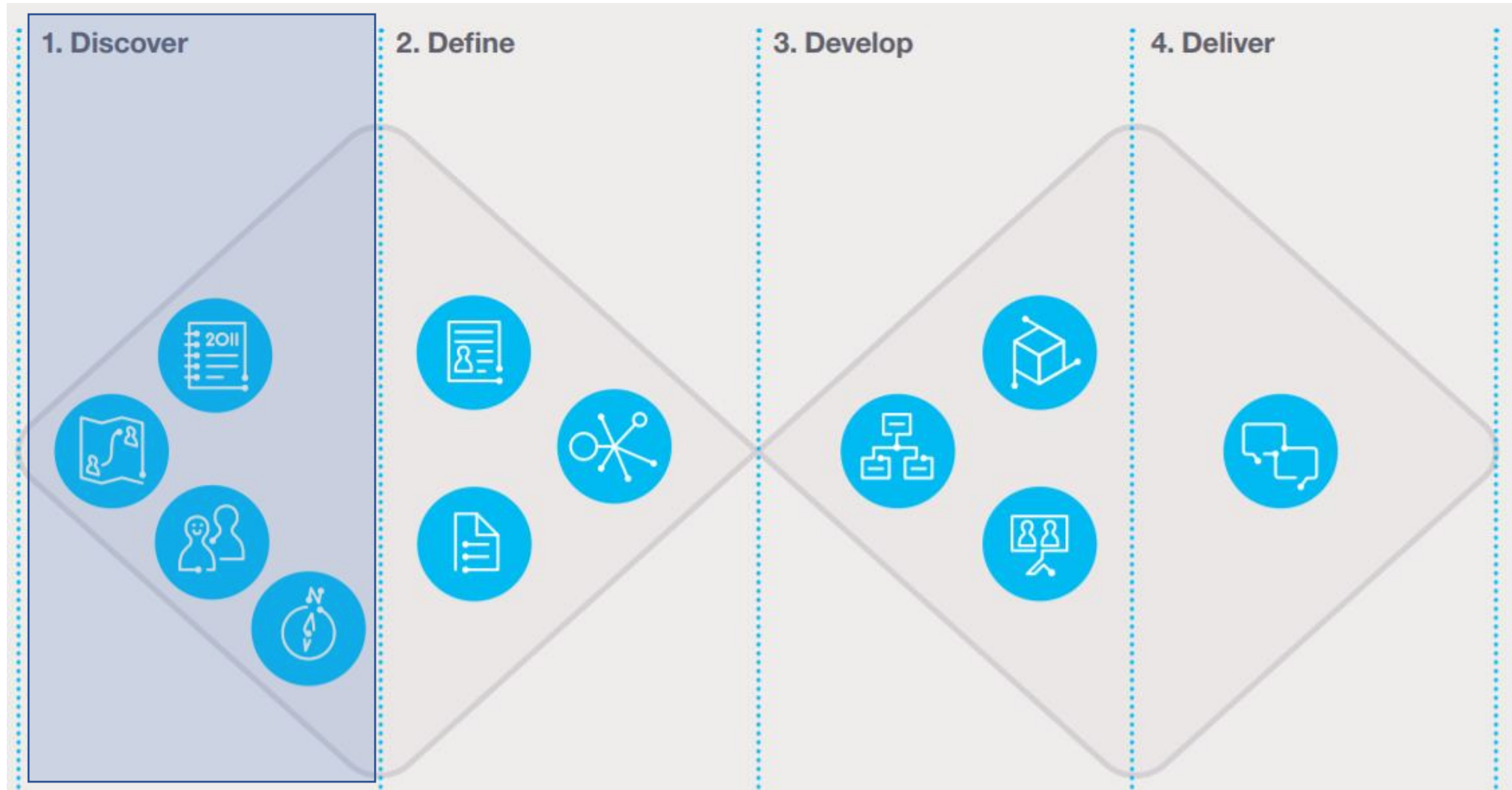
Every designer has a slightly different approach and different design specialisms also have their own ways of working, but there are some general activities common to all designers. The Design Council, UK developed the widely understood 'Double Diamond' model to illustrate this.



Relating the DD to Design Thinking and SDM Principles



The Double Diamond Discover Phase



DISCOVER/EXPLORE/EMPATHIZE/BE HUMAN-CENTRIC

The start of a project is a period of discovery, gathering inspiration and insights, identifying user needs and developing initial ideas.

Objectives of the Discover phase

- Identify the problem(s), opportunity or needs to be addressed through design
- Define some constraints and boundaries of the solution space
- Build a rich knowledge resource with inspiration and insights

Triggers?

Novel Technology

Customer Expectations

Competitor Services

DISCOVER/EXPLORE/EMPATHIZE/BE HUMAN-CENTRIC

This research builds a rich bank of knowledge act as a guide and inspiration to the design team.

It is not simply about taking one version of what the cause of problem is. Dive deep to understand related causes as well.

If you start brainstorming a lot of ideas to poorly framed problems, as it happens often in organizations, it will distract and waste the organization's most talented and creative employees.

