SERVICE DESIGN AT SCALE

SERVICE DESIGN
GLOBAL CONFERENCE

THE ART OF STAKEHOLDERING

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The Art of STAKEHOLDERING

Delivered at SDN Global 2017 // Madrid

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A little about us

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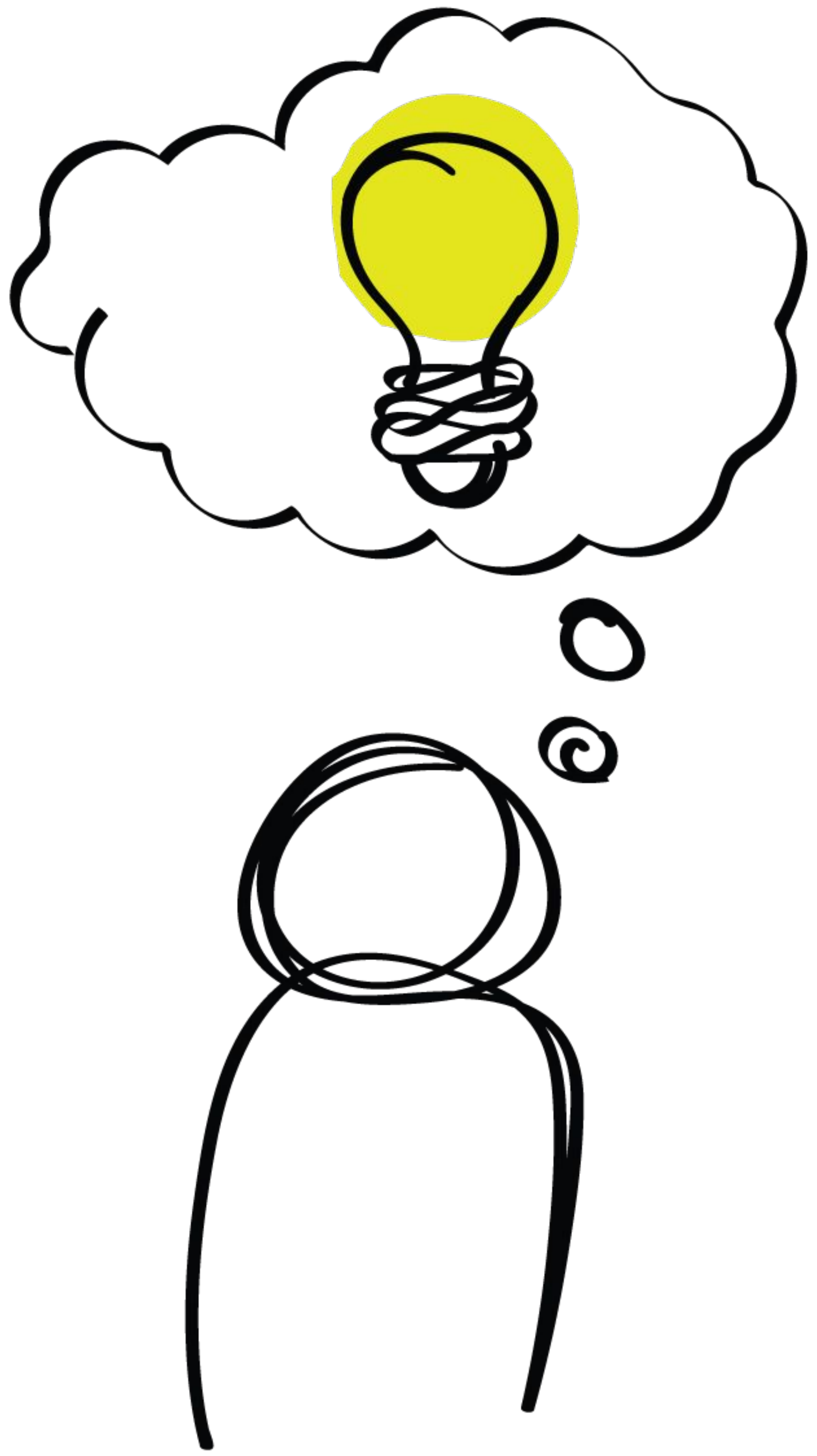
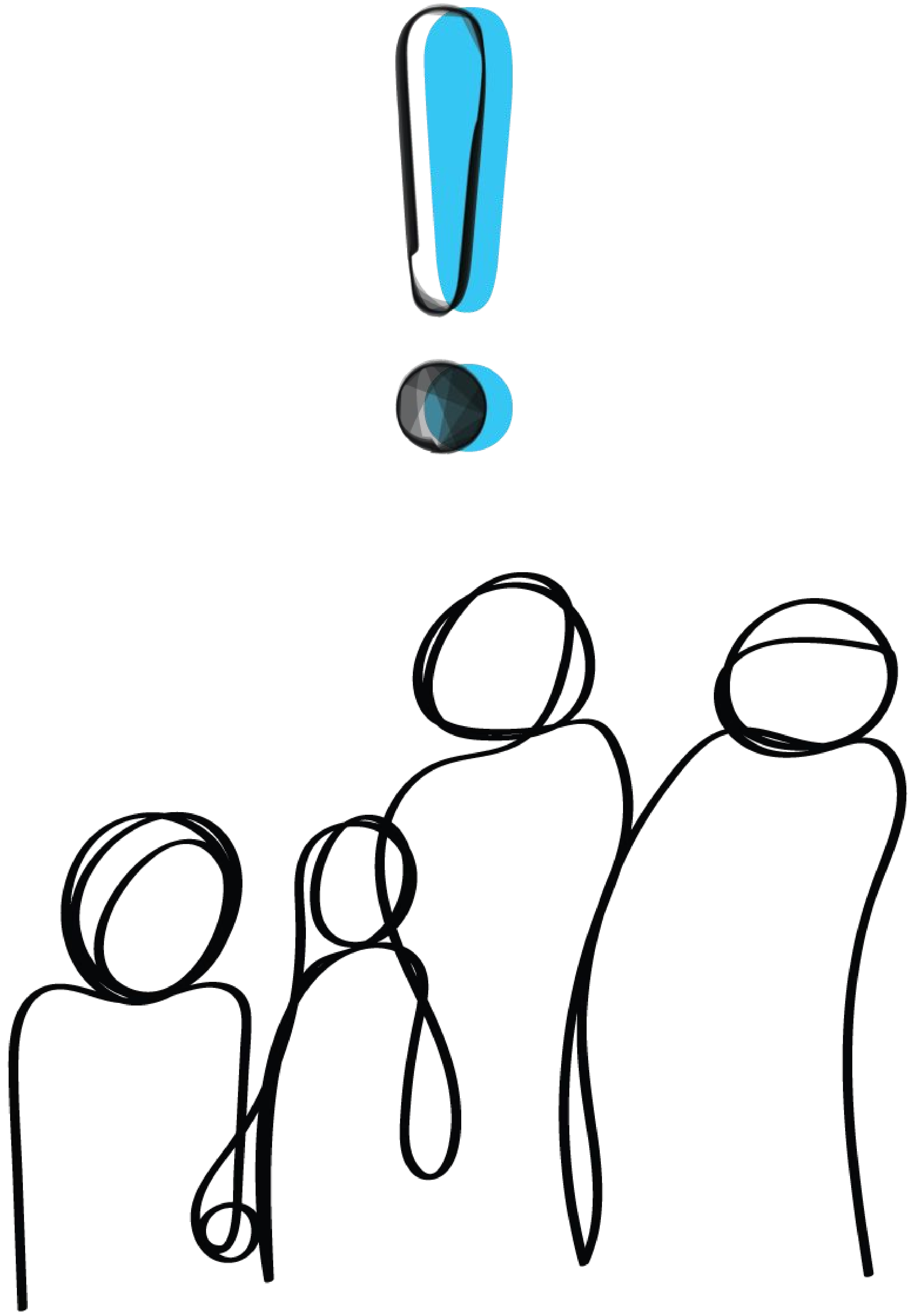
From Thinking to Doing

Service Design Thinking



Service Design Doing



What’s getting in the way?

