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

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WHO WE ARE

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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 I**
- Introduction to service design techniques to build organizational collaboration, creativity, and adaptability

**CASE STUDY GROUP SESSION**
- Work with case study groups to create meaningful future library experiences.

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**PART II**
- Case study group share outs
- Envision future library experiences

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**November 2020**

**December 2020**

**January 2021**

**February 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

What are his emotional and functional needs?

What does she need to do her job and have a great day at work?

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Everyone gets value out of this service!

Functional

Emotional

Social
Building Blocks of Experience

THINKING
I loved that magician performance I saw the other day!

FEELING
I wonder if I could learn the secret tricks so that one day I can perform magic in front of large groups of people!

DOING
Performing a magic program at the library!
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

WELCOMING

SUPPORTING

JOB FAIRS

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!
"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

Envision Future Experiences

Knowing your customer

Problem Framing

How might we better serve

Identifying Opportunities

Experience principles

Define Experience Attributes

OUR COMMUNITY!
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!
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?
OCLC Workshop Sessions

**PROBLEM SPACE EXPLORATION**
- 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.

**Develop service experience concepts according to vision.**

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Session 1: Problem Space Exploration

Session 2: Solution Space Exploration
How did we work?

**miro** (Collaboration)

**zoom** (Communication)
OCLC Workshop Sessions

Session 1: Problem Space Exploration

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

**SOLUTION SPACE EXPLORATION**
Refine and share experience principles and ideate future services that the library could offer

**In-Between**
In-between sessions, participants were encouraged to finalize experience principles

Explore future experience principles that may generate meaningful experiences for the library community
METHOD SPOTLIGHT

Understand the Context

Examined who their respective libraries serve and how some of their relationships or interactions have changed.

Knowing how the relationships had changed allowed library participants to reflect how their customer’s dynamics had evolved.
**Empathize with Customers**

Unpacked the needs of who they serve and identified challenges that some of their customers face.

Knowing this, the participants understand what customers go through and what they are in need of now that the world has changed.
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.

**Method Spotlight**

**Experience Principle Ideation**

Brainstormed what memorable phrases could be used to inspire future staff decisions as well as service concepts for Session 2.

This way participants have a head start on crafting experience principles and can do so in the break and during the next session.

**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

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

2. 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.

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

**Experience Principle Material**

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

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**A Simple Framework**

**Experience Principle**:
Be Proactive & Timely
Anticipate needs and expectations, preempt potential issues, and make advisors aware of information before it impacts their business.

**Description**:
Additional details to communicate the spirit of the principle.

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

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"Evolution of Adaptive Right Experience Principles Checklist (Don Sull, 2017)"
OCLC Workshop Sessions

Session 2: Solution Space Exploration

**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.

- Develop service experience concepts according to vision.
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.

Experience Principles - Session 1

Make it easy Make it comfortable

Be proactive Make it natural

Make it viral

METHOD SPOTLIGHT

Refining Experience Principles

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.

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?
- 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

**Description**

By committing to our vision of an Altadena where we are all learning, growing, and thriving together, the library engages individual and collective efforts to improve the quality of life.
METHOD SPOTLIGHT

Ideation Sessions

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

Participants generated many ideas.
METHOD SPOTLIGHT

Ideation Sessions

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

Discussed and clustered ideas to form larger groups of ideas.
Crafting the Concepts

From the cluster idea groups develop a comprehensive concept. Here you can think of what the experience for customers will be like when they interact with this concept.

METHOD SPOTLIGHT

Concept Sessions

Synthesized ideas into more developed concepts that could be easily understood by others.

Who is it for?
What are the outcomes?
What does the experience look/feel like?
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

Altadena Libraries
Bringing PEOPLE + IDEAS Together

Viktor Sjöberg
Diana Wong
Mylinh Hamilton
& Margaret Hatanaka
IDENTIFYING
CHALLENGES

Community engagement - reaching those we currently don’t
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 (AEOIU) contribute to why they may or may not use the library. [45 MIN]
### EXPERIENCE PRINCIPLES

**What outcomes do we want to inspire?**

1. **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.

   - **Experience Principles - Session 1**
     - Make it easy
     - Make it comfortable
     - Keep the flow
     - Make it personal
     - Make it mine (create ownership)
     - Make it memorable
     - Make my time valuable
     - Make it natural
     - Let us gather
     - Help us gather
     - Meet my neighbors
     - Knowing me, knowing 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?
     - Are they applicable with different types of customers?
     - Do they help you take a decision?

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EXPERIENCE PRINCIPLES

Combining the "How Might We" statements and the Experience Principles
VISIONING THE PRINCIPLES

What would the experience look like?
Resonating ideas – “disconnect”, “restorative”, “dedicated quiet time
VISIONING THE CONCEPT

“Service of Doing Nothing”

Combining the Outcomes and Experience Principles

Customer Type
Who are you designing for?
- all patrons / community members and staff

Key Needs This Concepts Meets?
Why does this concept fit this customer type?
- a need for a free community space to disconnect and have introspection
- building on customer’s expectation of quiet space 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 interact with customer
- restoration together - building community
- linking individuals to group health or therapy
- building collective health by investing in individual health
- having a supportive place to experiment with wellness

Experience Principles
Which principles are core to this concept?
- Make it Natural
- Lead by example
- Meet my neighbors
- Make it 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
Our Aims Included Exploring How To:

- Untether service from our physical buildings - and untether staff creativity.
- Better serve a strategic priority audience
- Strengthen our vision for community engagement and partnership across the county and within multiple job descriptions.
- Support staff (to confidently begin developing community partnerships big and small).
- Narrow our focus so organizational goals can be addressed through intentional steps in the planning process.
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.
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!
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!*
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
What you can do now

- **Uncover stories.** Invite customers and employees to share a memorable experience with the library (pre-covid 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!

- Library Peers
- Partners
- Community Mentors

**TIPS**
- Be open
- Be bold
- Defer judgment
- Build on the ideas of others (“Yes, and...”)
NOW, LET’S DO THIS!

2. Create a shared set of Experience Principles!

<table>
<thead>
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<th>EXPERIENCE PRINCIPLES</th>
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<tr>
<td>Welcoming</td>
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<tr>
<td>I am treated with respect and compassion.</td>
</tr>
<tr>
<td>I forge connections with the approachable and friendly faces of the Library.</td>
</tr>
<tr>
<td>Empowering</td>
</tr>
<tr>
<td>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.</td>
</tr>
<tr>
<td>Affirming</td>
</tr>
<tr>
<td>I hear “yes.” Library staff remove roadblocks, and show me that anything is possible.</td>
</tr>
<tr>
<td>Surprising</td>
</tr>
<tr>
<td>I find things I didn’t even know I was looking for. My expectations are exceeded every time I visit the Library.</td>
</tr>
<tr>
<td>Awesome</td>
</tr>
<tr>
<td>I find a comfortable, safe place where I can explore, discover, learn, and create.</td>
</tr>
<tr>
<td>I feel included. I feel curious.</td>
</tr>
<tr>
<td>I feel inspired!</td>
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</tbody>
</table>
NOW, LET’S DO THIS!

3. Establish the time to do this work!

**DAILY**

With partners

Commit to creating an “Experience Principle”

“Today we will **practice** that Curbside Service feels like **awesome**!”

**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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