Discover the **company's point of view of the problem versus customer point of view of the problem**

Identify the real problem from the current and potential customers

Get in-depth insights from users/customers

Get needs, motivations, expectations

Sample Techniques (Tools + Methods) for the Discover/Explore Phase

To step into someone else's shoes and find new perspectives on a particular service, and create intimate and engaging results, you could use one or a combination of tools below:

Desk Research

Stakeholder maps

Service Safaris

Shadowing

Customer journey maps

Contextual interviews

In-depth interviews

As-Is state documentation

The five whys

Cultural probes

Mobile ethnography

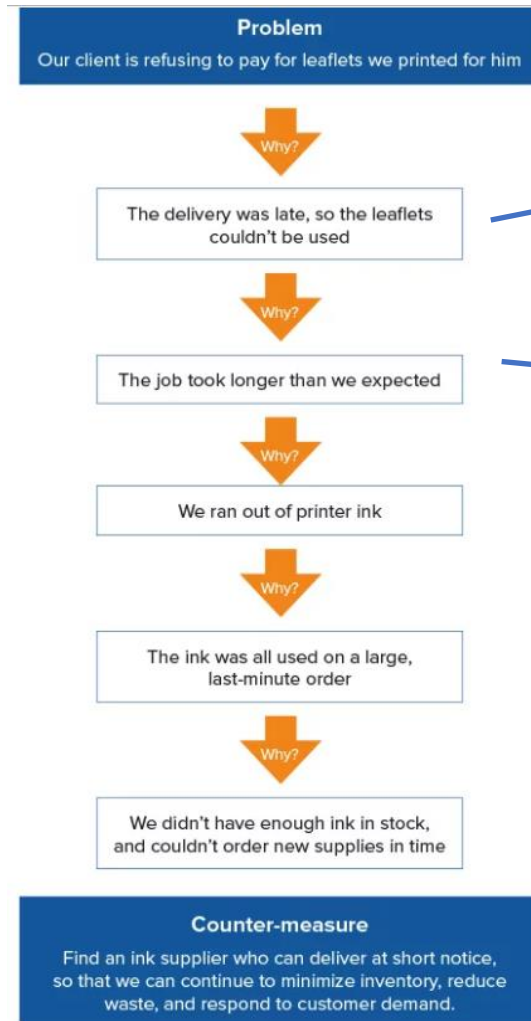
A day in the life

Expectation maps

Personas

Recorded one and two liners can be a great data collection mechanism with anonymity. Someone can hear and compile these recordings for greater privacy.

DISCOVER/EXPLORE/EMPATHIZE/BE HUMAN-CENTRIC



Firstly, **identify the RIGHT problem(s) to solve!**

One could immediately act on a problem related to 'late delivery' by hiring a different truck company
OR delve deeper

Or could hire more staff to 'speed up the job'
OR delve deeper

Until you find the root cause!

This is a simple version of 5 WHY. Each question can have more than one answer!

Exercise 3 - Power of Inquiry/Interview/5 Whys

Let's design "something that we use to carry our stuff in everyday" - wallet/purse/backpack

- Partner up
- You will design a wallet or purse or a backpack for your partner
- Interview each other - dig deep
 - For example, if they say they want something specific, ask why that might be, get "insights" on whether there are feelings or emotions attached to their requirements etc., likes and dislikes about what they currently use etc
 - May help to ask "WHY" five times to get to the bottom of it
- Either draw or write up some lines on how you will design this or both
- Iterate - consult with your partner, discuss if they liked it, modify, redraw as many times until the partner is satisfied

Exercise 3 continued

- With the interview, what did you create?
- Describe your user: Who is your user, what your interview revealed about their **Needs**, how did it help you with what you are trying to design, did you satisfy the needs your partner had for his/her carry pack?
- Tell us how the process of working with your partner felt with respect to designing this wallet for him/her
- After the first iteration and discussion, did you feel you were getting better/closer to the goal?

Customer Journey Mapping

To describe how the user interacts with the service, throughout - before during after

A User Journey Map is a visual map or diagram, identifying the key stages, touchpoints and other components that make up a user's service experience.

A powerful tool to highlight the gaps between customer needs and system or service capabilities.

The journey map might contain photographs, illustrations and quotes to bring it to life.

Use any artifacts that tell us the story.

It may also have an additional layer of explanation that identifies problem areas or opportunities.

Building the as-is experience journey allows to capture the overall picture of the service experience and immediately highlight the critical aspects that need to be addressed with the redesign, facilitating alignment within the organization.

Some Improvements/BPs discussed as a person goes from being a Candidate to being an Employee seen as a Journey

Before	Start	During	After
Use of social media to get the best candidates	Better and streamlined Onboarding, consider few weeks?	Involve employee in becoming brand ambassadors	Understanding why they are leaving?
Communicate interview process, Regularly communicate where they are in the hiring process	Reduce information overload - make it more interesting	Encourage internal employees to apply for jobs within	Keeping them on file for possible rehire?
Better JD (job descriptions) so they are eager to apply, not pained	Get information - what was candidate's experience in hiring process	When employees refer someone, update them about what is happening with their referee	
Standardized, consistent job offer emails with some personalization	Get information - what was candidate's experience in hiring process	Monetary/non monetary rewards for different types of contributions by the employee	
Standardized, consistent job offer emails with some personalization	Get information - what was rehire's reason to come back to DART?	Incentives for high performing employees?	
Special attention to candidates coming through employee referrals		Training on Soft skills, Business acumen training , 101, deeper	
Better metrics			

Map your own Customer Journey for the Broken Phone - Exercise 4

For the steps you wrote up after breaking your phone, can you draw up your own Customer Journey?

