Making the Case for Building Service Design Capability within HE

Val Mitchell & Graham Hancox

University of Nottingham
UK | CHINA | MALAYSIA

snook

Loughborough University

HELLO! I'm Graham.

User Experience Researcher at University of Nottingham with a first degree and PhD in Ergonomics/ Human Factors.

Love martial arts, health and fitness, and horror films!

Married to Jennie and dad to Zoe who keeps me on my toes at 2 years old.

HELLO! I'm Val.

Postgraduate Director of Studies at
School of Design and Creative Arts at
Loughborough University.

AND a Service Designer and
Academic Lead for Learning at Snook.

First degree and PhD in Ergonomics.

Love playing and watching sports.

Married to Sean and mum to grown up kids
Bethan and Chris.

Snook is a
User-Centred Design agency
that designs viable,
sustainable and fair services
with people's needs at
their heart.

"Ask 20 Service Designers to give you a proper definition of Service Design and you will most likely end up with 25 unique definitions."

Greg Lakloufi | Service Designer & Strategist

Human Centred Design of Services

Putting **people** first.

Understanding what people who use services and the people who deliver services need.

Outcome focussed

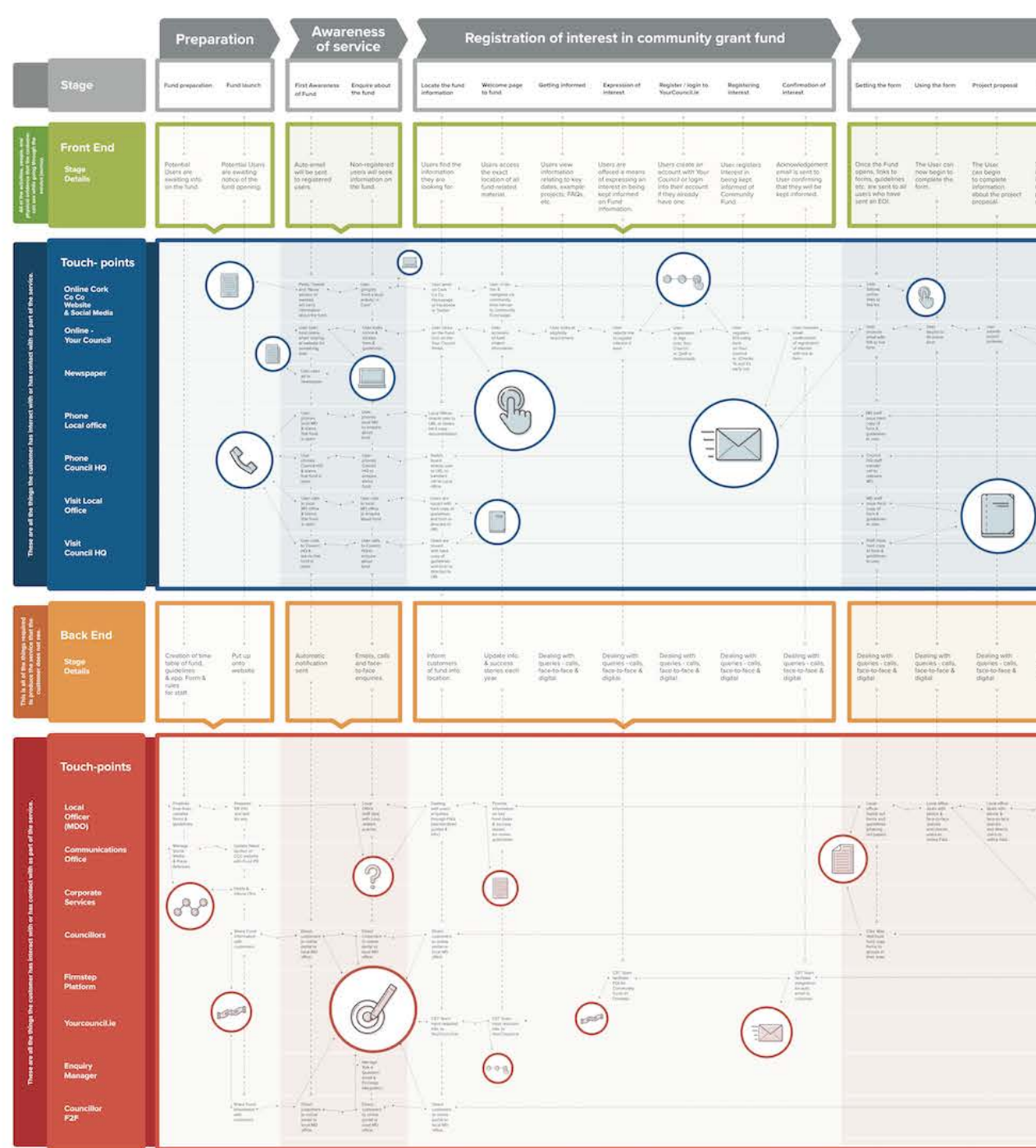Helping people to do the things they need to do.

Sequencing

Understanding the different stages of service interaction.

Designing end to end service experiences.

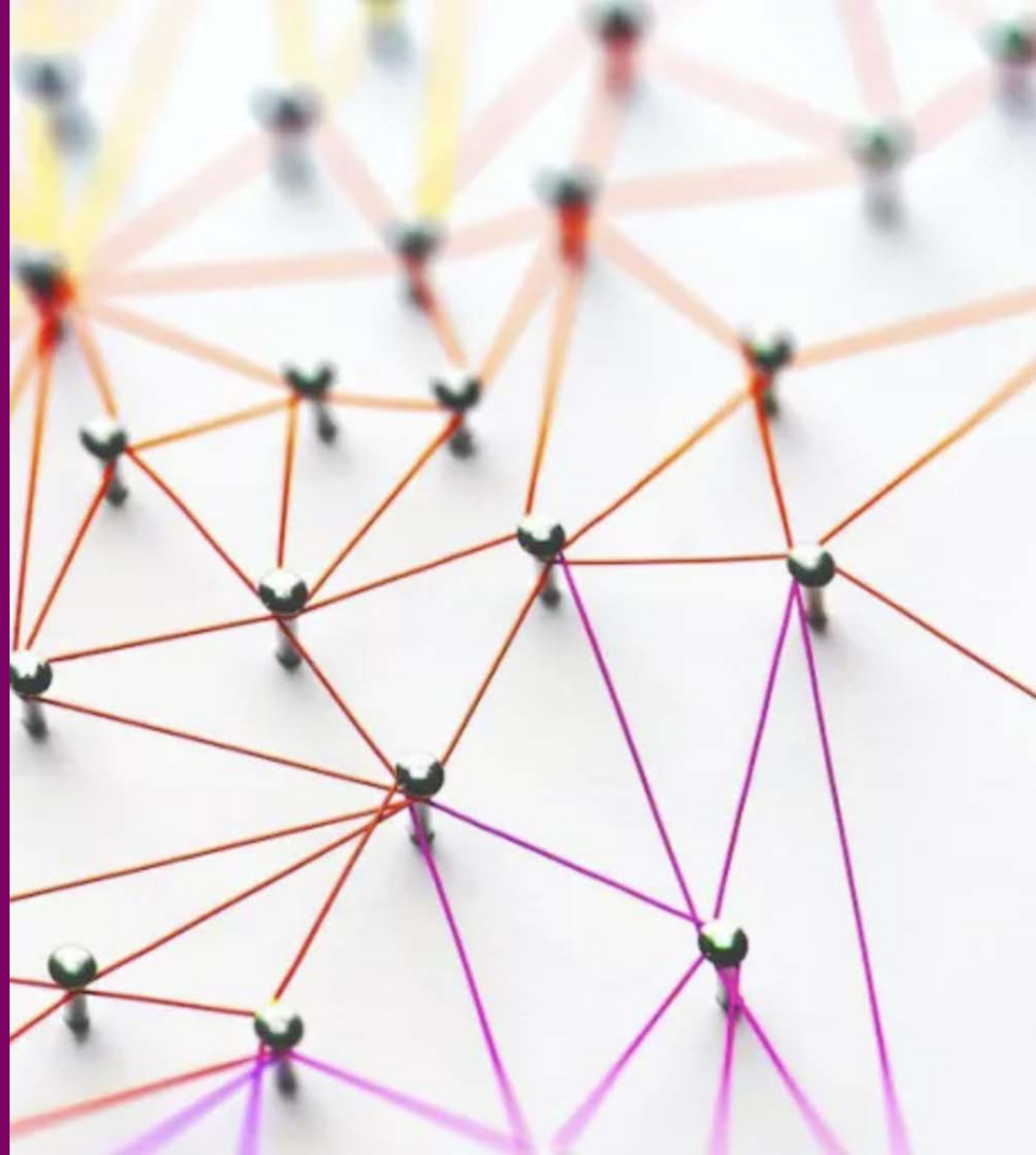Front stage and back stage interactions and processes.