Getting to design doing involves a lot more than just design

When we talk about “stakeholdering” we are talking about the people…

… and creating the conditions for transformation & change

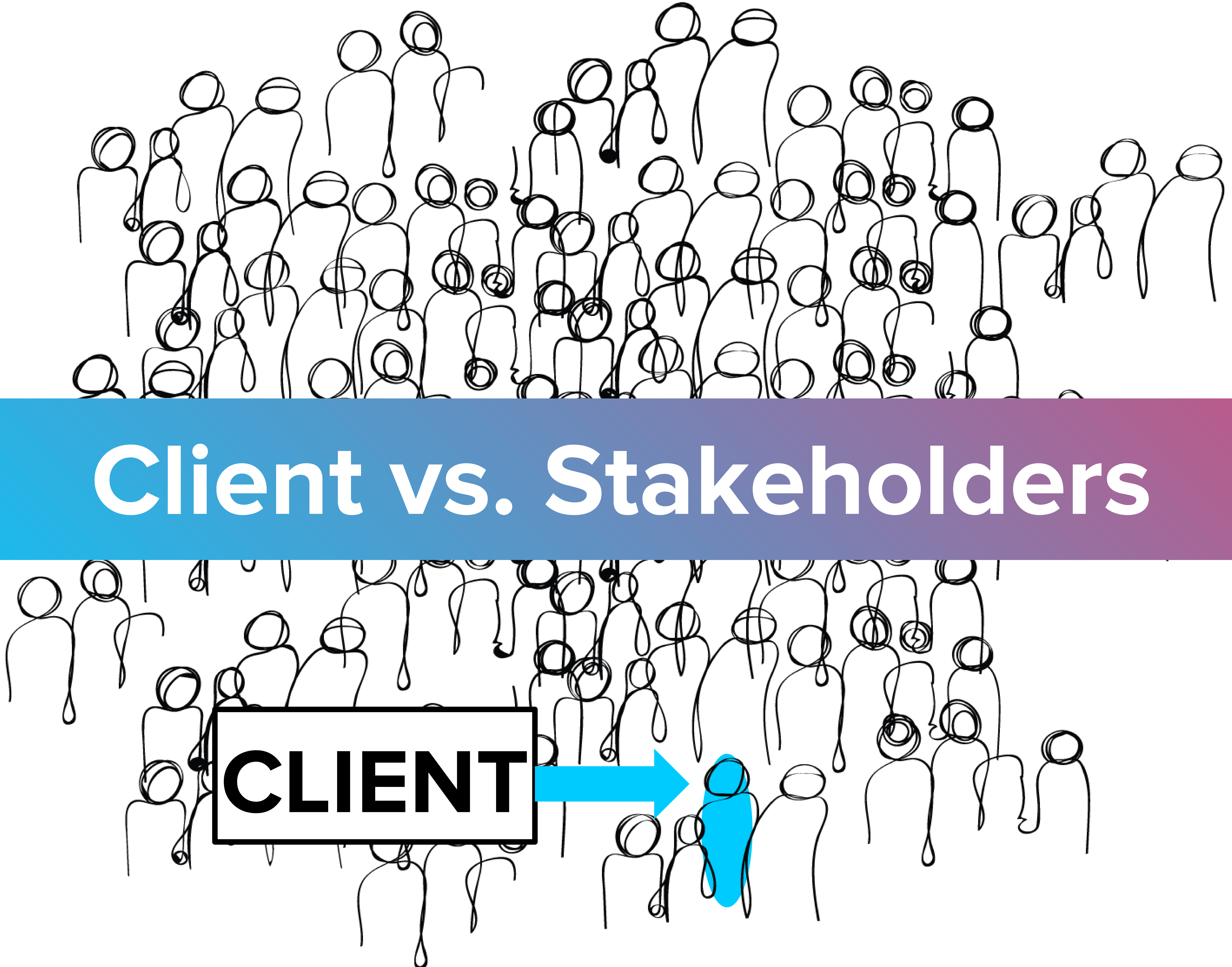
stakeholder

noun stake·hold·er \ˈstāk-ˌhōl-dər

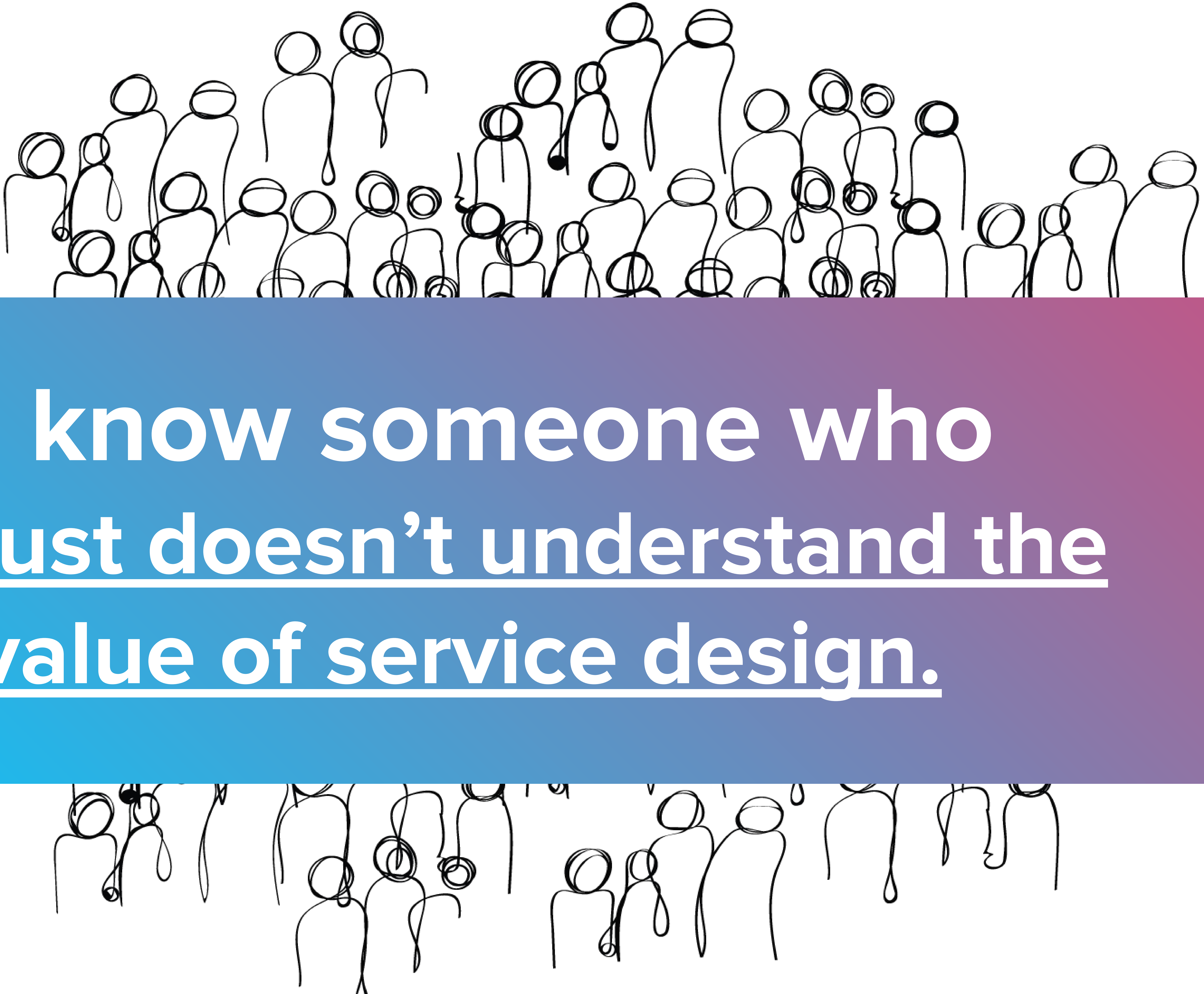
stakeholder

Any person who has an interest in the development, implementation, delivery, support or maintenance of the service

Client vs. Stakeholders



What makes a great stakeholder?