What steps did you put down? (Back in Exercise 2)

At each touch point what channel did you visualize using?

On the map have a row saying “My expectation” and fill that out at every touch point 10 mins

FUTURE filling out of this Journey map

When you have the actual experience, you will fill it out with “Met needs” and “Unmet needs” which would highlight the gaps that need to be addressed by the service provider

Your experience at each point - good ones and any aggravations

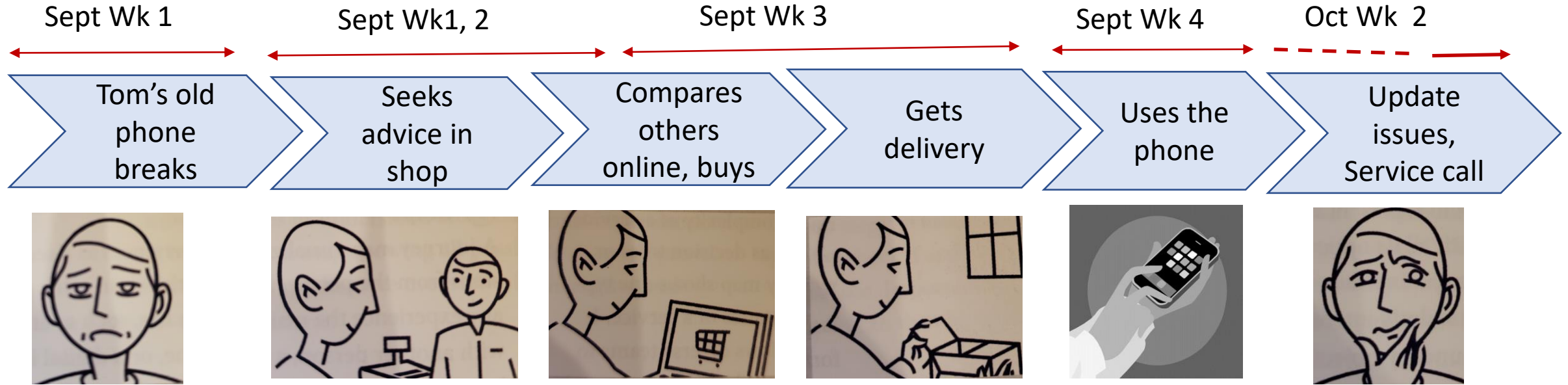
You will write who your provider was

Front stage experience with their staff (a stakeholder)

In your opinion, what parts of their service are very critical and needs instant change

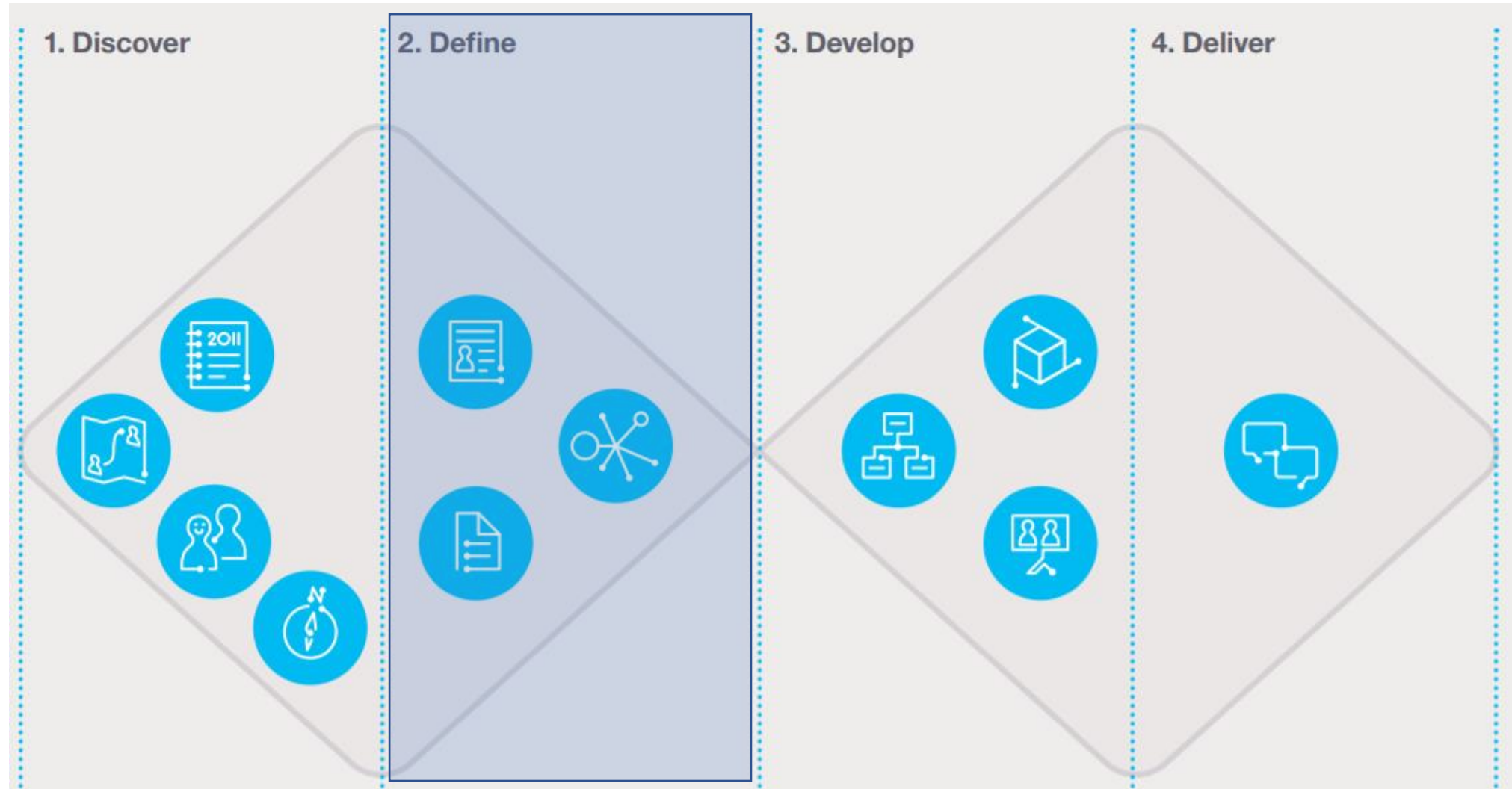
And anything else you want to capture.....

