# WHO ARE WE DESIGNING FOR AND WHY SERVICE DESIGN TECHNIQUES FOR RESPONSIVE LIBRARIES

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February 2021



## WHO WE ARE





MARGARET HATANAKA Adult Services Librarian Altadena Library District





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**SULLIVAN** 

**Principal** 

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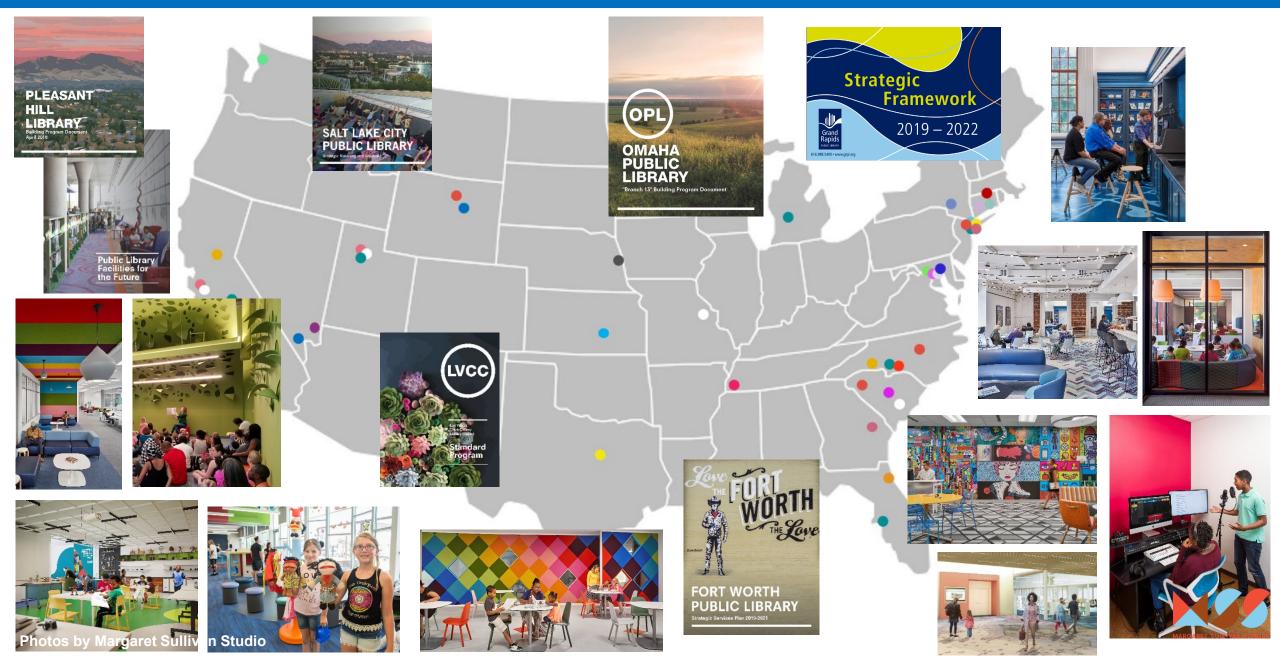


MATIAS REY Service Designer Harmonic Design



EUNSOO KIM Intern Designer Margaret Sullivan Studio

## NATIONAL EXPERIENCE



## **TODAY'S AGENDA**

#### HOW TO CREATE THE FEEDBACK LOOP (EVERYONE): SESSION 2, FEB. 2021 (90 MINUTES)

**MSS: Introduction** 

Harmonic Design: A review of our process

**3 Case Studies: Share-Out!** 

Q&A

What You Can Do To Take Action!

## "If not us, who? If not now, when?" -John F. Kennedy

## **OVERALL SCHEDULE**

# PART ICASE STUDY<br/>GROUP<br/>SESSIONCASE STUDY<br/>GROUP<br/>SESSIONPART II

 Introduction to service design techniques to build organizational collaboration, creativity, and adaptability Work with case study groups to create meaningful future library experiences.

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 Work with case study groups to create meaningful future library experiences.