Design of every **touchpoint** and **interaction** on every **channel.**

Systemic

Understanding connections and making new connections.

Joining dots between people and things in holistic ways.

Zooming in and out
Front to back,
back to front,
inside and outside
the organisation.

Collaborative and iterative

Designing **with** not **for** the people that use and deliver services.

Highly Visual

Service Design makes intangible things visible to enable innovation.

Image source Kirsty Sinclair

Build. Test. Learn.

Prototyping to ask questions and learn fast.

Working with users and stakeholders to refine and deliver solutions.

Image source Snook

"We like to call it **Service Design.**
But our clients use loads of different
terms, be it **design thinking,
experience design, service
innovation, human-centered
design and UX design ….**

It doesn't really matter what you call
it, use a phrase that works within
your organization."

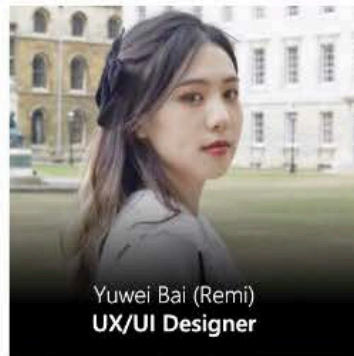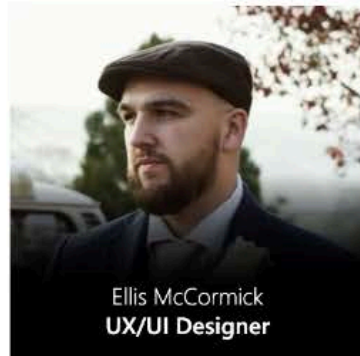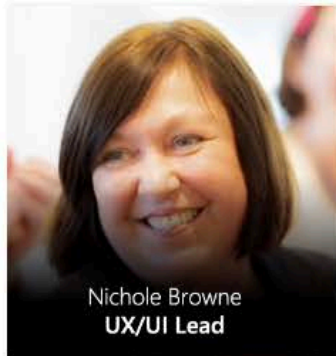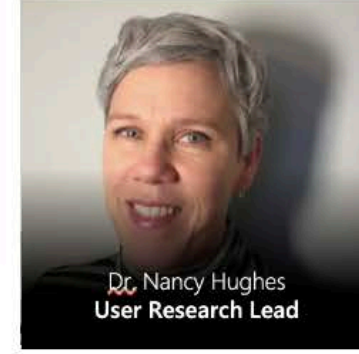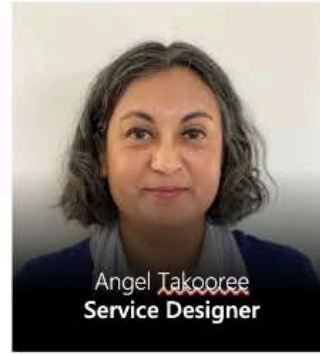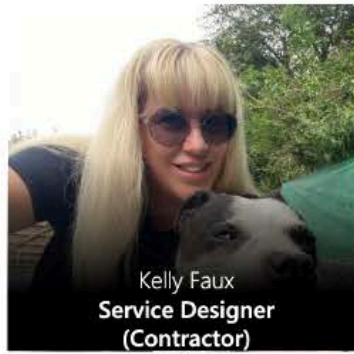**Marc Stickdorn | Designing Human Centred
Organisations**

"Service Designers know they're doing their job well when stakeholders can prioritise delivery decisions based on the value they bring to both users and the business."

Ben Holliday | author of Multiplied

How does Service Design
in Higher Education look in practice?

Scott Angle
(Acting) Head of User Experience

Dr. Mike Gardner
Service Designer (ECIT)

Kelly Faux
Service Designer (Contractor)

Angel Takooree
Service Designer

Dr. Nancy Hughes
User Research Lead

Nichole Browne
UX/UI Lead

Ellis McCormick
UX/UI Designer

Yuwei Bai (Remi)
UX/UI Designer

Recruiting...
UX/UI Designer

Dr. Graham Hancox
Senior User Researcher

University of Nottingham
UK | CHINA | MALAYSIA

Libraries as a service

❖ User testing- behavioral not opinion based.

❖ What works well for digital design works well for physical design too.

❖ Provide insights into why problems were occurring.

❖ Provide 'fresh eyes.'