> I know someone who just doesn’t understand the value of service design.

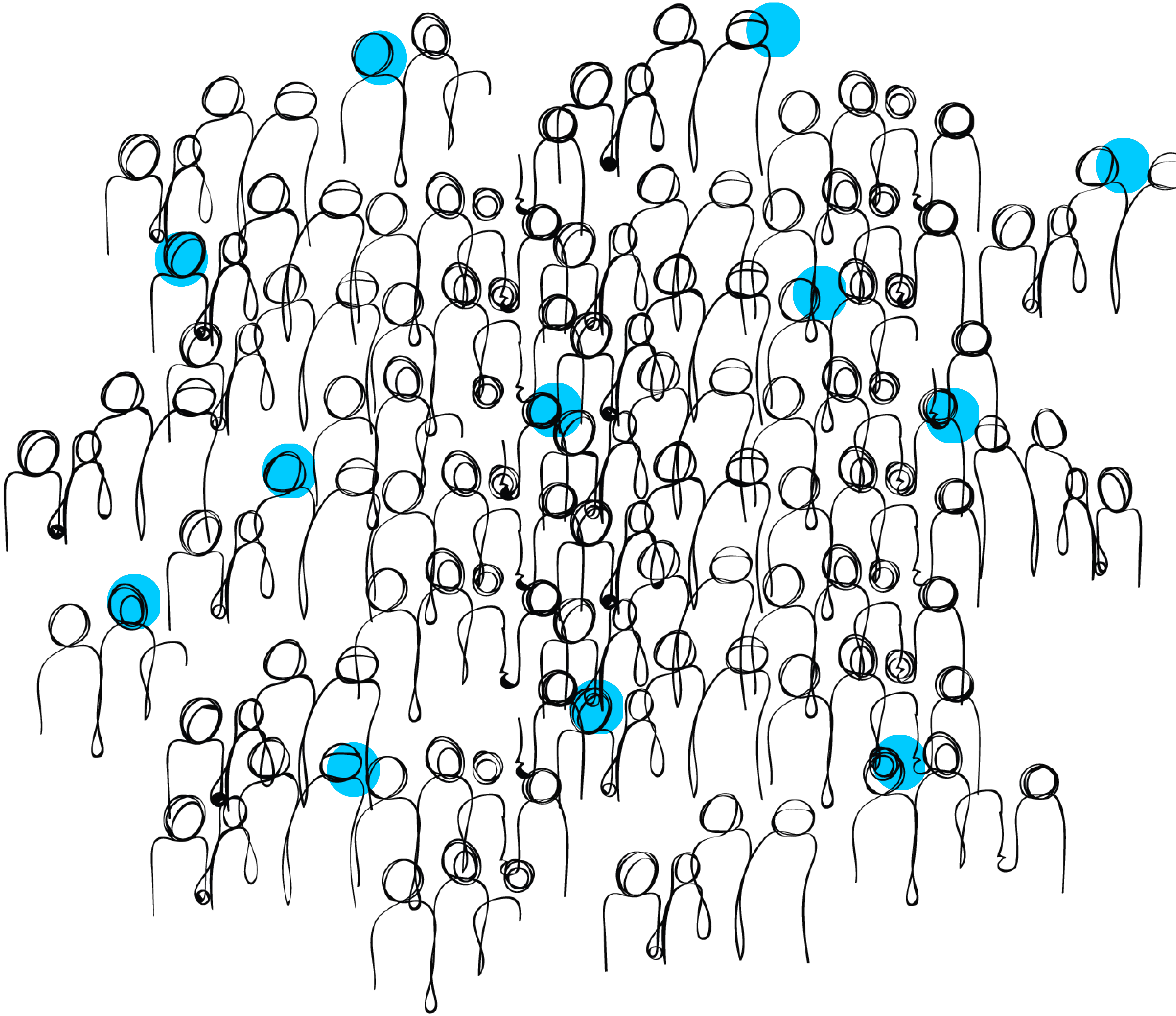
“I know someone who is resistant to change.”

> I know someone who is very territorial about who ‘owns’ service design.

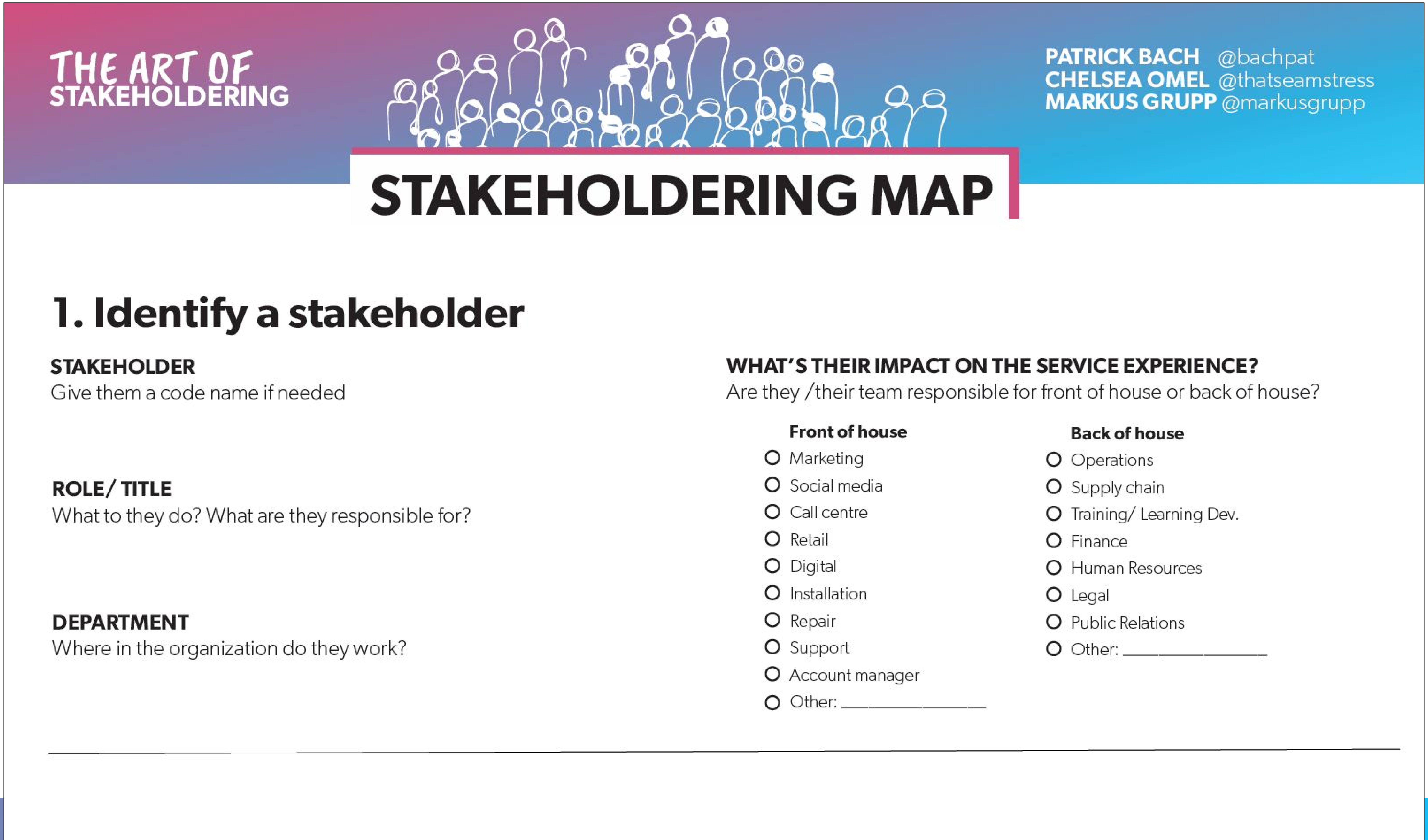
> I know someone who is only focused on metrics & KPIs.