- Case study group share
   outs
- Envision future library experiences

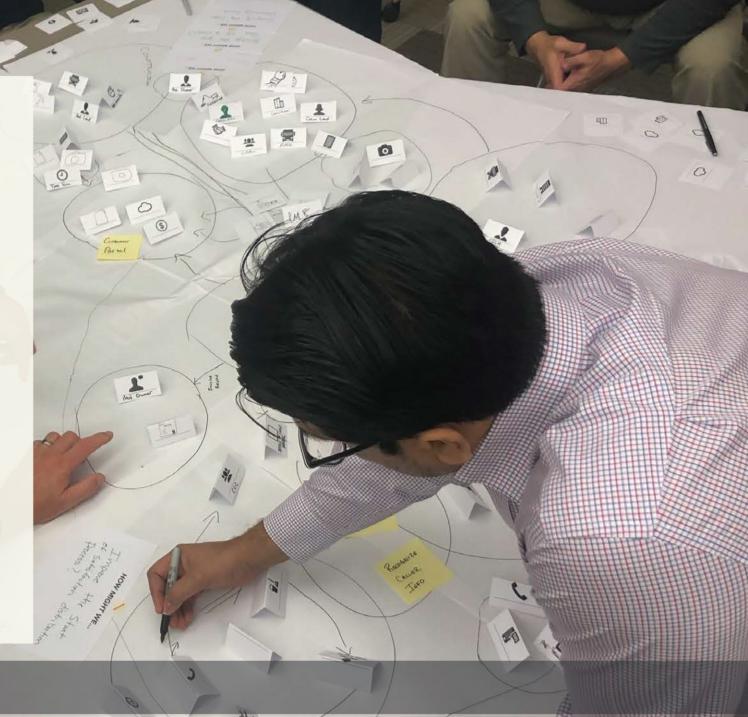
January 2021

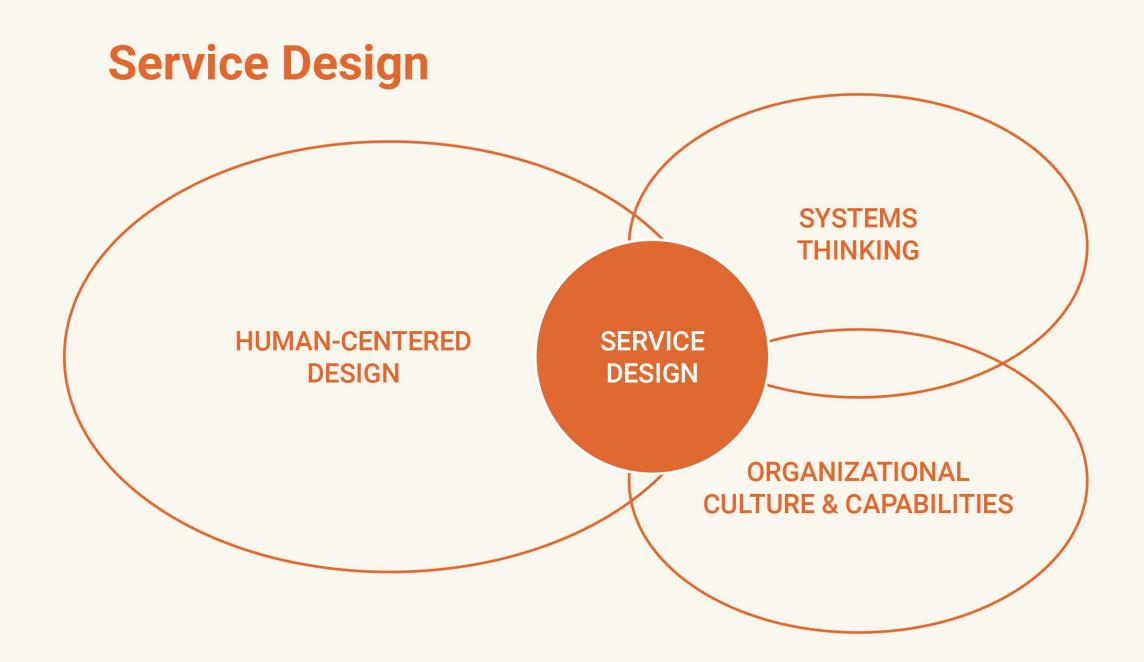


# What is service design?

## **Service Design...**

Is the application of design methods and craft to the definition, creation, orchestration, and evolution of services and service ecosystems.





## **Service Design Principles**

- Human-Centered: Focus on the needs of people
- Co-Value: Everyone should benefit from service participation
- Co-Created: Value is created moment by moment
- Orchestrated: Connect across channels, time, and space
- Holistic: Design as one, not in parts

## Understand the needs of all people



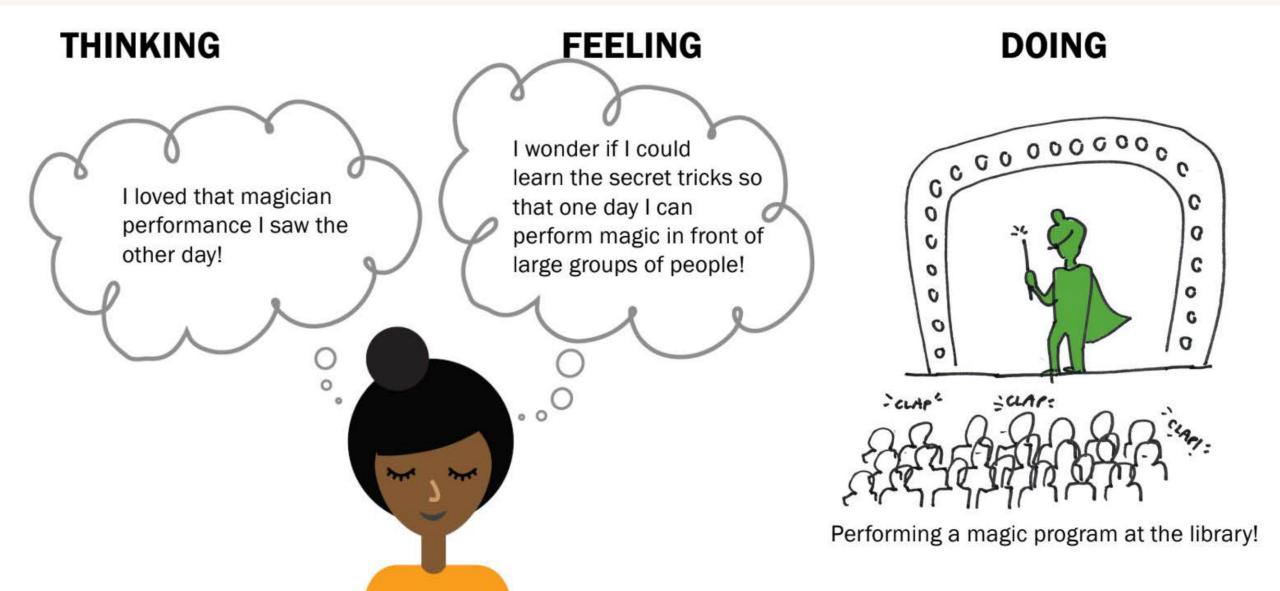
In the shirt is compared that has a to

"Today: busy library!!!" by Carol (vanhookc) is licensed with CC BY-NC-SA 2.0. To view a copy of this license, visit https://creativecommons.org/licenses/by-nc-sa/2.0/

## Everyone gets value out of this service!



## **Building Blocks of Experience**



## **Experience Across Time**

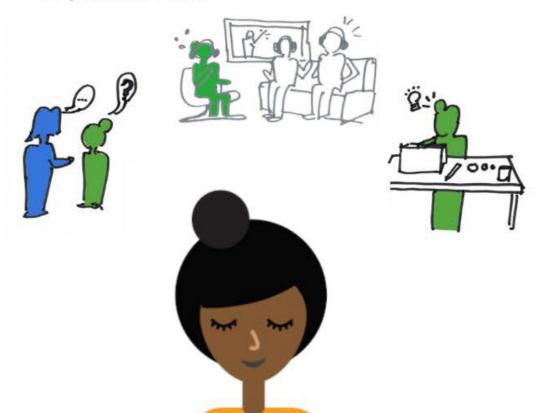
## BEFORE



Research magicians and watch performances at home.

### DURING

Ask for assistance at the library, get in a hole watching YouTube videos, talk to my friends about making a podcast on magic, tinker to find objects to practice with.

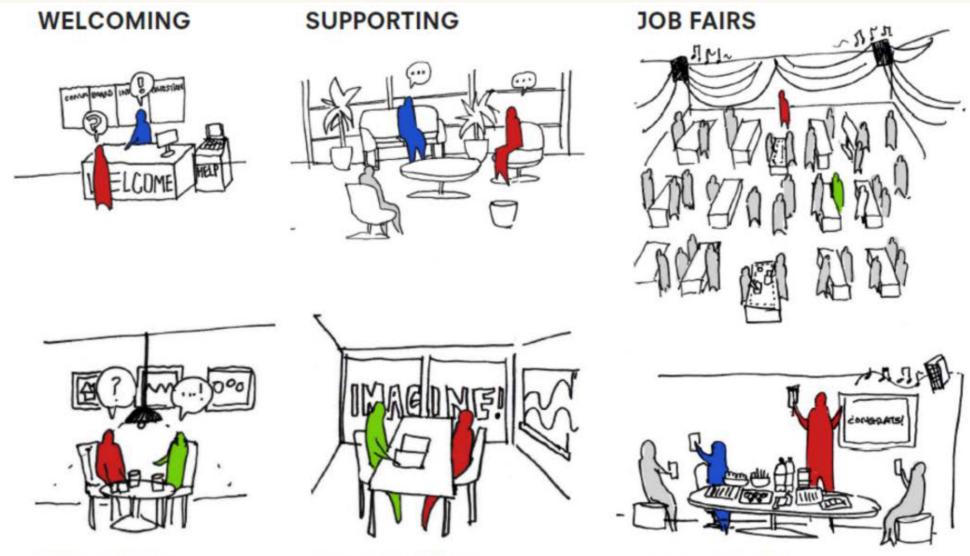


AFTER



Check out books and materials and begin practicing at home for family.