❖ Find toilets, water fountain, specific books, study spaces etc…
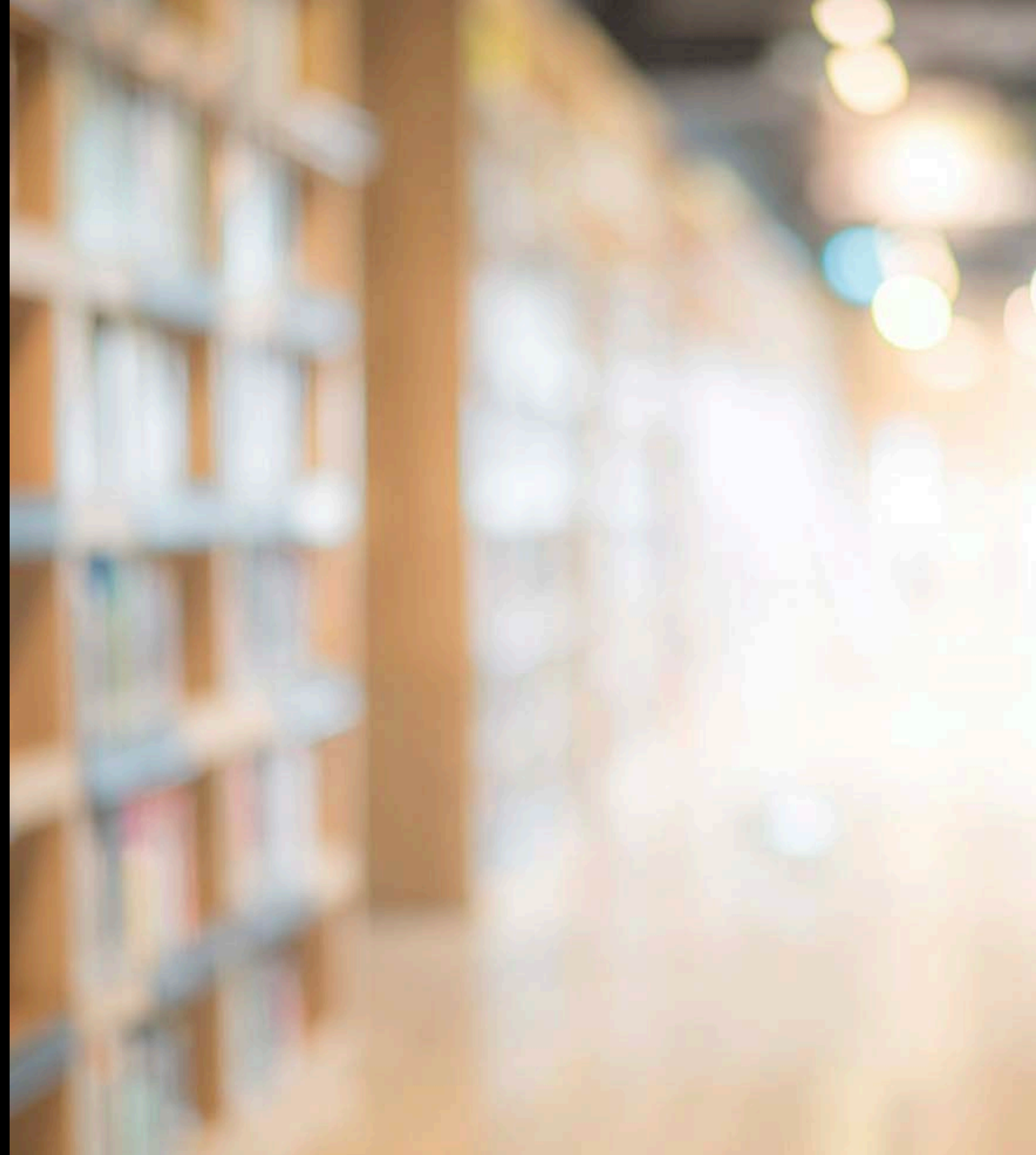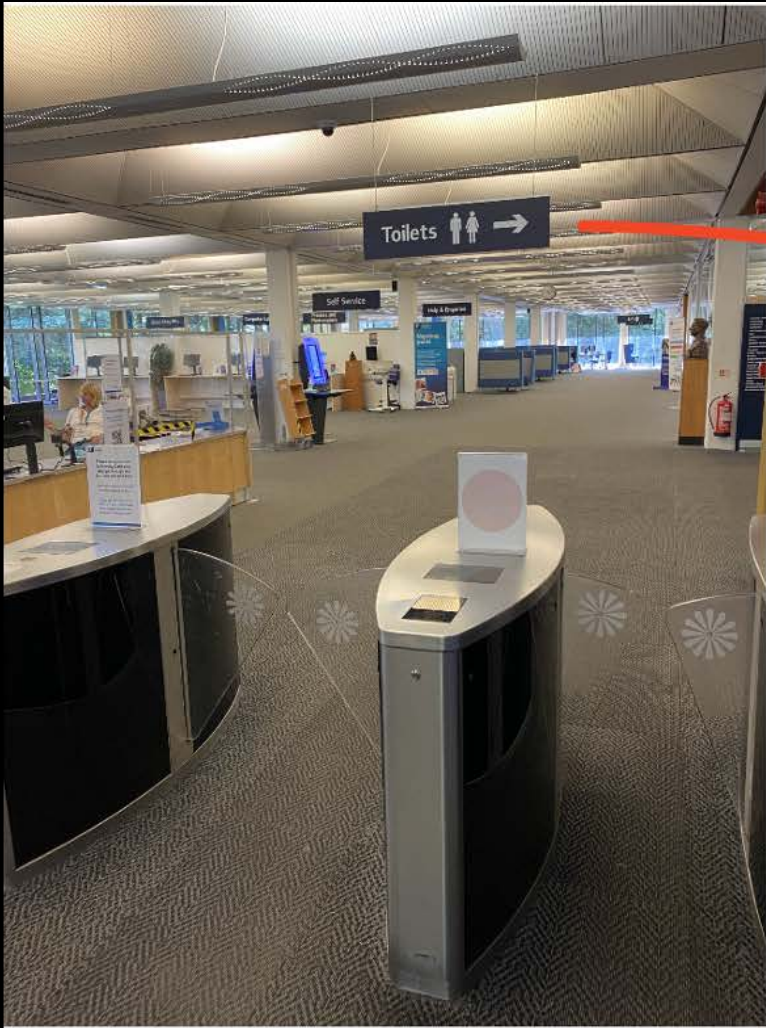
Map redesign and user testing
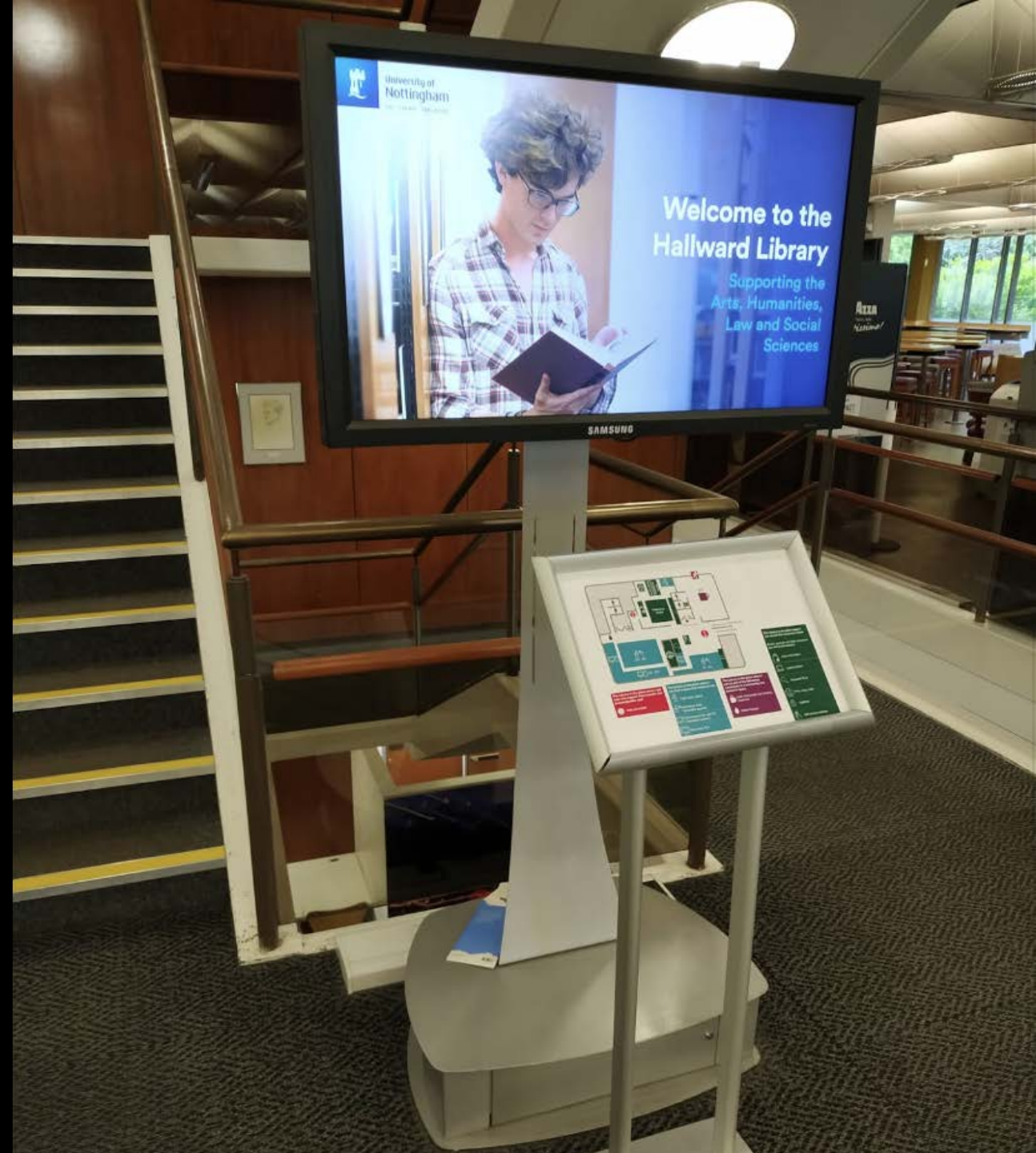
❖ Guerrilla user research
3 libraries, 50 students.