STEP 1:

KNOW YOUR ACTORS



ACTIVITY 1: Map your stakeholders



THE ART OF
STAKEHOLDERING

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STAKEHOLDERING MAP

1. Identify a stakeholder

STAKEHOLDER
Give them a code name if needed

ROLE/ TITLE
What to they do? What are they responsible for?

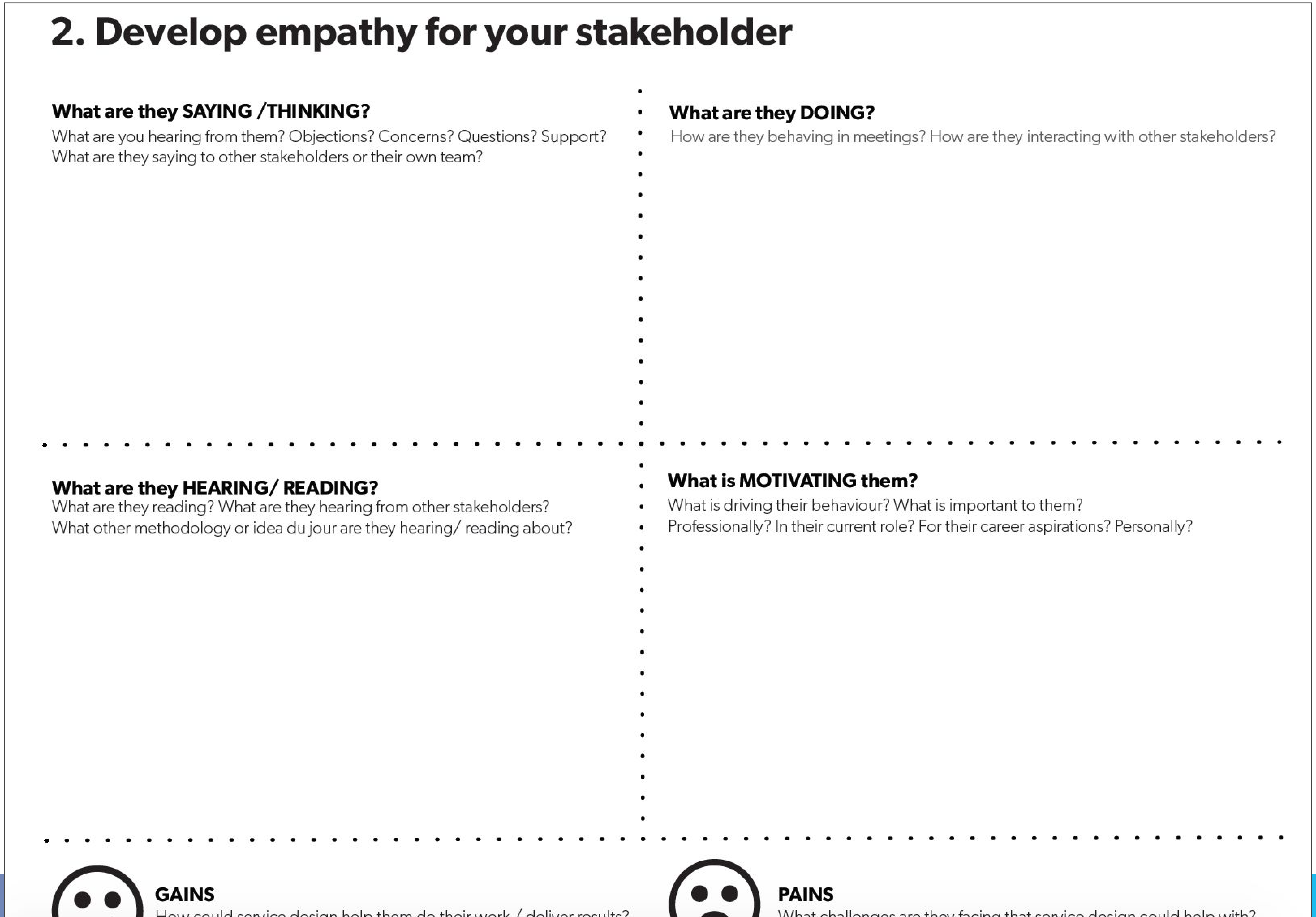
DEPARTMENT
Where in the organization do they work?

WHAT'S THEIR IMPACT ON THE SERVICE EXPERIENCE?
Are they /their team responsible for front of house or back of house?

Front of house
- ○ Marketing
- ○ Social media
- ○ Call centre
- ○ Retail
- ○ Digital
- ○ Installation
- ○ Repair
- ○ Support
- ○ Account manager
- ○ Other: ________________

Back of house
- ○ Operations
- ○ Supply chain
- ○ Training/ Learning Dev.
- ○ Finance
- ○ Human Resources
- ○ Legal
- ○ Public Relations
- ○ Other: ________________

Develop empathy with your stakeholder



2. Develop empathy for your stakeholder

What are they SAYING /THINKING?
What are you hearing from them? Objections? Concerns? Questions? Support?
What are they saying to other stakeholders or their own team?

What are they DOING?
How are they behaving in meetings? How are they interacting with other stakeholders?

What are they HEARING/ READING?
What are they reading? What are they hearing from other stakeholders?
What other methodology or idea du jour are they hearing/ reading about?

What is MOTIVATING them?
What is driving their behaviour? What is important to them?
Professionally? In their current role? For their career aspirations? Personally?

GAINS
How could service design help them do their work / deliver results?

PAINS
What challenges are they facing that service design could help with?

KNOWLEDGE OF SERVICE DESIGN

LOW

HIGH

None. Ziltch. Nothing.
“Umm... Service Design?!”

Know some.
“Basic understanding of the benefits of service design.”

Design Guru
“Detailed understanding of tools, techniques and the benefits of service design.”

BELIEF IN SERVICE DESIGN

LOW **HIGH**

Not convinced.

“We’re already doing Agile”

“We’ve already tried this before…”

“We know our customer well already!”

Open

“Sounds interesting”

“Not sure how it relates our work.

“Is this going to deliver the results we need?”