## **Creating Moments that Matter**



INFORMING

INTERVIEWING

CELEBRATING

## **COOL THINGS LIBRARIES ARE DOING DURING COVID**

- Lego Contest 2021
- Animal Crossing with KPL Staff
- Teen Pet Parade
- Santa Express at the Library
- Virtual Art Show
- Teen Internet Scavenger Hunt
- Virtual Teen Coding Club
- Online Kid Craft
- Once Upon a Dream Bedtime
   Story Time
- Virtual Weaving Workshop
- Puppet Truck
- And More!











## LET'S CELEBRATE WHAT YOU ALL ARE DOING!

## "Kindness"

"One kind word can warm three winter months." – Japanese proverb

Anythink initiated the One kind word project from Feb. 8 to 26, 2021, to share creativity and compassion with the community.

When people decorated the card with kind words and returned it to the local Anythink, the cards were distributed throughout community members in need.



## LET'S CELEBRATE WHAT YOU ALL ARE DOING!

## **Mobile Self-Checkout**

Richland Library launched a Mobile Self-Checkout system. Now it's available at all Richland Library locations.

- 1. Scan QR code
- 2. Log in
- 3. Check out with your phone





## LET'S CELEBRATE WHAT YOU ALL ARE DOING!

## **Outdoor Computers**

Denver Public Library and Portland Public Library offer outdoor computers to the patrons.









## **SERVICE DESIGN 101**

#### **Knowing your customer**

## **Problem Framing**

#### **Concept Ideation**

## Envision Future Experiences



Experience principles

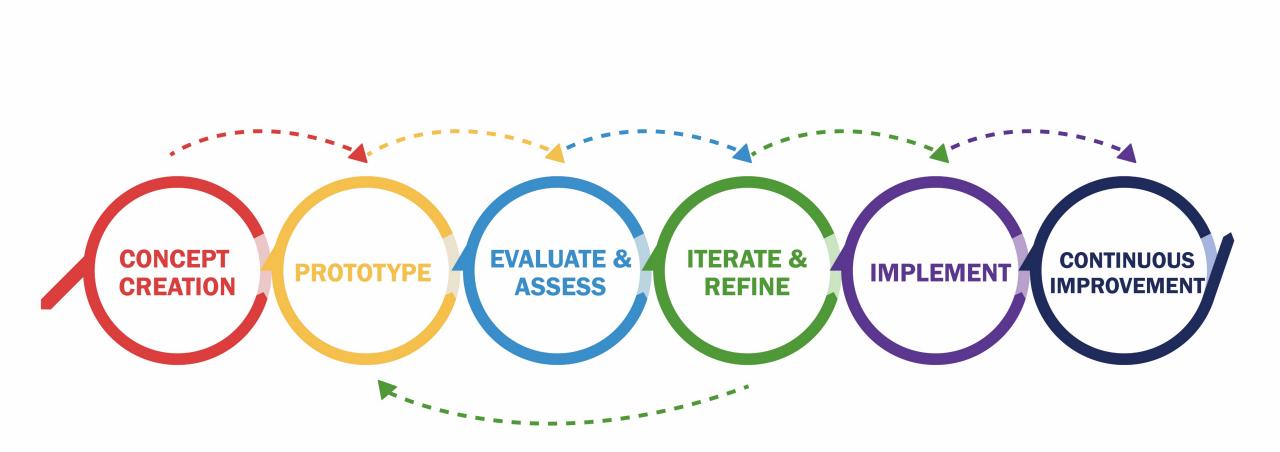
**Define Experience Attributes** 

#### How might we better serve

## Identifying Opportunities



## **NEXT STEPS**





## **SERVICE DESIGN IN 7 EASY STEPS!**

- 1. First, identify a Customer/Patron group (Example: Families, Students without WiFi, Moms, Small Business Owners, Seniors)
- 2. Second, articulate how COVID has impacted your ability to reach this target audience.
- 3. Third, identify their needs. (These can be broad – "life needs" or specific "library needs.")
- 4. Fourth, identify how their needs are being "met", "unmet" or "under met"
- 5. Now, create a "How Might We" Statement!
- 6. Next, create an "Experience Principle"!
- 7. Finally, ideate, collaborate, and co-create a Concept!

## Identify a customer/patron group

#### Articulate how COVID has impacted

Identify their needs

Identify how their needs are being met

**Create a "How Might We" Statement** 

**Create an "Experience Principle"** 

Ideate, collaborate, co create a concept

## How Might We...

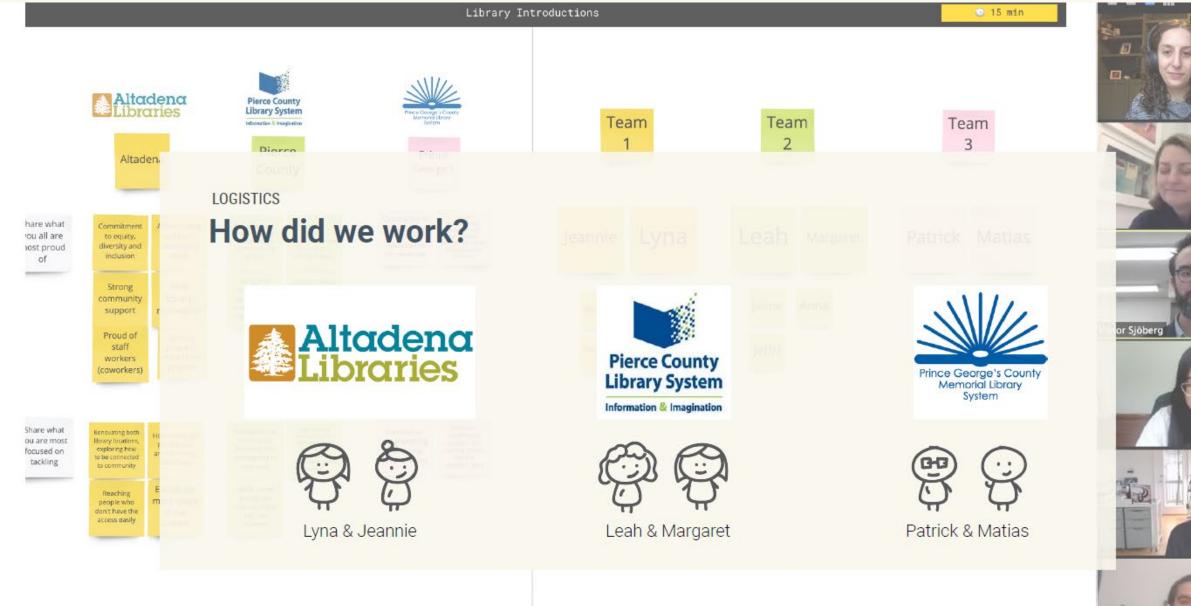
- Create more desirable services?
- Create more value for people?
- Meet the needs of all people who participate in a service?
- Respond to the complex challenges we face today?
- Harness the collective creativity and ingenuity of our organization?