❖ Limited awareness of the
librarians' true skillset.

❖ Didn't have complex
questions- fixing a problem
that doesn't exist.

❖ No user desire for new
information channels.

Is the HE sector investing enough in Service Design?

Is the HE sector investing enough in Service Design?

...we don't think so....

The HE Sector is investing in Human Centred Design.

Design Thinking, CX, UX and Service Design teams are being formed to work with or alongside Lean, Learning Design, IT teams and external consultants.

"The University is on a journey to fundamentally change how we engage with our students, staff and partners"

University of Nottingham
UK | CHINA | MALAYSIA

Compared with Government and Health sectors, the HE sector has a long way to go before it gains the maximum value from design.

To survive and thrive Higher Ed institutions should invest in becoming Human-Centred Service Organizations.

A Human-centered Organization:

❖ Focuses on creating **better human experiences.**
❖ **Builds resilience and de-risks innovation** through continuous iteration and learning.

❖ **Cares as much about the experience of its diverse, empowered teams as it does about its customers.**
❖ **Intentionally,** actively embeds these principles into the fabric of the organization.

Of course, building this organization is ongoing—a utopian ideal, that we continually strive to meet." IBM

When design
becomes a top
management
priority,
organizations
thrive.

McKinsey
& Company

The Danish Design Ladder
adapted for NHS Digital
now NHS England.
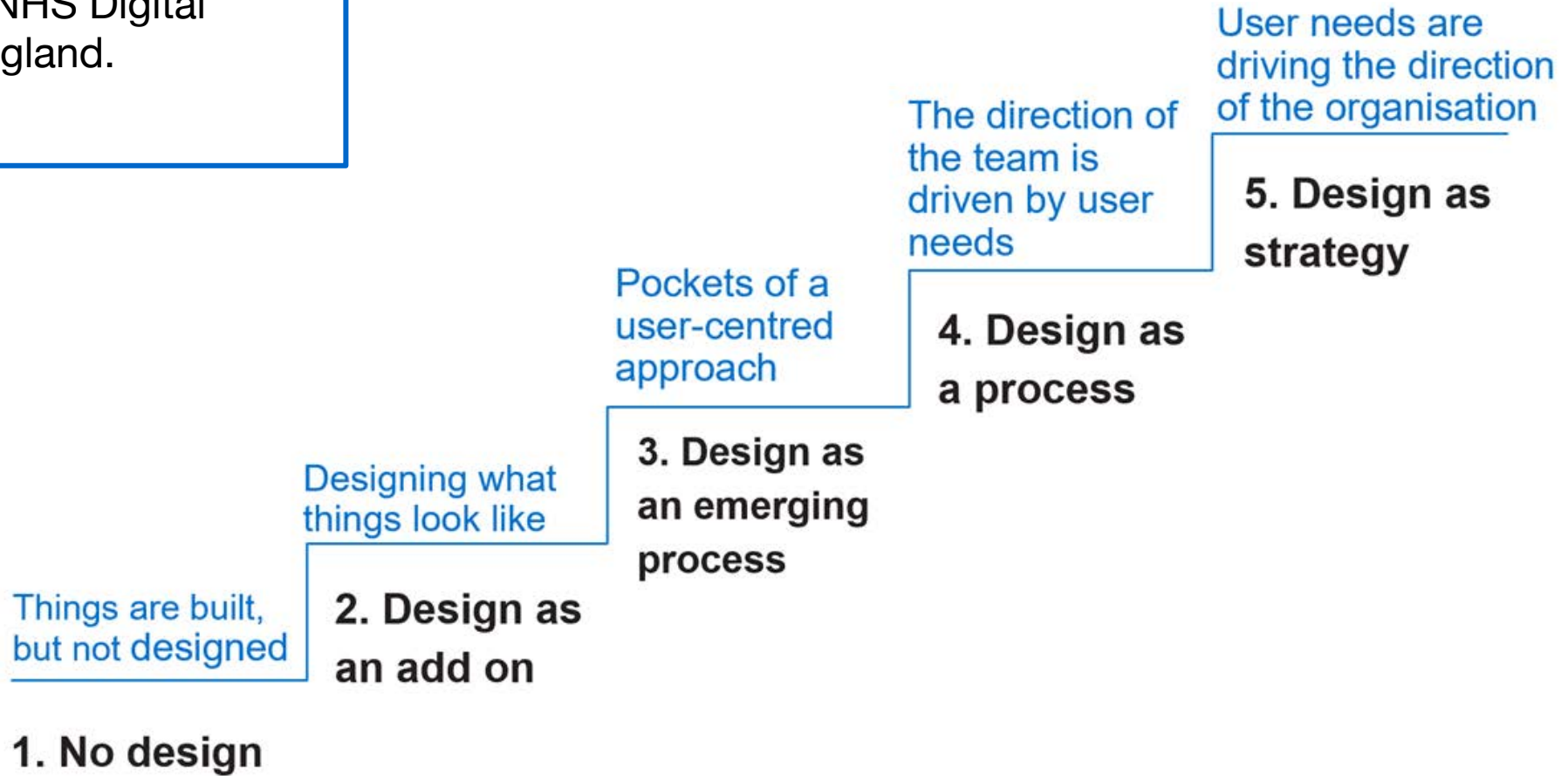
Things are built, but not designed

1. No design

Designing what things look like

2. Design as an add on

Pockets of a user-centred approach

3. Design as an emerging process

The direction of the team is driven by user needs

4. Design as a process

User needs are driving the direction of the organisation

5. Design as strategy

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Search

Digital Service Standard

The Digital Service Standard is a set of 18 criteria to help government create and run good digital services.

All public facing transactional services must meet the standard. It's used by departments and the Government Digital Service to check whether a service is good enough for public use.

1. Understand user needs

Understand user needs. Research to develop a deep knowledge of who the service users are and what that means for the design of the service.

Read more about point 1

Get notifications

When any points in the Digital Service Standard are updated

✉ email

"Without User-centred Design, we do not know whether we're delivering the right thing and achieving the outcomes we intend to.