Journey Map - What does the customer feel/do next



Channel/ Medium	In-Person		Online	Surface mail	Phone call, then Online page	
Stakeholders	Electronics Store Service staff		Different online companies		Service agent for XYZ phone Co.	
Backstage	Electronics Store Tech Trainers		Likes XYZ phone, reads seller reviews, Buys from Tiger Electronics		Backend online process for update troubleshoot and Tech staff	
Pain/joys	Electronics Store staff not competent, are indifferent too		Easy to order, Excited about new phone and features, like the 3 month payment plan		Likes the phone so far. Transfers contacts and files from old phone.	Where is all his old phone data gone after the most recent update??

The Double Diamond Define Phase



DEFINE/COLLABORATE/CREATE

The Define phase results in a clear definition of the fundamental challenge or problem to be addressed through a design-led product or service.

Objectives of the Define Phase

- Analyze the outputs of the Discover phase
- Agree on what problem(s) to solve, aligned with organizational needs and business objectives
- Synthesize the findings into a reduced number of opportunities
- Define a clear brief for sign off by all stakeholders

Sample Techniques (Tools + Methods) for the Define/Collaborate/Co-create Phase

User Personas
Brainstorming
Design Briefs

A **User Persona** is a character that embodies user research in an easily identifiable and understandable form. It brings together lots of information about similar people to create a single character that represents the group. Personas are normally created as a set, showing different types of users with different needs.

Helps design teams understand groups and build empathy with them.

User personas can be communicated in a wide variety of formats but are normally a combination of images and text.

A Persona can cover information such as name, age, occupation, where they live, family, hobbies & interests, likes & dislikes, and most importantly needs.

Sample User Personas for the Employee Training Example

Examples:



Mike Miller, 30, Software Developer

Lives in Dallas from early this year and likes it. He is from Arkansas.

Likes to push himself at work. Long hours. Goes home and to the gym and then relaxes at home with music. He is single and he socializes only on weekends. Likes the many restaurants around

He is tech-savvy and likes to try new gadgets, especially with music.

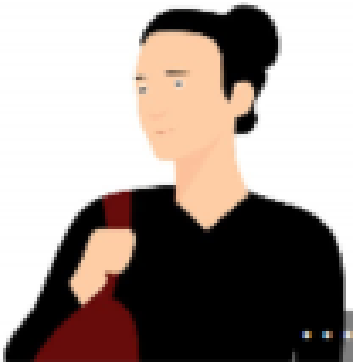
Needs - He has taken on a big new project that takes up all his time and interest. When he has juggling priorities, he pays a lot of attention to the top one and so time management with multitasking is an issue at times.

He is not very up-to-date on mass emails. He is good at what he does and is valuable to the company already. His attention will need to be brought to anything via a phone call or his manager or a 1-1 email marked urgent. Mike is ambitious with his career.

He is detail oriented and likes to find everything in the place it is supposed to be and do what it is supposed to do! He is otherwise impatient with wasted time. He feels some of the questions in the online courses are obvious and silly, more time wasted.

Sample User Personas for the Employee Training Example

Examples:



Irma Smith, 45, Purchasing Officer

Lives in Dallas from the past 16 years and considers it home.

She is married with one daughter in college. Her husband and she enjoy the outdoors and try to hike most weekends.

She is punctual and works hard from 9 to 5 and does not believe in staying beyond those hours. She keeps up with her work well. She has no interest in technology other than being able to use her smart phone. She is a social person and would rather walk up to someone than talk to them on the phone or send a message.

Needs - She always follows the training plan on her personal page well in time and spaces doing the courses throughout the year. She does the minimum necessary, no more. She likes the aspects of dealing with vendors and helps them when they need. She is content in her job.