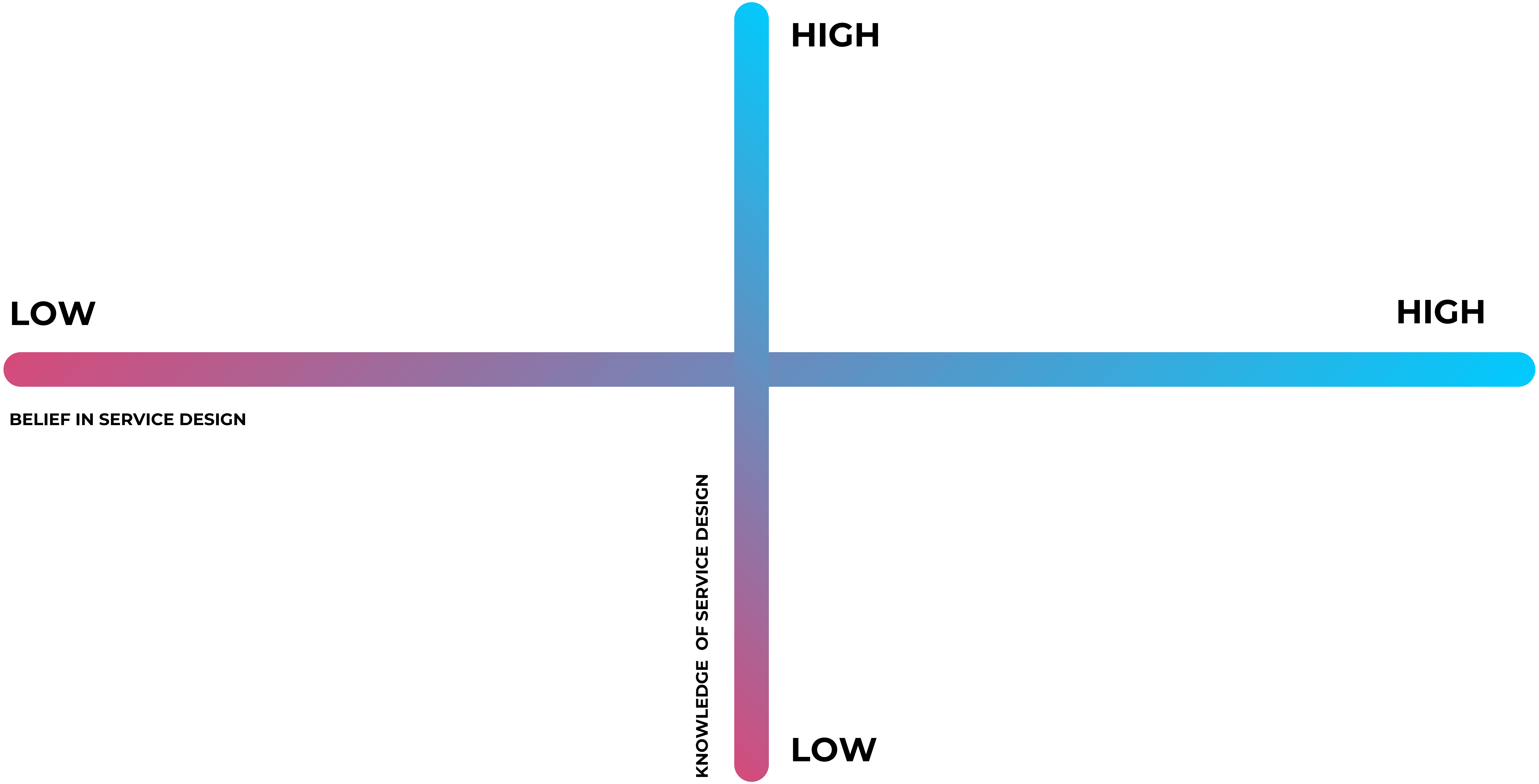
Fully supportive

“Everyone should be working this approach.”

“Why haven’t we worked like this before?!”

“This is the future of how things are done here.”