User-centred Design helps us
manage the risk of delivering the wrong thing and, in turn, not achieving the outcomes for the health and care system that we're commissioned to deliver."
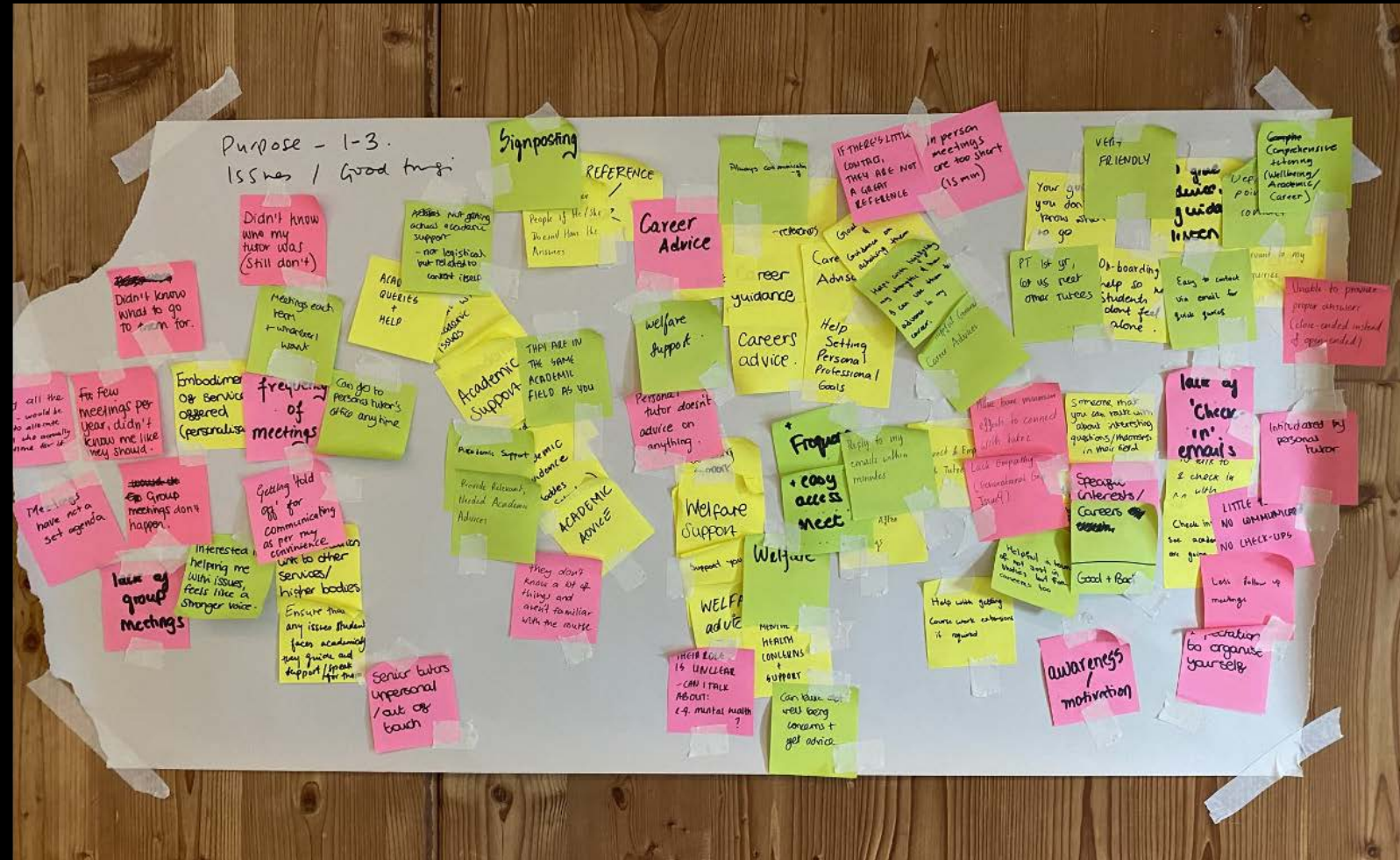
Rochelle Gold | Head of User Research NHS England

NHS

Personal Tutors

❖ People
❖ Purpose
❖ Going well
❖ Not so well
❖ Blue sky/magic wand

Affinity mapping and thematic analysis to generate insights.

Baseline survey
541 responses

Interviews (widening participation)
8 x 45 minute interviews with students from 'widening participation' groups

Widening Participation eligibility criteria included: students who identify as BAME, LGBTQIA+, mature students (over 21) estranged from family, declared disability (incl. neurodiverse), from an area that doesn't usually go to university (postcode derived), a carer etc.

Issues

❖ Inconsistent standard

❖ Peer support worked well in some schools was the envy of others

❖ Single point of failure

❖ Clash of personalities

❖ Lacking skill set/ specificity
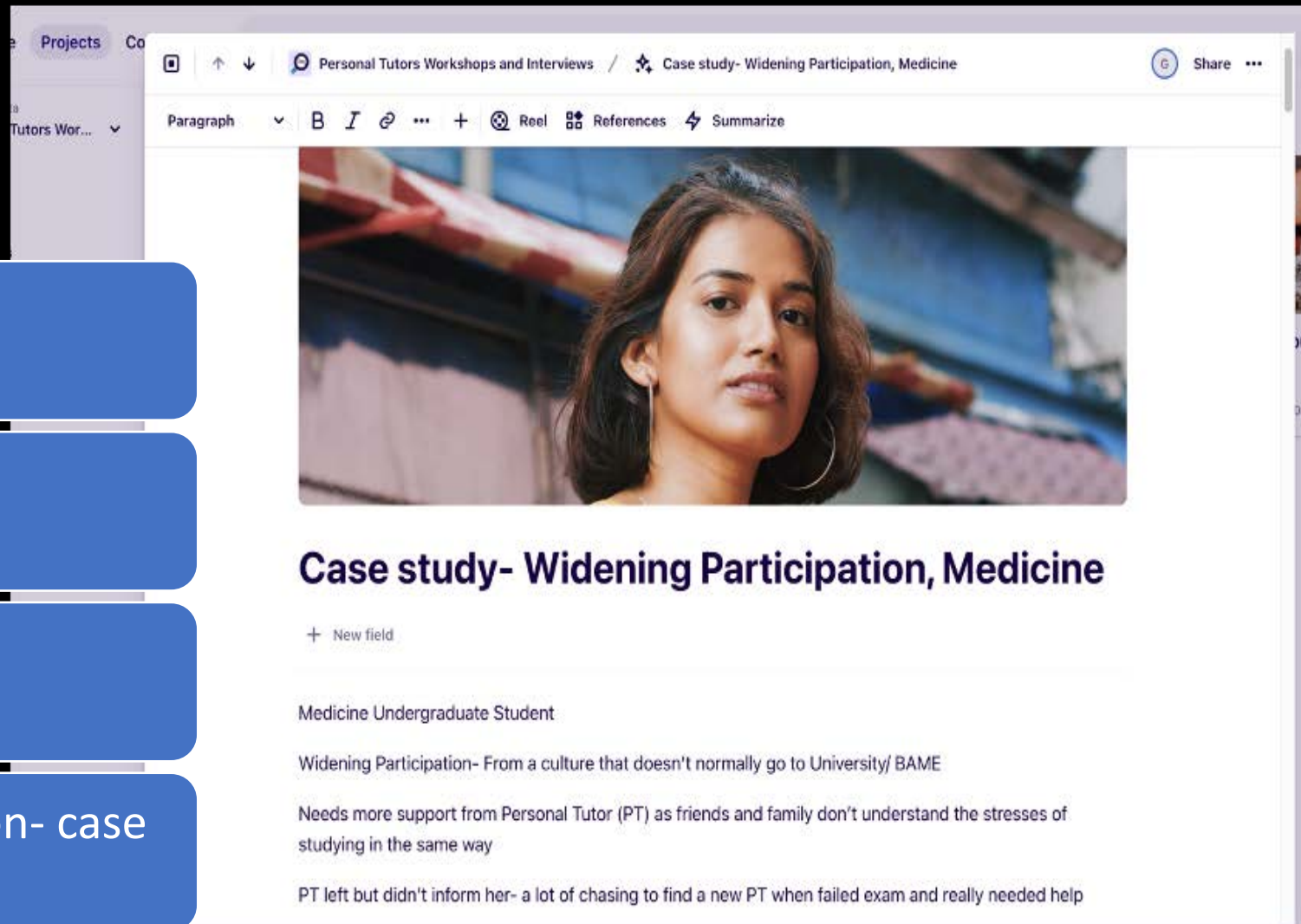
❖ No purpose to meetings

Workshop

Lead by GiS- Lean Sigma Six

2 intense days

Broad range of stakeholders

We came with issues not a solution- case study

Lots of ideation to reach a conclusion

Projects | Co

Tutors Wor... ∨

Personal Tutors Workshops and Interviews / Case study- Widening Participation, Medicine

G Share ···

Paragraph ∨ | B *I* 🔗 ··· + ⊗ Reel References ⚡ Summarize

Share | Import

out current syst

023

Case study- Widening Participation, Medicine

+ New field

Medicine Undergraduate Student

Widening Participation- From a culture that doesn't normally go to University/ BAME