When she tries to do courses online, she loses interest quickly but pushes herself and completes the course in the maximum time it allows.

Problems, Opportunities and Barriers

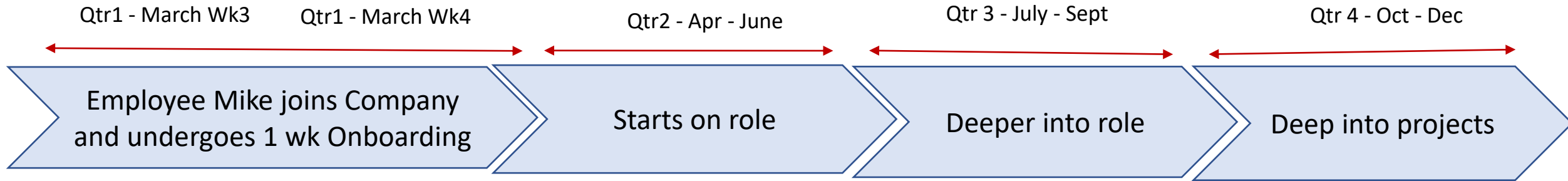
In this phase you have brainstormed and used other communication methods to

- ✓ Identify which problem(s) you want to solve
- ✓ Business Value vs Cost of fixing the problems
- ✓ If it's a new feature, chat about whether organization can support the initiative. Why/why not?

Journeys can be rough hand drawn maps too

Journey Map - Employee Mike

If there is too much detail, zoom into that segment. For ex, we zoom into Qtr 4 to show that journey on a separate page.



Any pictures/hand drawings/artifacts etc here.....

Interactions with (significant ones)	HR, Manager mostly, some team members as an intro	HR, Manager, IT help desk, Team, lobby person, admin assts, new internal client	Manager, Team, Internal client, big external client team	Manager, HR, L&D, colleagues External client
Moments that matter, Expectations	An important week, first impressions, high expectations, wants to put best foot forward	Get to know Team, Manager more, find out about all benefits, enroll in gym, start on any projects	Introduction to external client, their teams. Establish contact with key stakeholders.	External client project is full steam, interesting, challenging. An opportunity to prove myself in this space.
Actual Experiences - Pain/joys	Happy about starting job, a little anxious about new people. No hitches. Smooth Onboarding but a lot of information crammed into short time	Benefits enrollments questions to HR or to benefits company on phone a few times. Enrolled in gym. Like Team so far. Started a small project with internal client, Finance.	Excited about Finance project to establish first success milestone, feel confident. Feel a friction with BA in client team.	Major time crunch has hit. Something unexpected related to training requirement when external project needs my full time. Stress mode.
Channels	In-Person, online, phone, email	All channels. Used HR portal online quite a bit here.	All channels+ project shared spaces	All channels+ project shared spaces Employee training page online

Backstage

L&D, IT, HR

Journey Map - Employee Mike - Zoomed into QTR 4

Qtr4 - Oct Wk 1

Qtr4 -Oct Wk 2

Qtr 4 - Oct Wk 3

Qtr 4 - Oct Wk 4

Employee Mike is deep into external client project

External project continues. End of week surprise

Training Requirements Unfold

Completes training with a lot of bumps on the way

Any pictures/hand drawings/artifacts etc here.....

Interactions with (significant ones)	Manager, Team, External client team	Manager, Team, External client team, friends outside own team	Manager, Colleagues, L&D specialists	Manager, Colleagues, L&D specialists, IT help desk
Moments that matter, Expectations	Expectations are high from client. I was hoping for challenge and this is one. Looking forward to wrapping it all up with success.	On time incremental deliveries. Ready for User testing. Big date.	Don't want Manager to form a bad impression about his latency. Have to explain genuine misunderstanding about end of quarter meaning.	External client project is full steam. Will finish each course and see completion of training portal.
Actual Experiences - Pain/joys	Lot of deadlines looming. Challenging fires to put out, doing well, though very long hours. BA has been difficult but had a talk, better after. See mass email telling us to complete training requirement by end of Quarter - that is December. Mark the email as important to pick up later.	End of week - One on one message from Manager marked urgent. Forwarded from HR. Says all training requirements are to be completed by October end and no courses are completed to date. Looks into training portal. Panic! 23 courses?? Calls friends in the company over the weekend. A bit reliever after.	Speaks to Manager. All ok there but is urged to hurry up and do it all. Goes to older emails to confirm requirement of only 6 courses, not 23. Annoyed that it does not reflect that on his training page. Starts doing courses very fast.	Major time crunch has hit. Long hours with project + training. Not absorbing training but able to answer questions since they seem very basic, almost silly. Disengaging content. Finished all courses but not showing complete 2 days before quarter end. Raise help ticket with IT. Meet L&D specialist until fixed.
Channels	Usual all channels and project ones	All + Employee Training Portal	All + Employee Training Portal a lot	All + Employee Training Portal a lot
Backstage				L&D, IT, HR

Touch Points to improve Candidates and Employees Experiences

Before

Start

During

After

Use of social media to get the best candidates

Better and streamlined Onboarding

Involve employee in becoming brand ambassadors

Understanding why they are leaving?