PLOTTING YOUR STAKEHOLDERS



HIGH

LOW

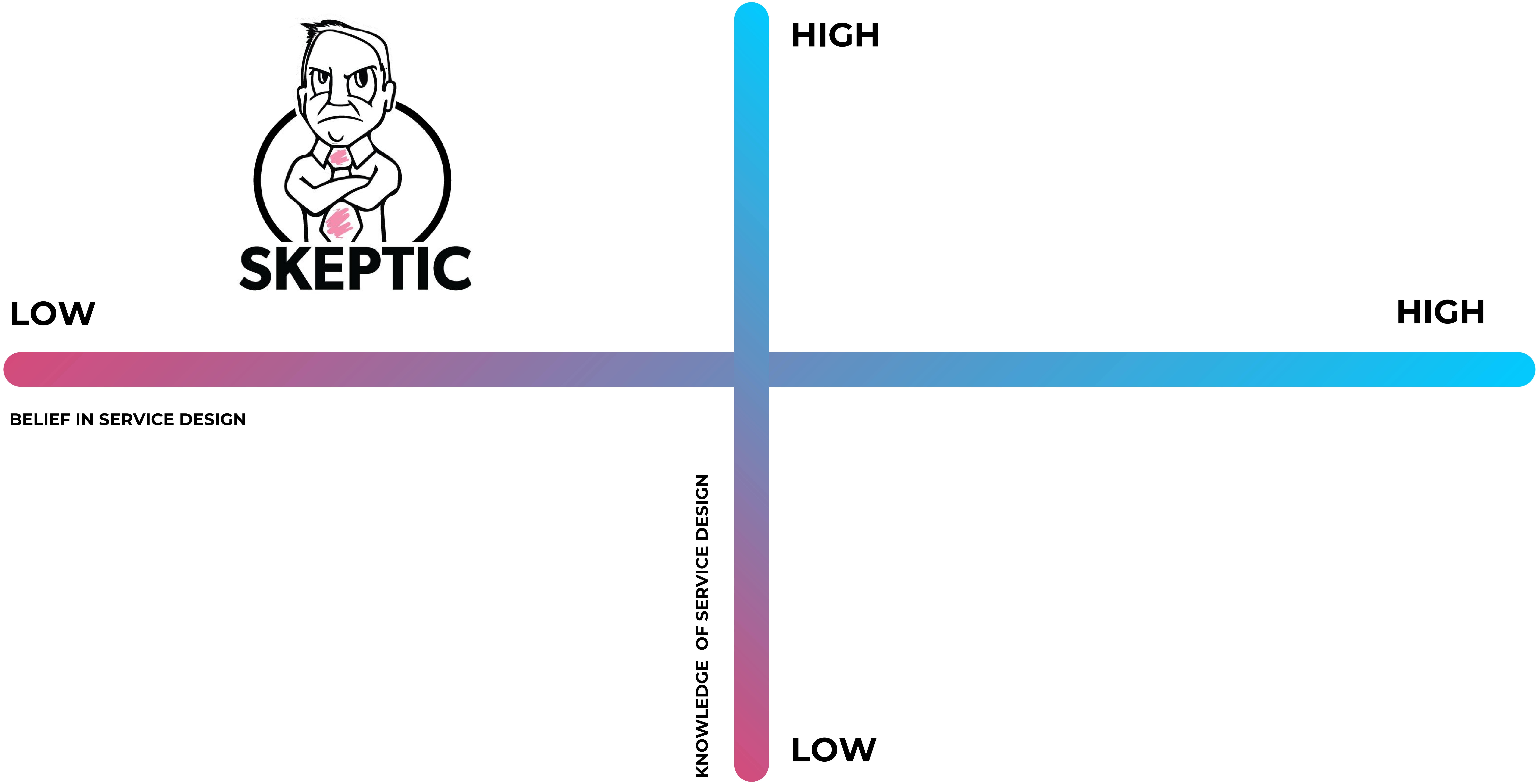
HIGH

BELIEF IN SERVICE DESIGN

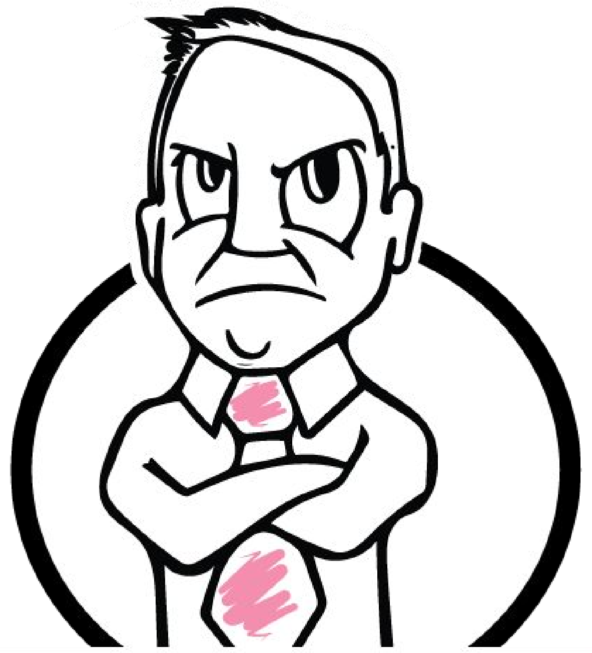
KNOWLEDGE OF SERVICE DESIGN

LOW

PLOTTING YOUR STAKEHOLDERS



HIGH
LOW
HIGH
BELIEF IN SERVICE DESIGN
KNOWLEDGE OF SERVICE DESIGN
LOW



PLOTTING YOUR STAKEHOLDERS

HIGH

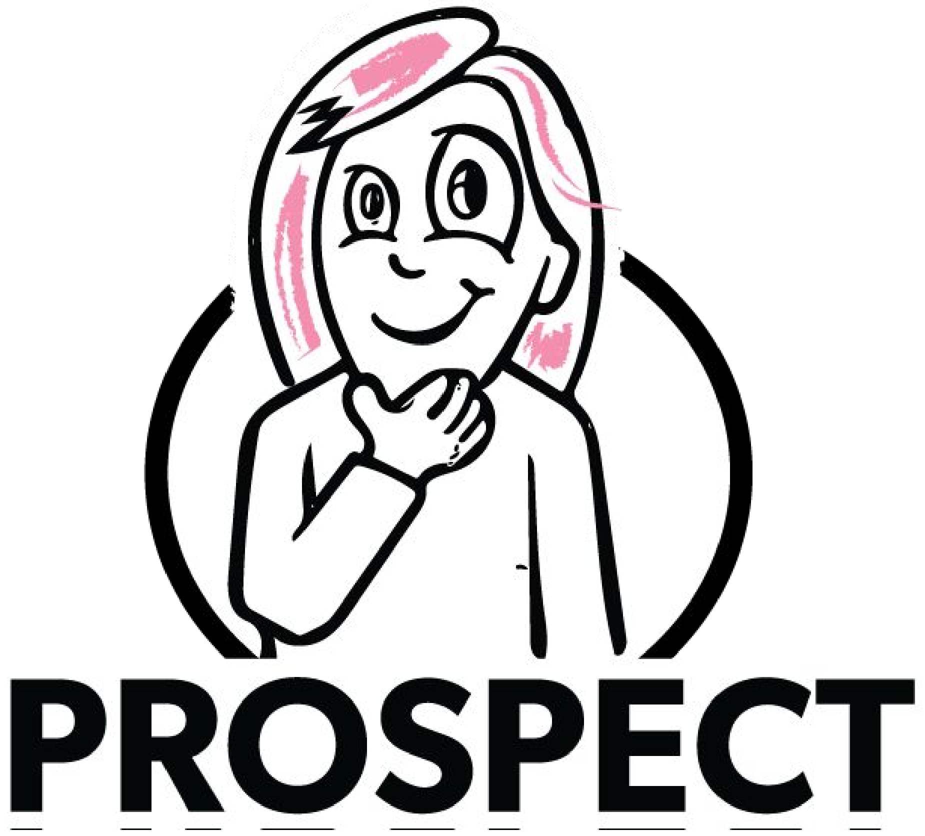
LOW

HIGH

BELIEF IN SERVICE DESIGN

KNOWLEDGE OF SERVICE DESIGN

LOW



PLOTTING YOUR STAKEHOLDERS

HIGH

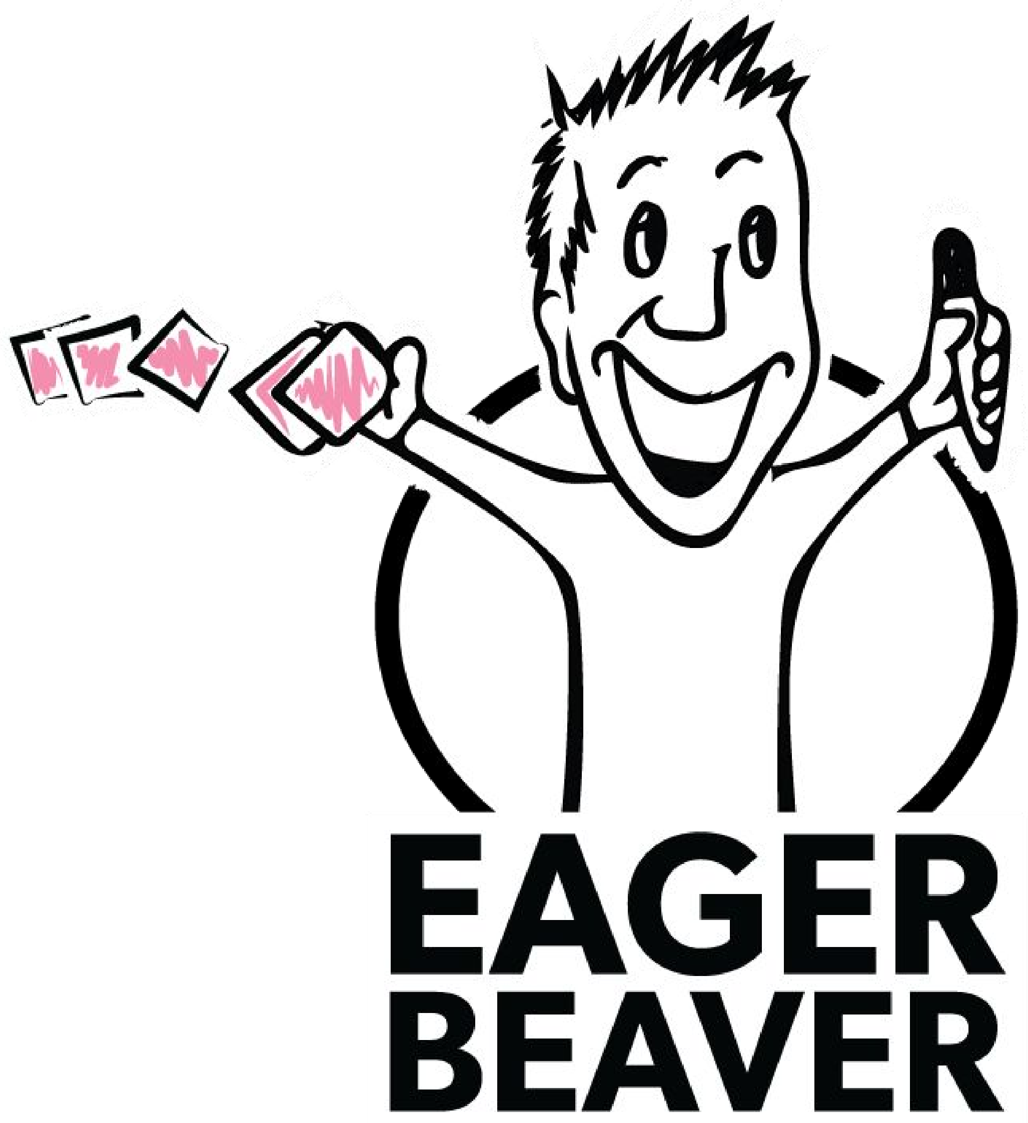
LOW

HIGH

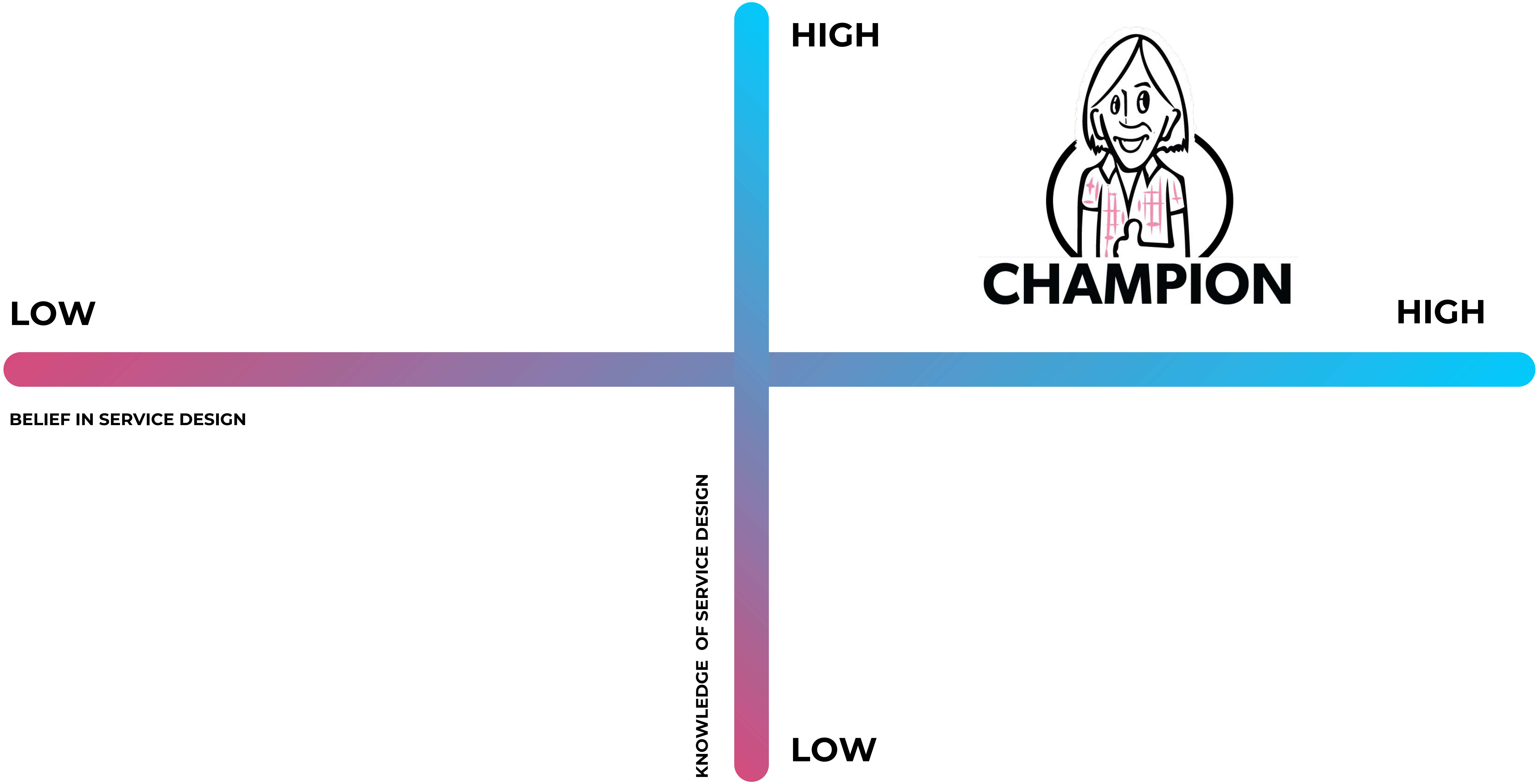