Needs more support from Personal Tutor (PT) as friends and family don't understand the stresses of studying in the same way

PT left but didn't inform her- a lot of chasing to find a new PT when failed exam and really needed help

Solution for pilot
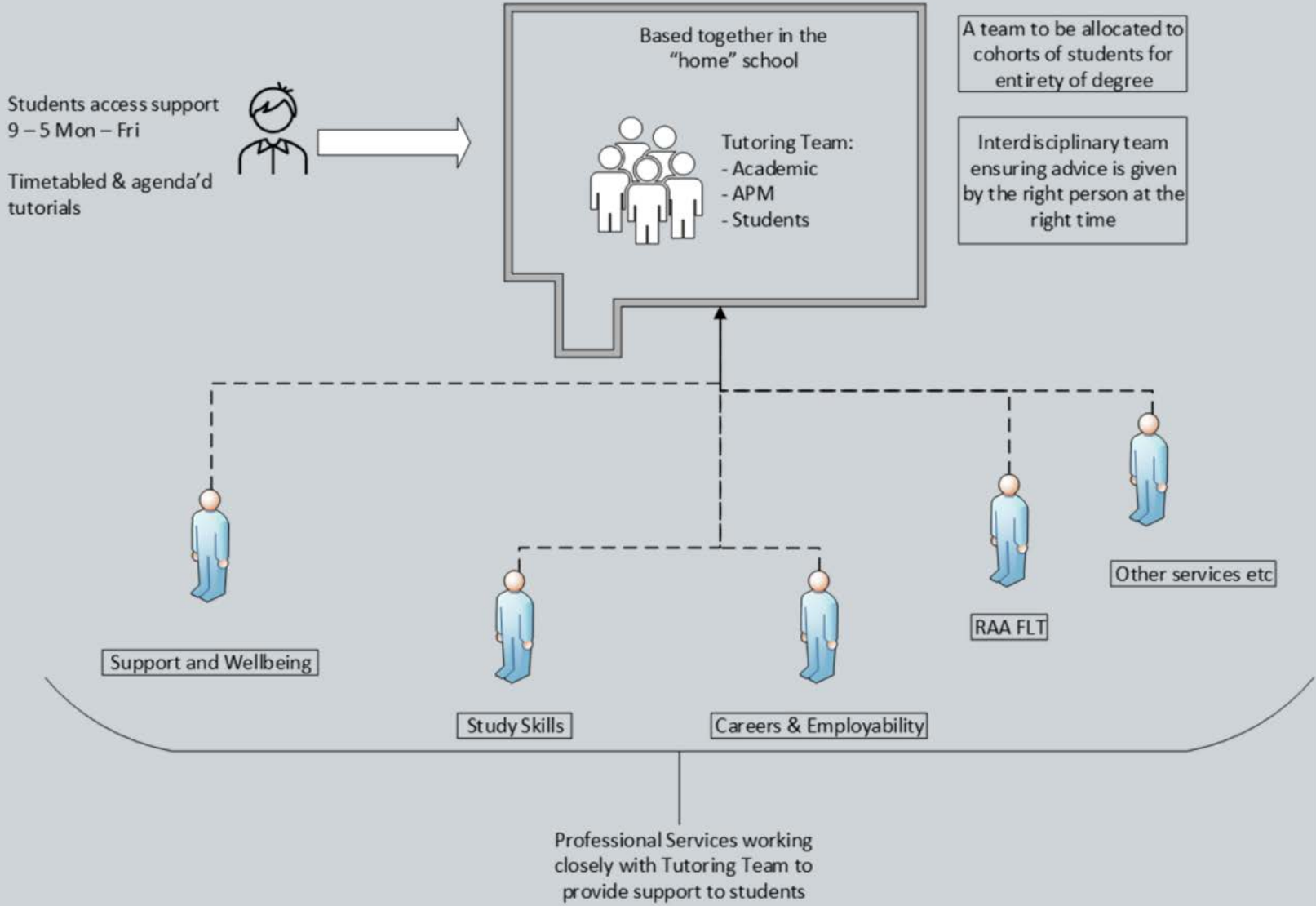
Guerilla Research

4 tips for increasing the impact of Service Design within Higher Education

1.

Design end to end service experiences and break down organizational silos to do so.

"Organizations are becoming **service organizations**…Yet default working practices (governance, planning, funding, leadership, reporting, programme and team structures) inside large organizations haven't changed."

Kate Turling | Author of The Service Organisation

Claim form journey | DRAFT

mCOL
176,623

local/CCMCC
201,869

N1
1,183,228

specified
1,024,550

Bulk

Enforcement
£45,180
318,960

Warrant of execution
106,992

Warrant of possession
79,701

Issue charging order
72,063

Attachment of earnings
46,729

unspecified
156,870

Fee Permission
Fee remission
101,000

Warrant of execution
104,757

Attachment of earnings
43,487

Charging order
62,868

5 Possession claim journey | DRAFT

ev
17,753

Individuals
9.3%
(2012)

N5
85,986

PCOL
169,854

Small Business
12%
(2012)

Warrant of possession
63,520

7 option

Fee Permission

hearing
27 days
?

N5B Accelerated claim journey | DRAFT

N5B
34,323

Warrant of possession
17,915
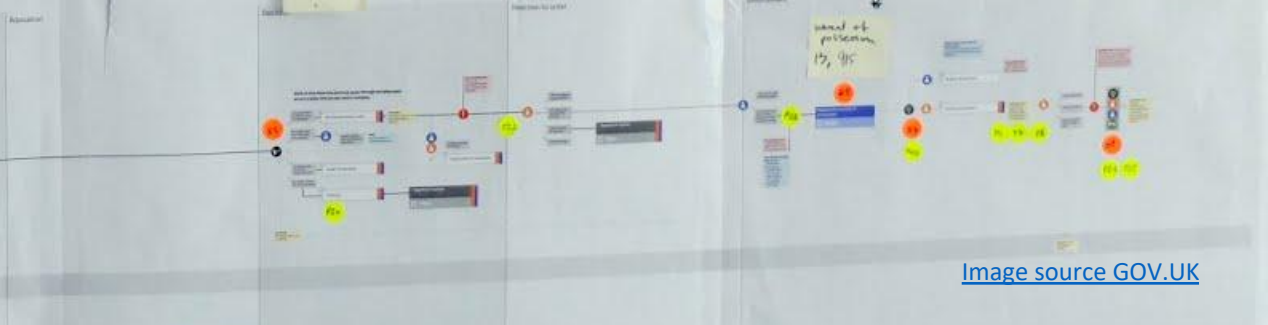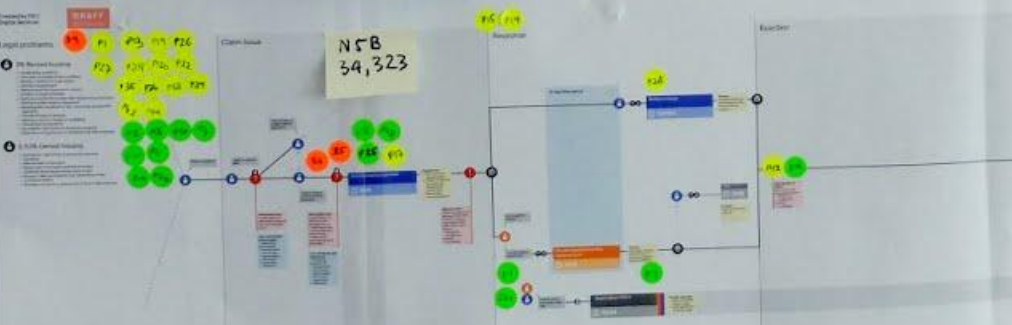
2.

Enable Business and Design teams to work closely together.