Communicate interview process, Regularly communicate where they are in the hiring process

Reduce information overload - make it more interesting

Encourage internal employees to apply for jobs within

Keeping them on file for possible rehire?

Better JD (job descriptions) so they are eager to apply, not pained

Get information - what was candidate's experience in hiring process

When employees refer someone, update them about what is happening with their referee

Standardized, consistent job offer emails with some personalization

Get information - what was candidate's experience in hiring process

Monetary/non monetary rewards for different types of contributions by the employee

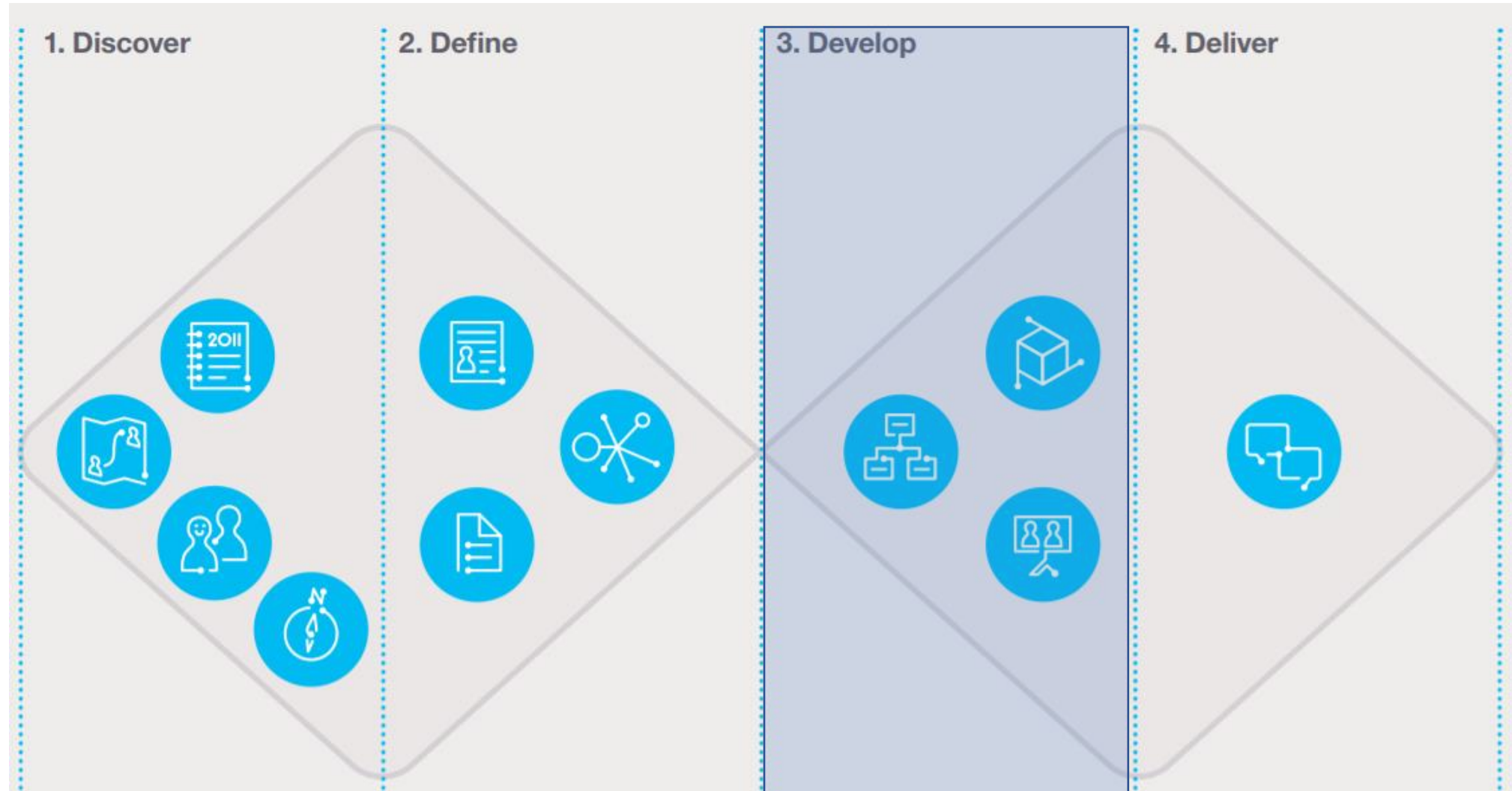
Standardized, consistent job offer emails with some personalization

Get information - what was rehire's reason to come back to DART?

Special attention to candidates coming through employee referrals

Better metrics

The Double Diamond Develop Phase



Develop/Ideate/Create/ Prototype/Evidence

In this phase, solutions are created, prototyped, tested and iterated. This process of trial and error helps designers to improve and refine their ideas.

Objectives of the Develop Phase:

- Develop the initial design brief iteratively with prototypes and regular testing
- Ensure all service components link together to form a holistic experience
- Iteratively test concepts with end users before implementation

Sample Techniques (Tools + Methods) for the Develop/Ideate/Prototype/Evidence Phase

Investigative rehearsal

Desktop walkthrough

Paper/Experience prototyping

Wireframing

Business Model Canvas

Experience Prototyping

Build Something

As you brainstorm, you will try to sketch out how the processes might look etc. However rough but just something visual so that you can convey your ideas and understand other people's.