BELIEF IN SERVICE DESIGN

KNOWLEDGE OF SERVICE DESIGN

LOW

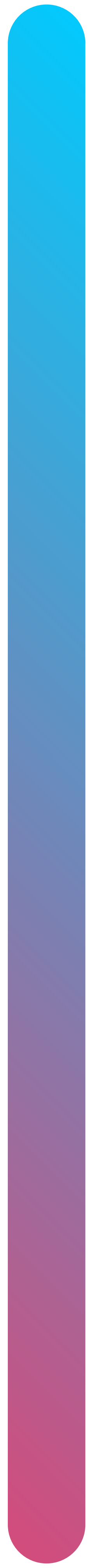

EAGER
BEAVER

PLOTTING YOUR STAKEHOLDERS


HIGH
CHAMPION
LOW
HIGH
BELIEF IN SERVICE DESIGN
KNOWLEDGE OF SERVICE DESIGN
LOW

WHY DOES INFLUENCE MATTER?

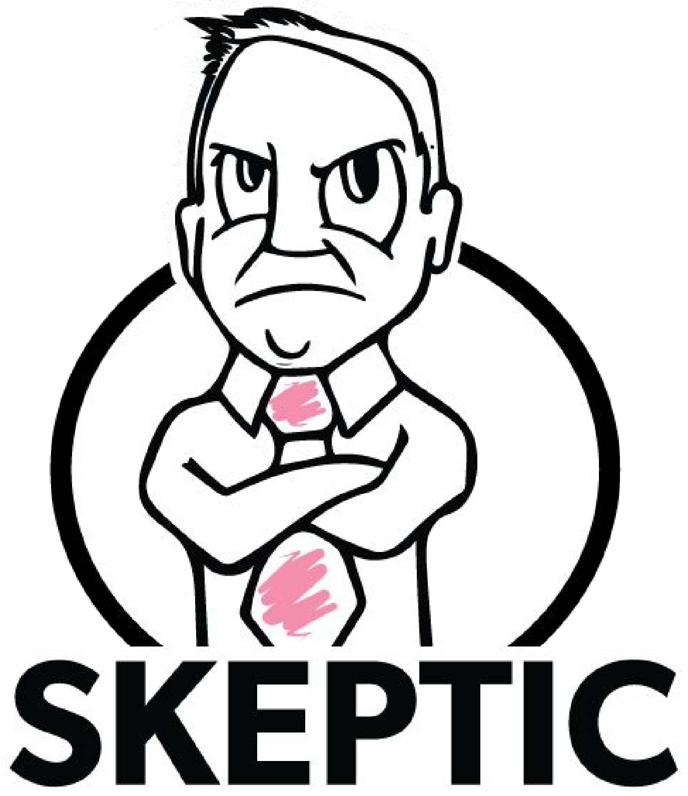
CHAMPION

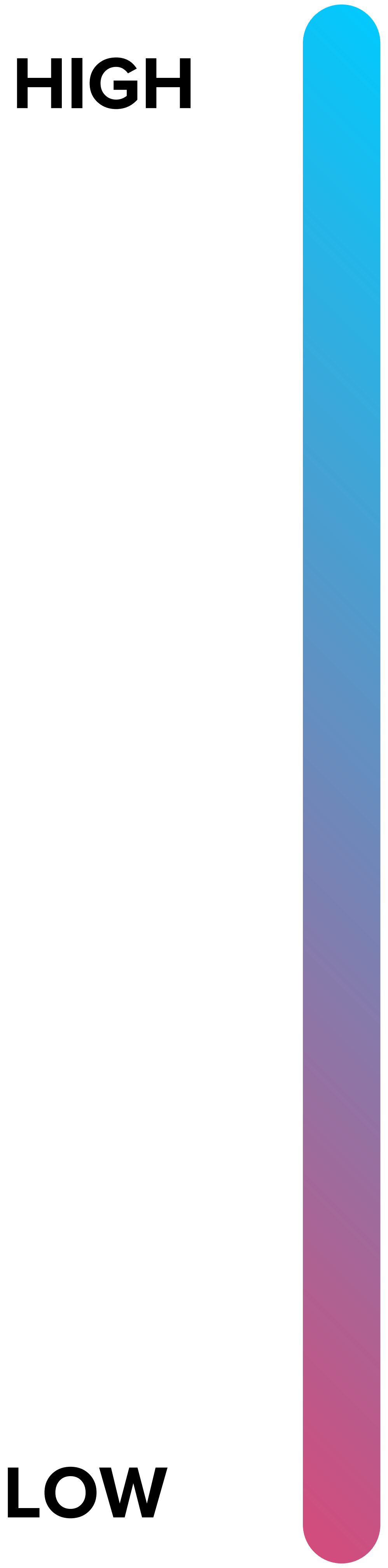


- Advocates for your work
- Provides access to resources and funding
- Drives top-down change by prioritizing design-led innovation

- A working level champion can be a useful ally to drive grassroots initiatives

WHY DOES INFLUENCE MATTER?