**Problem Space Exploration** 

Solution Space Exploration







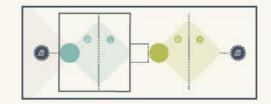
Screenshot by: Leah Berg



## **OCLC Workshop Sessions**

PROBLEM SPACE

EXPLORATION





Web Junction



Understand library ecosystem, unveil needs customers have, and factors influencing their quality and frequency of visits

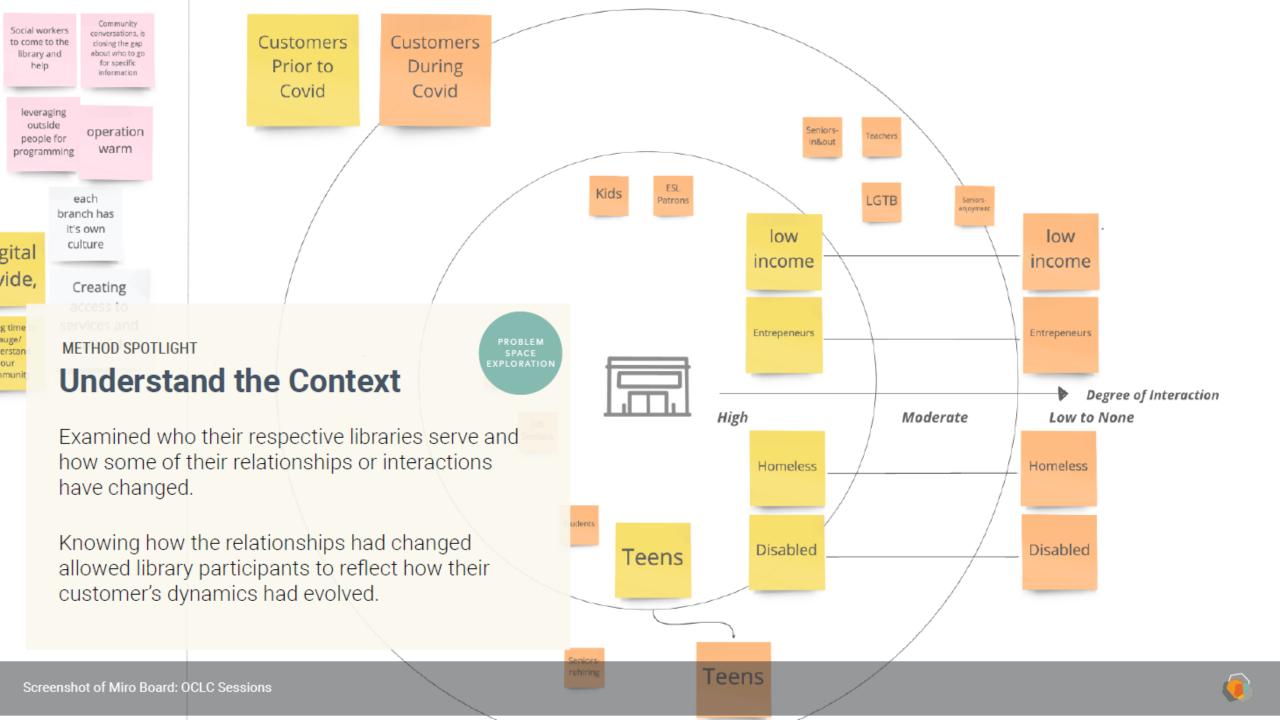


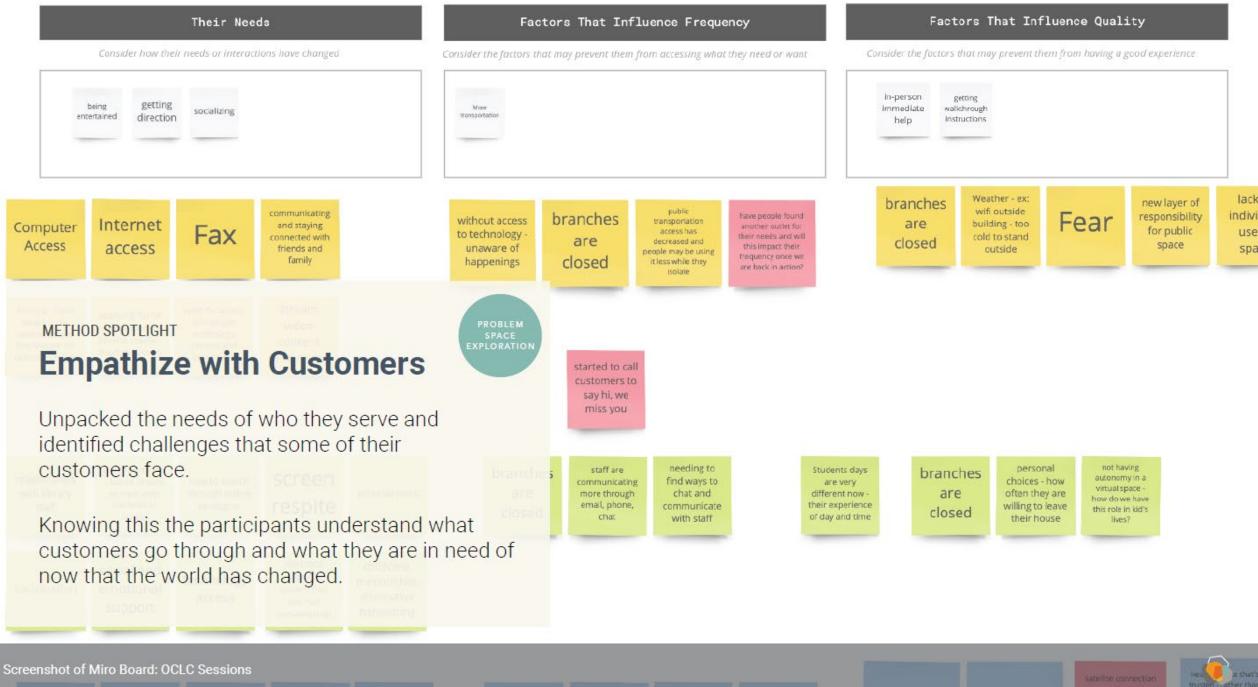
Explore future experience principles that may generate meaningful experiences for the library community In-Between

In-between sessions participants were encouraged to finalize experience principles SOLUTION SPACE EXPLORATION Refine and share experience principles and ideate future services that the library could offer