Once you all have some agreement on how it could be, maybe do a bit of a better drawing, walk through it, iterate, test, re-iterate, test etc.

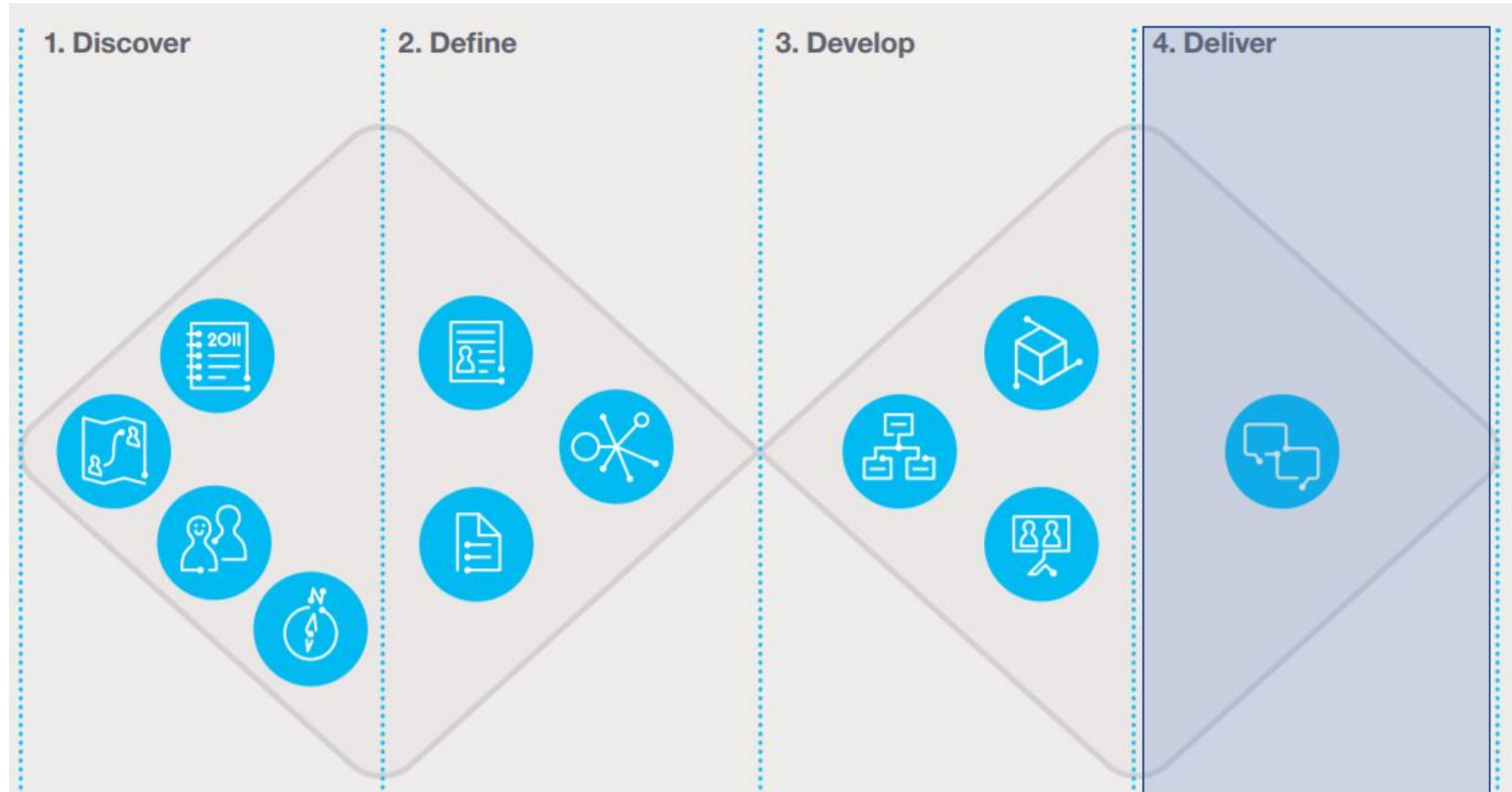
You then have a rough prototype.

It is always changeable!

Experience Prototyping



The Double Diamond Deliver Phase



Deliver/Test

In the Deliver phase, the product or service is launched and begins to address the needs identified in the Discover phase. The final concept is taken through final testing, finalized and signed off. It is important to ensure systems are in place to capture user feedback, especially for services.

Objectives of the Deliver Phase are

- Taking a product or service to launch
- Ensure customer feedback mechanisms are in place
- Share lessons from development process back into the organization.