Problem solving phase

Execution & solution phase

Prototyping

Learn

Define

Develop

Define

Experiments
Pivot / persevere?

LAUNCH

Empathise

Build

Evaluate

Release

ITERATE

Measure

Customer PROBLEM

Customer SOLUTION

DESIGN THINKING

LEAN STARTUP

AGILE

Image from Digital Leadership Design
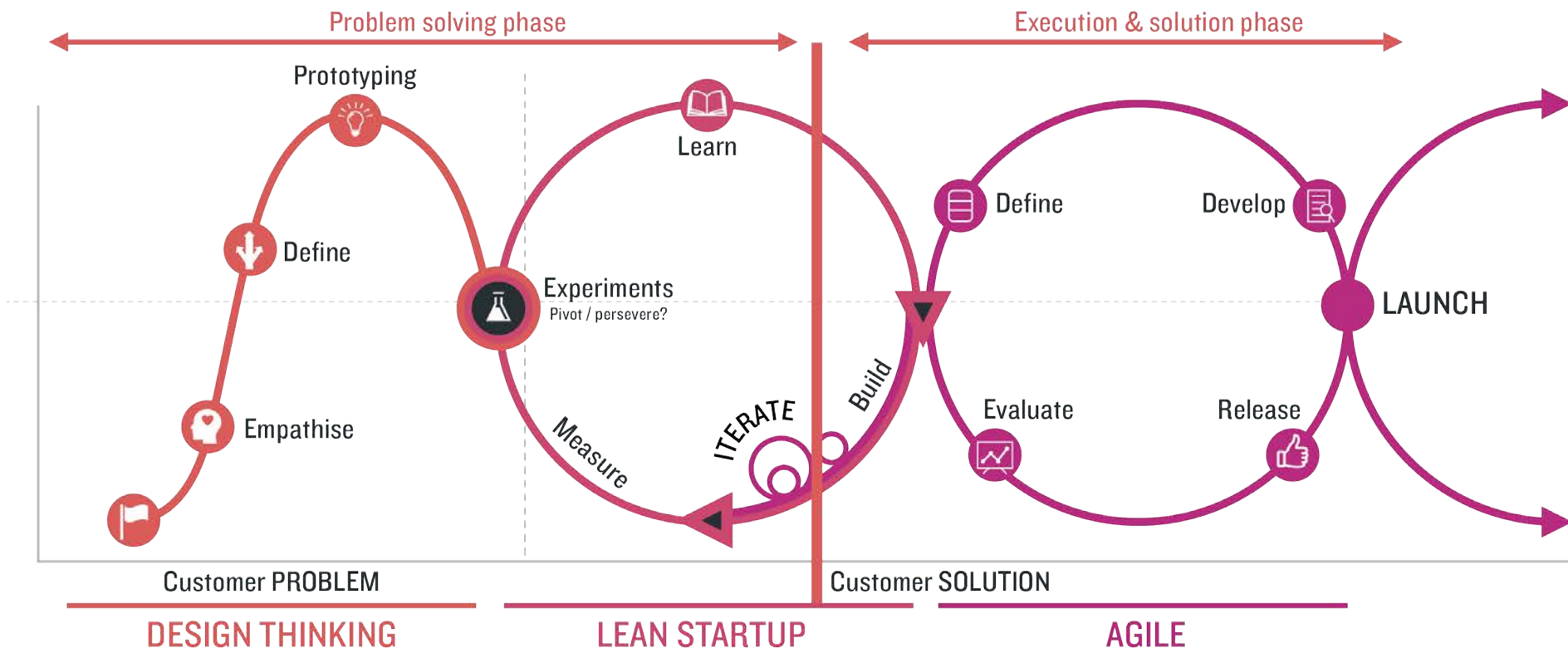
"Service Design is Business Design when we focus on and care about designing the internal staff and external user experience together as the front and back stage of how a service works."

Ben Holliday | author of Multiplied

3.

Capture and design for the emotional as well as functional needs of users.
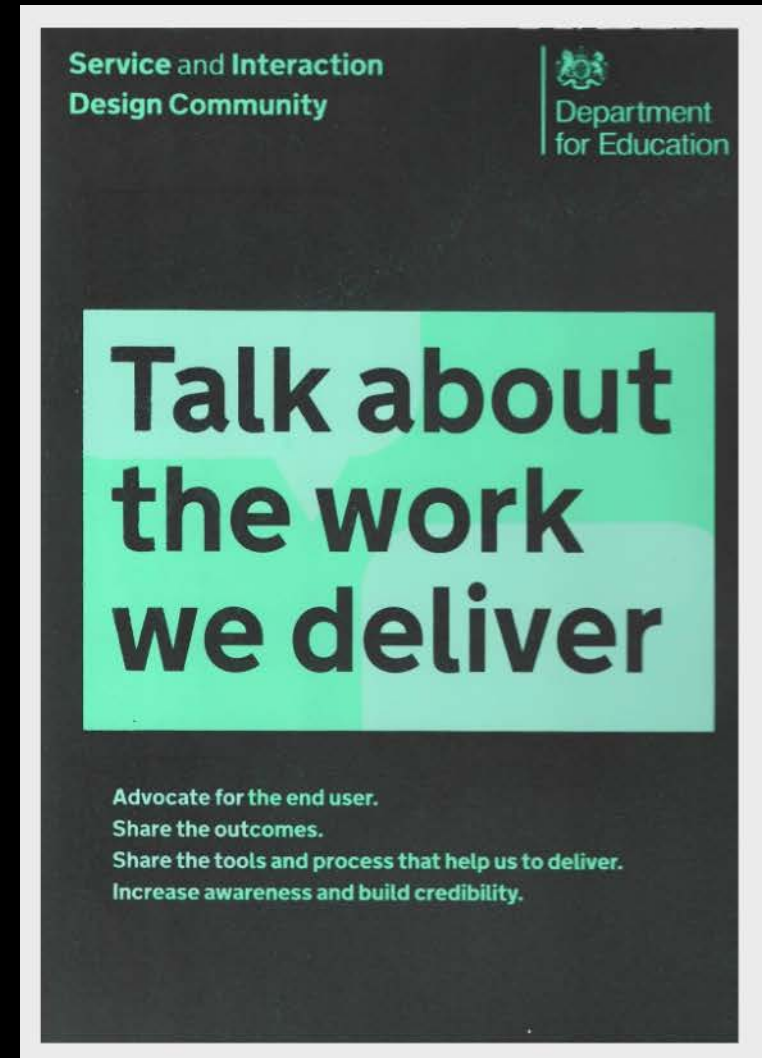
Design the student and staff experience together.

4.

Create a Service Design Community of Practice **within** your organisation.

Share tools, knowledge, learnings and metrics.

Be visible & share your successes.