Session 1: Problem Space Exploration







#### Craft a set of How Might We's that inspire how we can address some of your actor's needs

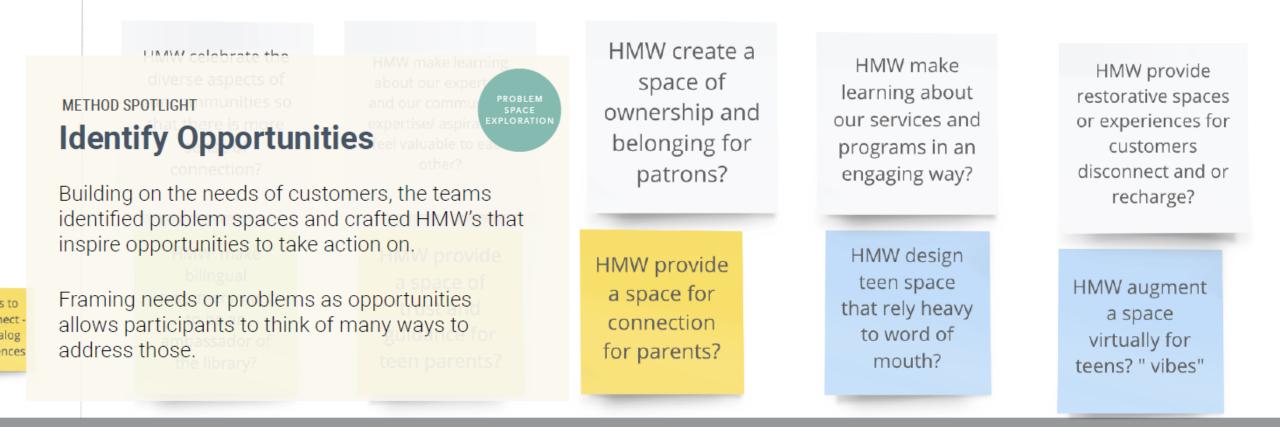
#### Consider ways that HMW's provoke. [30 MIN]

1. AMP Up the positive : HMW make accessing free resources feel winning the lottery?

2. Remove the negative : HMW make it so that customers don't have to pay for fines?

- 3. Explore the opposite : HMW make getting lost in the stacks to be super fun?
- 4. Adjectives are friends : HMW make entering the library feel like magic?

5. Use analogies from need or context : HMW make finding available workspaces and outlets as easy as finding a crosswalk?





#### Draft memorable phrases that would inspire some of the outcomes

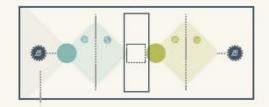
Reflect on the outcomes you want to inspire and brainstorm memorable phrases that may activate those experience.



Experience principles are a set of guidelines that an organization commits to and follows from strategy through delivery to produce mutually beneficial and differentiated customer experiences.



## **OCLC Workshop Sessions**





In-Between

In-between sessions participants were encouraged to finalize experience principles



#### **Prep Work for Session 2**



Revisit your group work and reflect on your outputs from Activity #3-5.



Reflect on the outcomes that came out of Activity #5 and using the phrases you have started, refine 3-6 experience principles that would inspire those outcomes. Follow the examples below to craft those principles.

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IN-BETWEEN

Create a word document to capture each of your principles in the following format below:

#### PREPARATION SPOTLIGHT

#### **Experience Principle Material**

.Headline

To keep participants engaged and thinking on the work we did on the first session they were encouraged to keep on ideating experience principles.

#### A Simple Framework

#### Be Proactive & Timely

Anticipate needs and expectations, preempt potential issues, and make advisors aware of information before it impacts their business.

#### Description Additional detail to communicate the sp of the principle

Headline

rom Risdon & Quattlebaum, Orchestrating Experience.

#### Good Experience Principles are...

Memorable – Get one's attention and hard to forget
Concise – Simple to grasp and parse
Insight-derived – Reflect wisdom of customers' needs and behaviors
A Call to Action – Inspire working towards the right outcomes
Differentiating – Reflect a unique experience strategy
Complementary – Work as a system; more powerful when combined
All-inclusive – Applicable across channels, front-stage, and backstage

- Evolution of Adaptive Path's Experience Principles Checklist (Dan Saffer, ~2010)



## **OCLC Workshop Sessions**



Session 2: Solution Space Exploration



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#### Reviewing Experience Principles [10 MIN]

Reflect on the experience principles that were created on the previous session and share any other experience principles that you worked on in between sessions.



Based on the first session the groups worked on refining their experience principles which would later help them ideate.

The principles will help guide the ideas and concepts according to the library's vision.



#### Screenshot of Miro Board: OCLC Sessions

Refining Experience Principles [10 MIN]



- If you think of a specific scenario, does the principle inspire you to act in a certain way?
- · Can the principle be applied to more than one or two scenarios?
- · Are they applicable through different channels of communication?
- Are they applicable with different types of customers?
- · Do they help you take a decision?

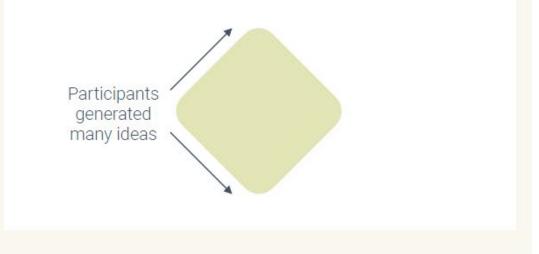
	Experience Principle #1
Memorable Phrase	Make it natural
Description	The library - reliable, knowledgeable, connected - is the first place you go when you are pursuing something new.
	Experience Principle #2
Memorable Phrase	Make it personal
Description	Library services are informed by the aspirations and challenges of each community member.
	Experience Principle #3
Memorable Phrase	Meet my neighbors
Description	Through actively forging unexpected connections between diverse collaborators and community members, the library is the place for organic human connection.

	Experience Principle #4	
Memorable Phrase	Lead by example	5
	By committing to our vision of an Altadena where we are all learning, growing, and	



## Ideation Sessions

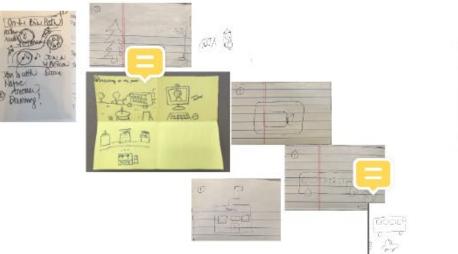
Based on insights and identified opportunities, generated ideas for how to best align customer, staff, and employee needs.





#### Experience Principle

The Library is beyond a building/Meet Me in My Moment - Be in unexpected, surprising and helpful places- where our community is. Expand our actions beyond our outreach.

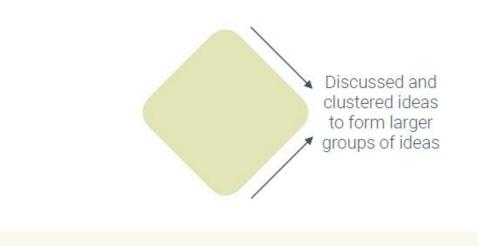






#### METHOD SPOTLIGHT **Ideation Sessions**

Once ideas were generated participants engaged in a conversation to find patterns and prioritize ideas.





2

HMW help customers feel heard?



Full circle

HMW make accessing library

resources feel like the most exclusive club?