Sample Techniques (Tools + Methods) for Deliver/Test

Service Blueprints

Business Model canvas

Scenarios

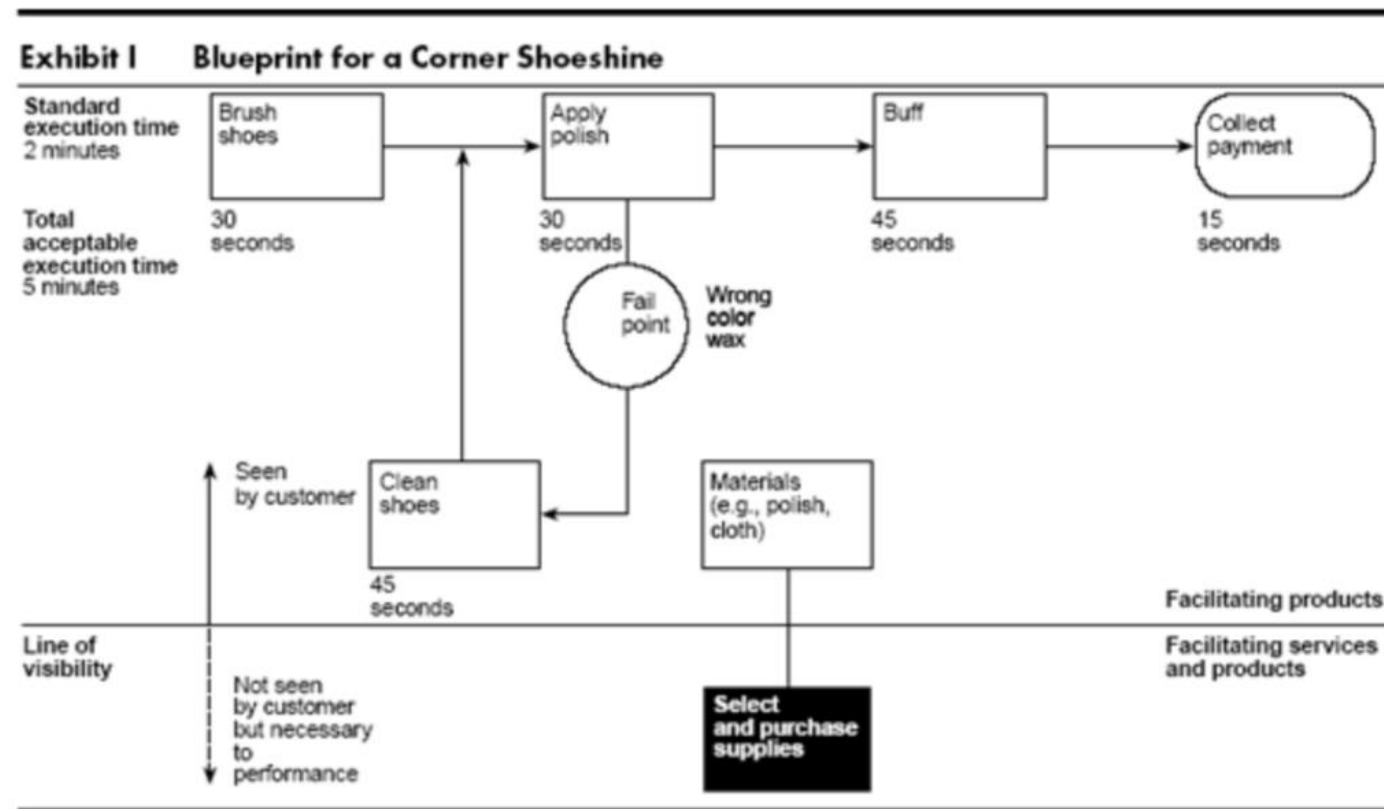
Roleplays

Service Blueprinting

Show the complete service experience

Provide guidance when identifying areas to prototype

Communicate the service to the people delivering it, as well as to users during testing



Benefits of Service Design

- ❑ Captures the life cycle of customers and their entire journeys before, during and after service
- ❑ Quickness/ Agility to be ahead of competition
- ❑ Adaptability to new evolving circumstances like changing markets, transition to digital platform
- ❑ Fosters hard conversations on backend procedures and policies, exposes weak links and outdated information
- ❑ Reduces redundancies with a bird's-eye view
- ❑ Helps form relationships and links customer facing actors, backstage actors, processes, and workflows.

Benefits

- ❑ **Getting closer** to current or potential **users**, we have a chance to design from inside.
- ❑ **Empathy** opens up the nerve endings so we can feel what it is like to be in another's shoes – a prerequisite for customer-centric products and solutions.
- ❑ Bringing **multidisciplinary teams** together at the table, we leverage the power of collective expertise.
- ❑ Embracing **ambiguity** opens the door for human ingenuity so we can chase opportunities for new ideas we would otherwise miss.
- ❑ Promoting the philosophy of “**fail early and often**” is the key to harnessing the power of rapid prototypes and delivering proof of concepts that resonate with and encourage feedback from actual users and customers.
- ❑ Success comes from designing **integrated** solutions where each part completes the system in whole, not designing fragmented pieces that make up a stack.

Fundamental Questions in SDM

Service design offers a perspective, method and tool set for an organization to realize its business ambitions, as well as deal with internal and external challenges by asking three fundamental questions

- What does this service bring to our current and future customers?
- How will our business be impacted?
- Which capabilities are needed by the organization to drive the initiative?

SERVICE DESIGN IN HR - Can it be right for you?

Remember, for transformation to succeed, it will be need to be rolled-out with a strong Change Management initiative. If we went in to re-engineer we would also be able to work the change management steps so that there is buy in from employees and all stakeholders.