Service and **Interaction Design Community**

Department for Education

Talk about the work we deliver

Advocate for the end user.
Share the outcomes.
Share the tools and process that help us to deliver.
Increase awareness and build credibility.
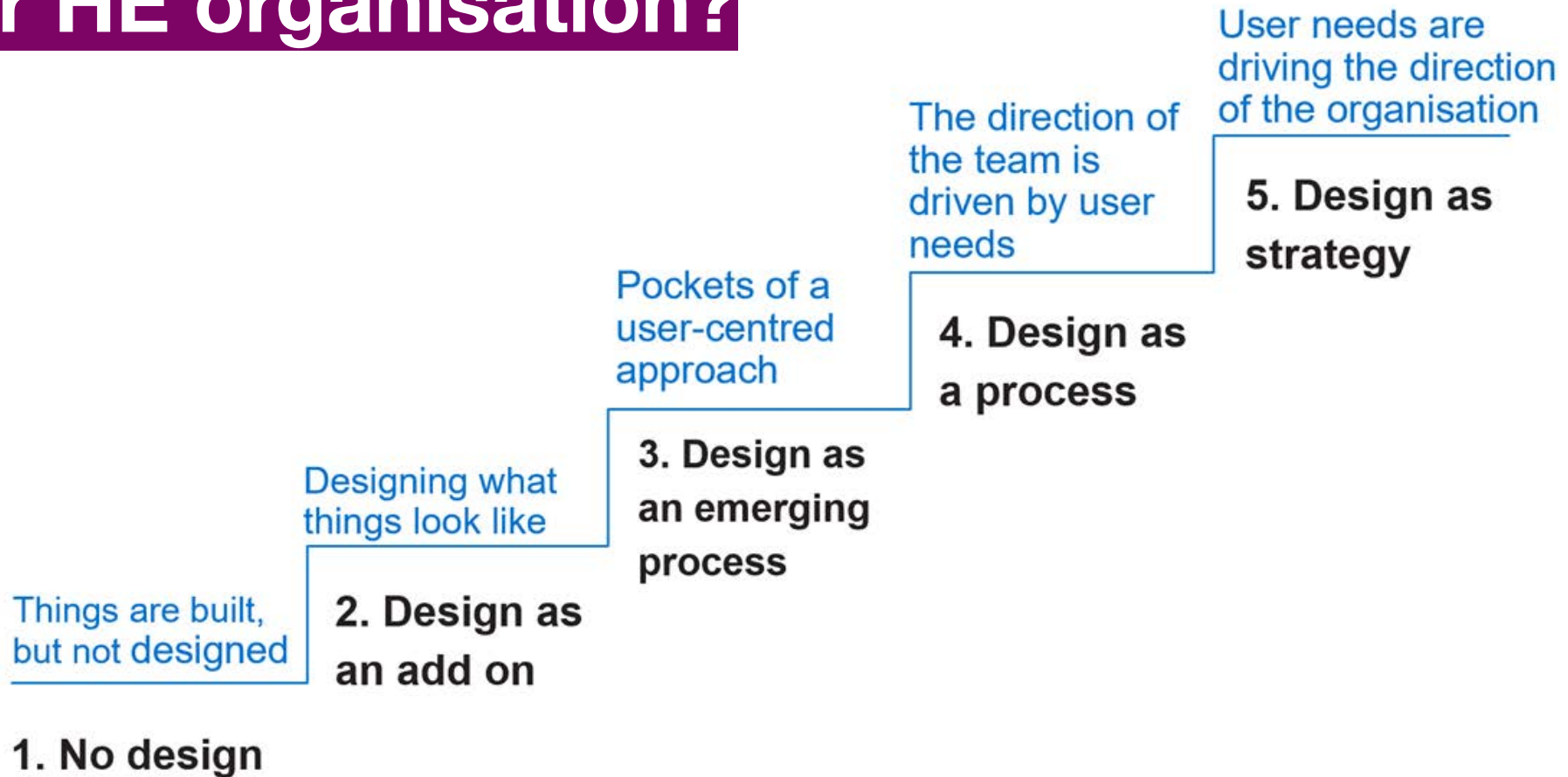
UX Community of Practice

UCISA-UX CoP

Vision

To build, grow, and champion UX in the education sector together

Purpose

To provide a space for UX colleagues from across the sector to meet, share, and learn with one another – considering topics such as UX design, UX strategy, Content design, Content strategy, UX research, Service design, Product design.

How mature is Service Design in your HE organisation?

User needs are driving the direction of the organisation

5. Design as strategy

The direction of the team is driven by user needs

4. Design as a process

Pockets of a user-centred approach

3. Design as an emerging process

Designing what things look like

2. Design as an add on

Things are built, but not designed

1. No design

snook

Student and staff services are built in- house or procured but not designed.

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1. No design

Designing what things look like.

Design activity largely about
graphic design and branding.

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2. Design as an add on

Pockets of a user-centred approach.

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3. Design as an emerging process

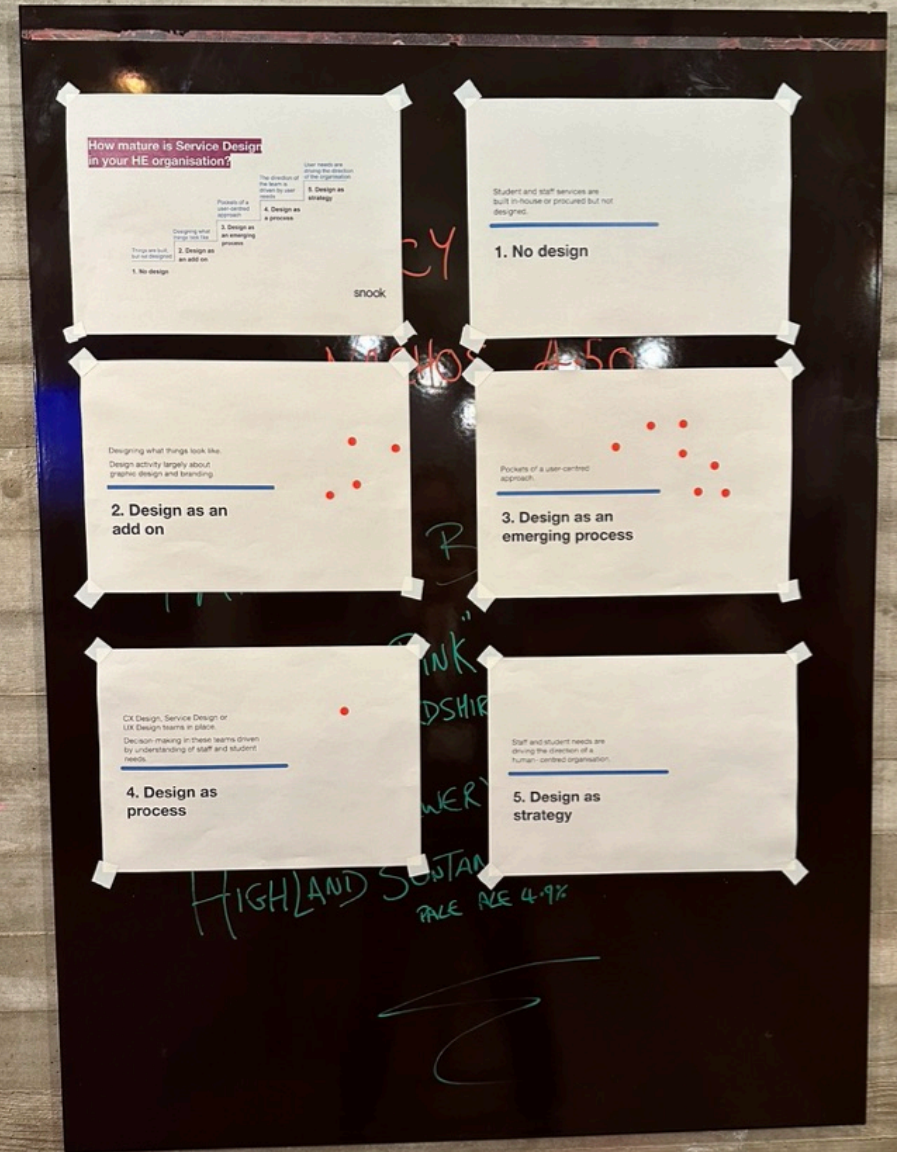CX Design, Service Design or
UX Design teams in place.

Decison-making in these teams driven
by understanding of staff and student
needs.

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4. Design as process

Staff and student needs are
driving the direction of a
human- centred organisation.

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5. Design as strategy

How we voted!

Thank you!
Any Questions?

Thank you!

Want to carry on the conversation? Reach out to us at:

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val.mitchell@wearesnook.com   &   v.a.mitchell@lboro.ac.uk

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linkedin.com/in/val-mitchell

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