7

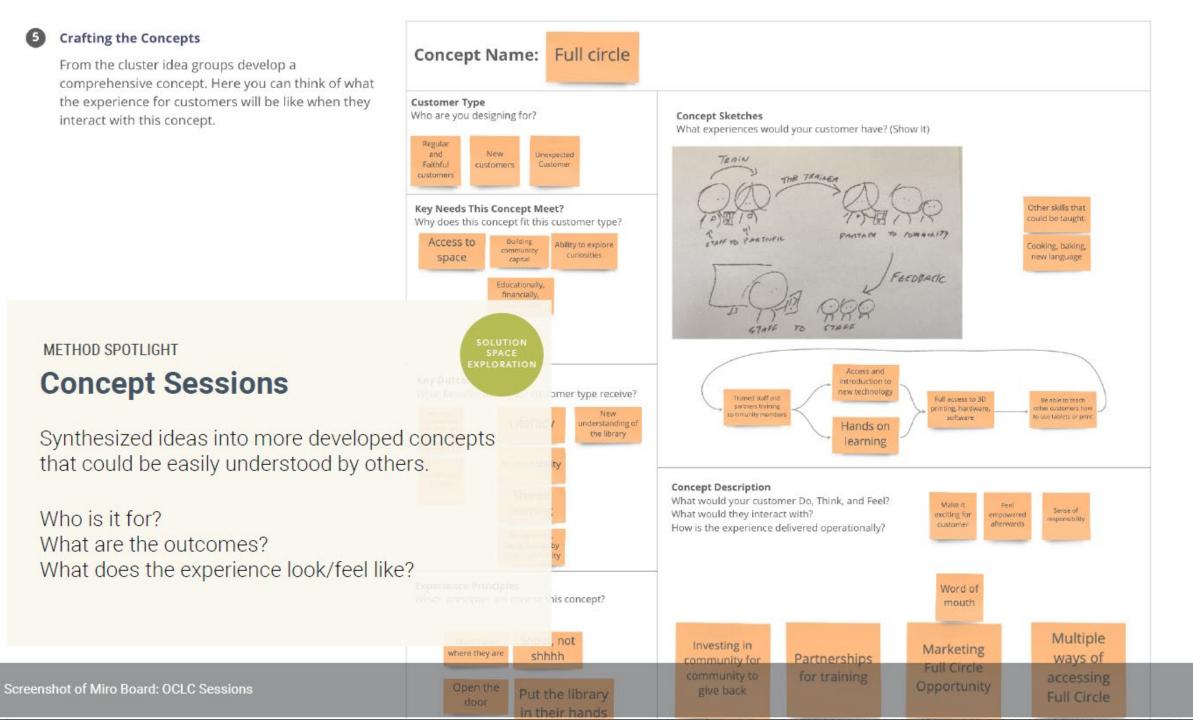
HMW provide mentorship to those who

need guidance? 6













#### WHAT WE SAW

- Participants engaged in the workshop's activities and were able to gain a new perspective on the work they do and how they do it.
- The different needs explored by the participants allowed them to get in their customers' shoes and empowered them to come up with ideas to help fulfill those needs.
- A great number of topics, dialogue, and concepts came out of these two sessions that will be beneficial for the library's future efforts.

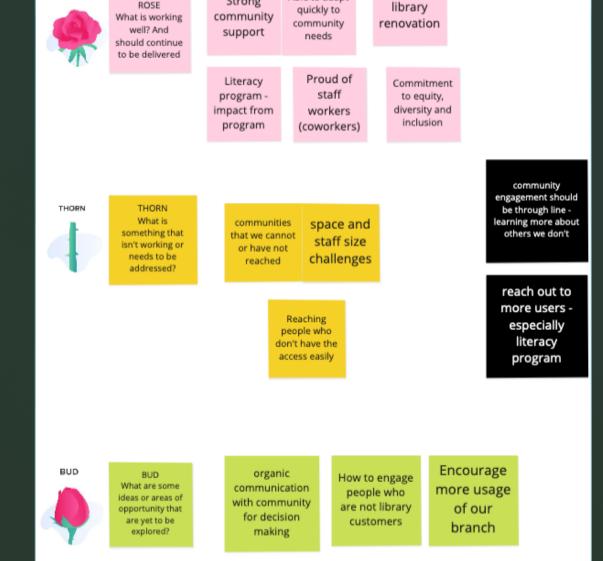
## THE SERVICE DESIGN EXPERIENCE

Viktor Sjöberg Diana Wong Mylinh Hamilton & Margaret Hatanaka

# Altadena Libraries Bringing PEOPLE + IDEAS Together

## **IDENTIFYING CHALLENGES**

Community engagement reaching those we currently don't



Able to adapt

Strong

ROSE

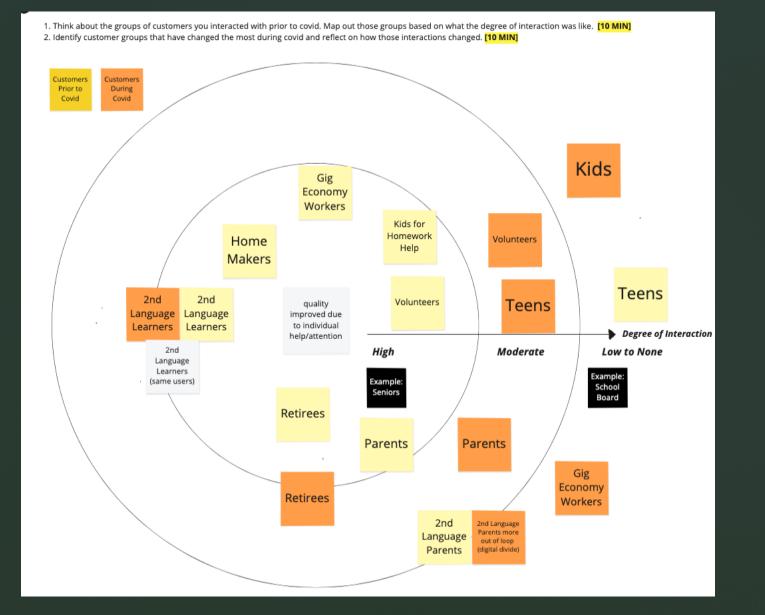
ROSE

new



## IDENTIFYING CHALLENGES

Understanding the Library ecosystem



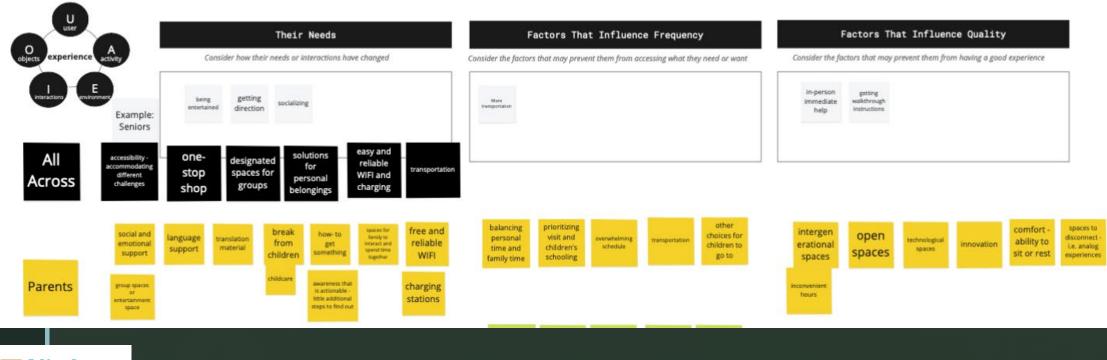


# CUSTOMER CONTEXT AND FRAMING PROBLEM SPACES

#### Identifying need and Identifying audience

1. Identify key actors (3-5) you want to focus on. [5 MIN]

2. For each actor, identify what factors (AEIOU) contribute to why they may or may not using the library. [45 MIN]





## EXPERIENCE PRINCIPLES

What outcomes do we want to inspire?

#### Reviewing Experience Principles [10 MIN]

**Experience Principles - Session 1** 

Reflect on the experience principles that were created on the previous session and share any other experience principles that you worked on in between sessions.

#### Make Make Make it Be Make it comfortable proactive natural it viral it easy Keep the flow Make it Make Make it mine Make it my time memorable (create personal valuable ownership) Knowing Let us Help us Meet my me, Knowing gather gather neighbors you

#### 2 Refining Experience Principles [10 MIN]



#### Think through these questions:

- If you think of a specific scenario, does the principle inspire you to act in a certain way?
  Can the principle be applied to more than one or two scenarios?
- Are they applicable through different channels of communication?
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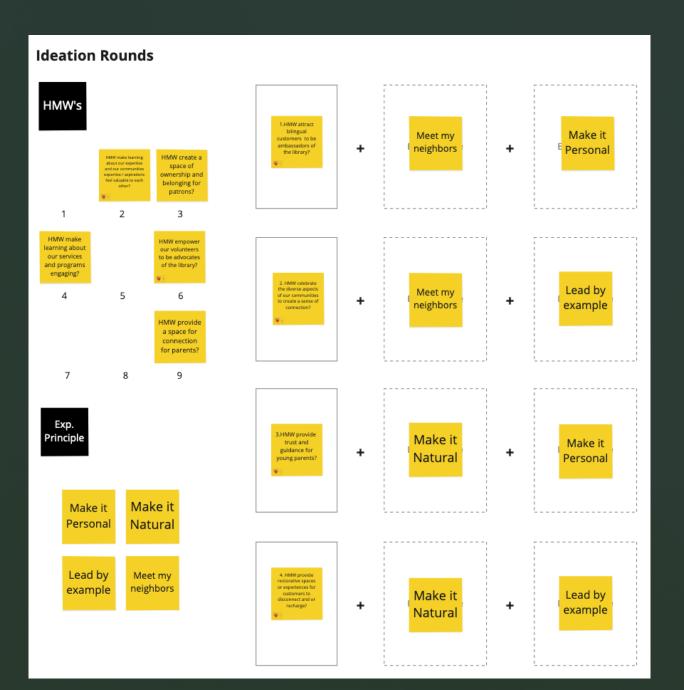
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	Experience Principle #3				
Memorable Phrase	Meet my neighbors				
Description	Through actively forging unexpected connections between diverse collaborators and community members, the library is the place for organic human connection.				
	Experience Principle #4				
Memorable Phrase	Lead by example				
Description	By committing to our vision of an Altadena where we are all learning, growing, and thriving together, the library inspires individual and collective efforts to improve the lives of community members through shared experiences and memories. (Library as movement.)				

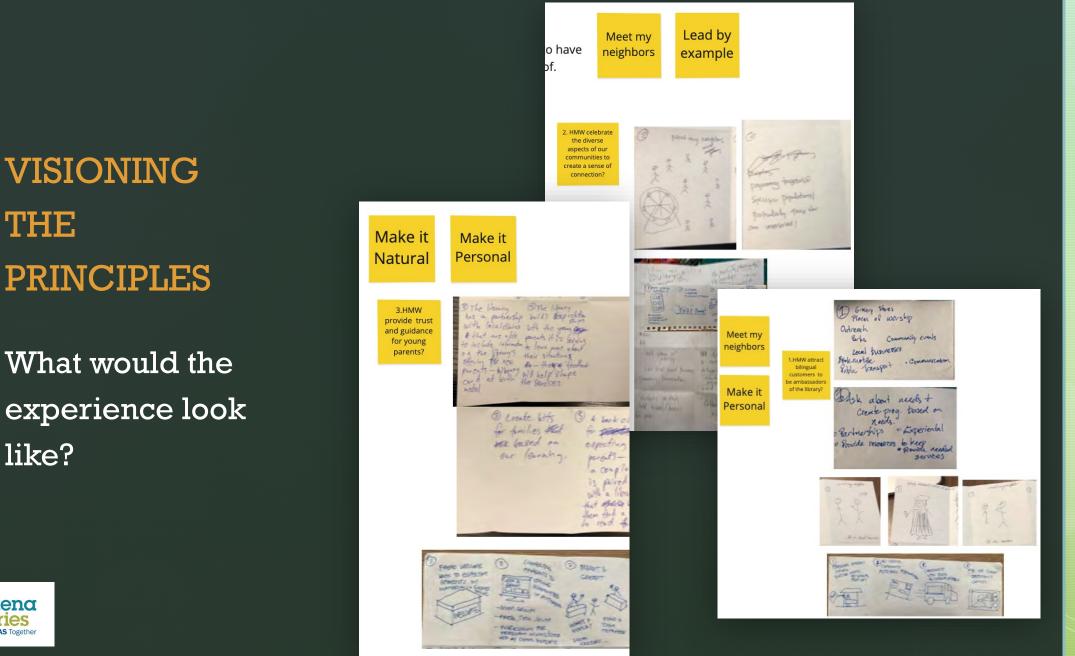


## EXPERIENCE PRINCIPLES

Combining the "How Might We" statements and the Experience Principles







THE PRINCIPLES

What would the experience look like?



## CONCEPT CREATION

Resonating ideas – "disconnect", "restorative", "dedicated quiet time







VISIONING THE CONCEPT "Service of Doing Nothing"

## Combining the Outcomes and Experience Principles





<b>Customer Type</b> Who are you designing for?							
<b>Key Needs This Concepts Meets?</b> Why does this concept fit this customer type?							

building on
customer's
expectation of
quiet spaces and
need to escape

#### **Key Outcomes** What benefits does your customer type receive?

parents can participate in programs	staff being able to disconnect and have a moment to relate with customers	restoration together - building community

linking	building	having a
individuals to	collective health	supportive
group health	by investing in	place to
or therapy	individual health	experiment
or anerapy		with well-nes

#### **Experience Principles** Which principles are core to this concept?

Make it Lead by Meet my Make it example neighbors Natural Personal

## TAKEAWAYS & WHAT'S NEXT?

#### KNOW YOUR COMMUNITY

- Facilitator vs. Director
- Listen without an agenda

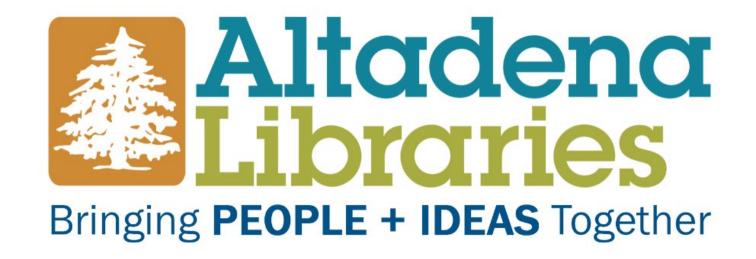
#### **CREATING MANAGEABLE ACTIONS**

• Number of ideas or issues may seem overwhelming

#### **UNEXPECTED RESULTS**

 Focus on Library as a quiet space potential new program for public and staff





https://www.altadenalibrary.org

staff@altadenalibrary.org

# GOALS

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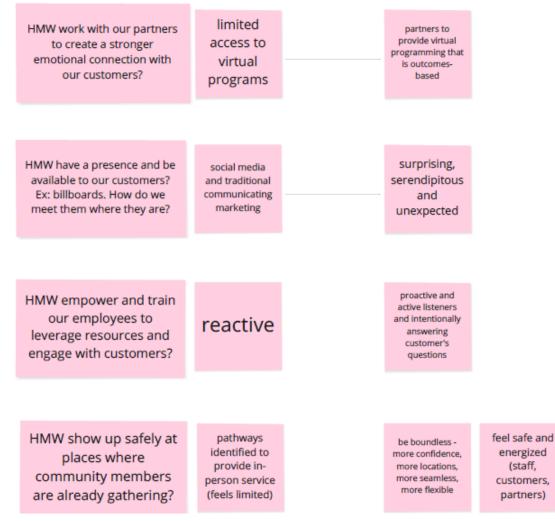
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# INSIGHTS

## How Might We's are challenging!

- Ideation afforded extraordinary collaboration.
- Timing of activities allowed deeper creativity and exploration.
- In serving our priority audience this is something we want to do with community, so that library services are relevant.



SCREENSHOT OF MIRO BOARD: OCLC SESSION

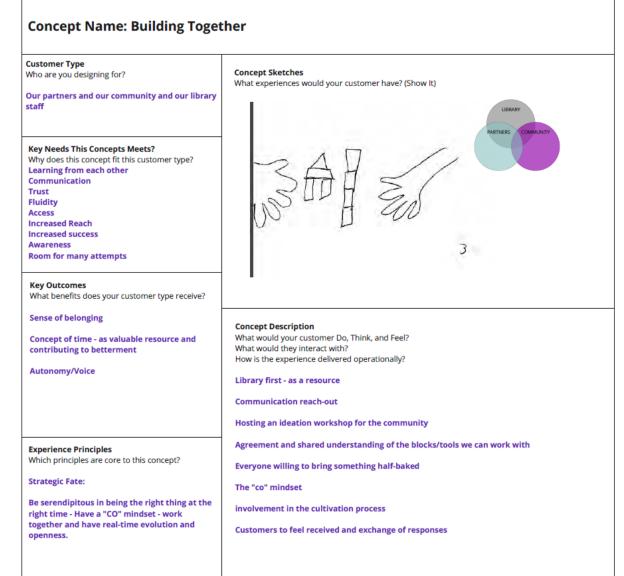


# **NEXT STEPS**

## **Next Steps for PCLS:**

- Using the design methodology to work a steering team through a plan for Community Advisory Council opportunities.
- Will begin using as a launching activity for distinct projects.
- Building together creates the synergies for impact!





#### SCREENSHOT OF MIRO BOARD: OCLC SESSION

# We See You

Making Libraries the Place to be



## Transforming PGCMLS

#### **Before Covid Vs. During Covid**

How Did We Serve?

#### Before

Physical "on-site" programs, Trainings, Computer Assistance, 1 on 1 interaction with customers, Regular Customers

#### During

Virtual Programming, Curbside Pickup, PGCMLS "Ask a Librarian" Call Center, Community Conversation, Social Media



#### Questions

# How Do we implement these strategies in best way possible during a global pandemic and moving forward in the future?



## Transforming PGCMLS

#### How Do We Serve Moving Forward?

#### **Currently and Post Covid**

- Physical and Virtual programs
- Covid Relief
- Workforce and Professional Development
- Community/Social Services and Mentorship
- Equity and Helping Customers be heard
- Promote lifelong learning



## **PGCMLS Keys to Customer Experience**

#### Meet them Where They Are

- The customers that you assist come from all walks of life
- Different barriers (Socio-Economic,Language,Handicaps,etc.)

#### Open the Door

- Welcoming, Inclusive, Helpful, Attentive, Aware, and Empathetic
- Create and Promote a space for personal and community growth

#### Put the Library in Their Hands

- Ask your customers their needs and pursuits
- Be intentional with the information received from your customers

#### Shout and Not Shhhh

- Expose the libraries value to your community and become more influential
- Be a reflection of your communities experiences and opportunities





## Takeaways

Put Yourself in the shoes of the customer!

- What Do you want the library to look like for all entering?
- Take ownership as both the creator and the consumer
- When in doubt ask the customers

The Customer is the source of what you plan to implement.

Be inclusive and be aware of meeting people where they are.

*Creating the experience is helping someone create the world that they want to see!* 





# **NEXT STEPS**

# These methods will help you

- Get closer to the stories unfolding in your community
- Better analyze the experiences occurring in the library
- Learn about the experiences happening outside the library
- Identify opportunities to come up with new ways to create better service experiences and outcomes

# **NEXT STEPS**

# What you can do now

- Uncover stories. Invite customers and employees to share a memorable experience with the library (precovid counts!).
- Think intentionally. Embrace opportunities for services and how you want to make people feel (now or pre-covid) by making a list of questions you want to answer.
- **Co-create the future**. Who do you want to work with internally and who do you want to partner with to explore opportunities? Make a list.
- Visually communicate. Sketch your ideas to explore your questions.
- **Design service scenarios.** Highlight key moments of the service that will meet the needs of your customers. Explore the processes needed (frontstage and backstage) to deliver the service.

# NOW, LET'S DO THIS!

## **1.** Gather a group of collaborators!



**Partners** 



#### **TIPS**

- Be open
- **Be bold**
- **Defer judgment**
- **Build on the ideas** of others ("Yes, and...")

**Professional** Development **Working Group** 

**Library Peers** 

Partner Learning

Circle

# NOW, LET'S DO THIS!

## **2. Create a shared set of Experience Principles!**

#### **EXPERIENCE PRINCIPLES**

#### Welcoming

I am treated with respect and compassion. I forge connections with the approachable and friendly faces of the Library.

#### Empowering

I am empowered. No matter where I come from or what I am looking for, I have access to the tools, information, and knowledge need.

#### Affirming

I hear "yes." Library staff remove roadblocks, and show me that anything is possible.

#### Surprising

I find things I didn't even know I was looking for. My expectations are exceeded every time I visit the Library.

#### Awesome

I find a comfortable, safe place where I can explore, discover, learn, and create.

- I feel included. I feel curious.
- I feel inspired!



# NOW, LET'S DO THIS!

## **3. Establish the time to do this work!**

DAILY



With partners

**Commit to creating an "Experience Principle"** 

WEEKLY



#### With small groups



MONTHLY



#### With whole institutions



# **STAY IN TOUCH WITH EACH OTHER!**

# SHARE YOUR STORIES!

# IF YOU QUESTIONS, PLEASE REACH OUT!



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