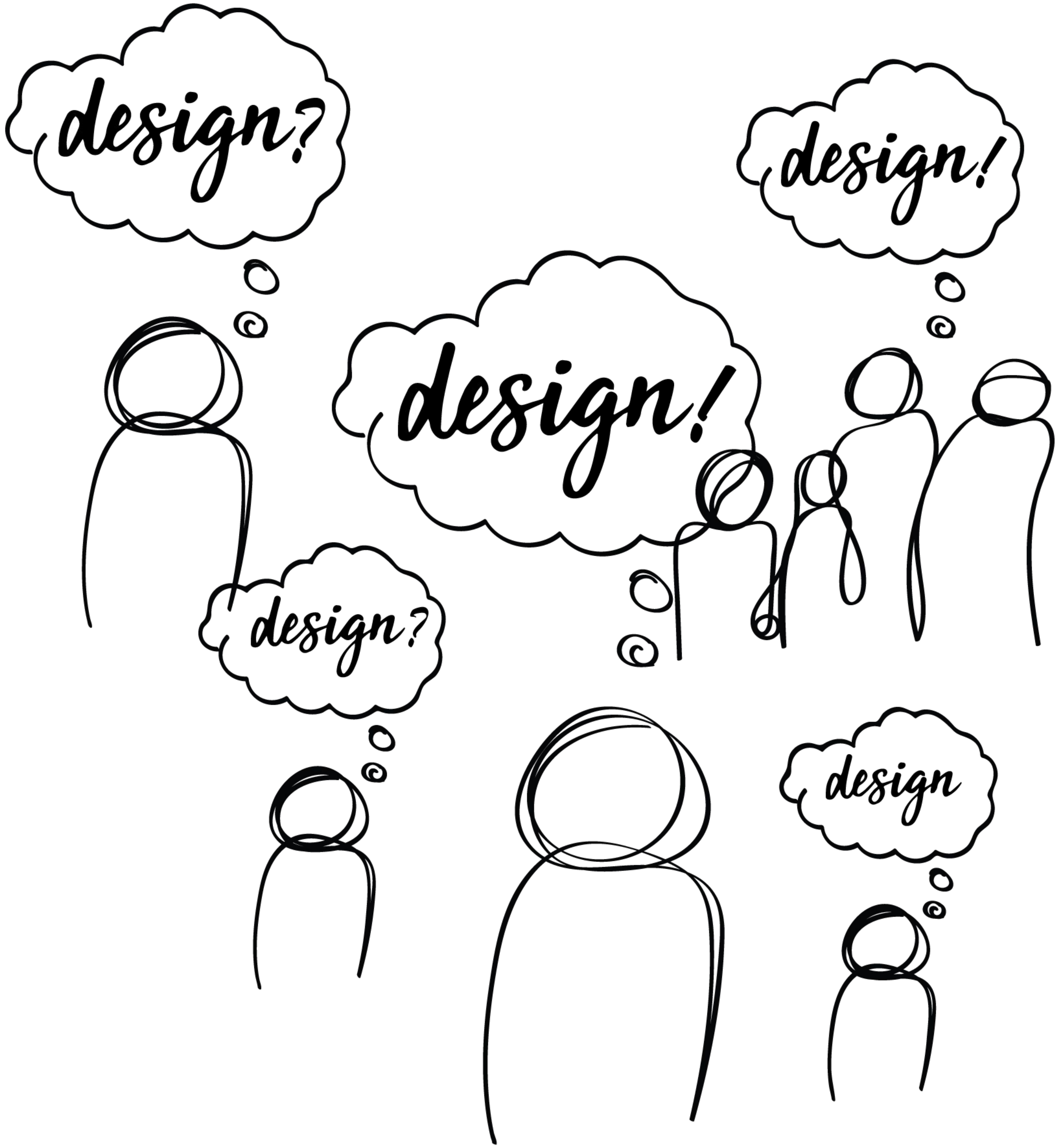


- A major obstacle for your efforts
- Controls budget/ resources/ priorities

- Become a distraction in meetings
- Skepticism rubs off on stakeholders

STEP 2:

WRITE THE SCRIPT


design?
design!
design!
design?
design

What do your stakeholders think of when you say “Research”?

Mental Models

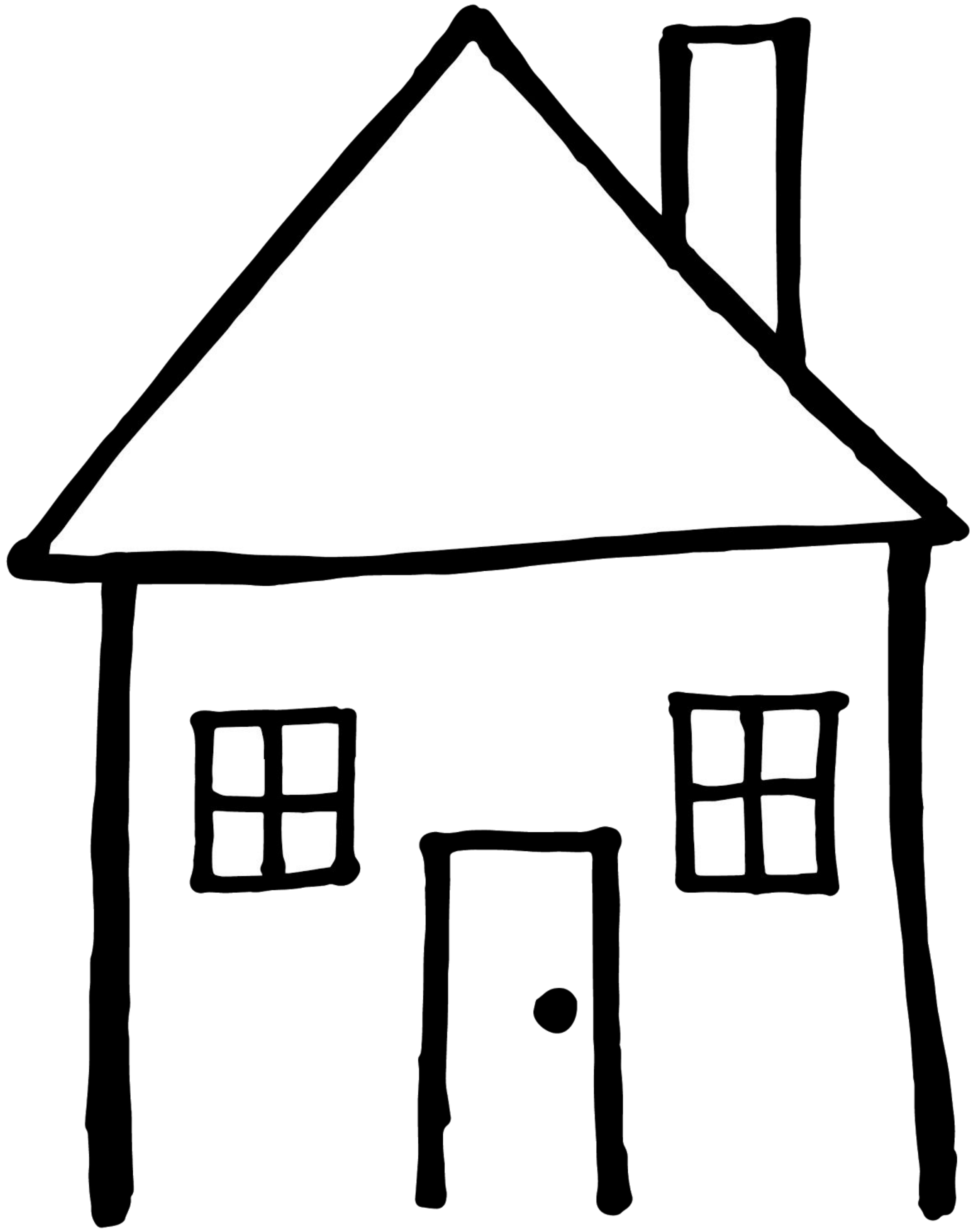
Your colleagues and stakeholders have mental models.

These models are neither good nor bad.

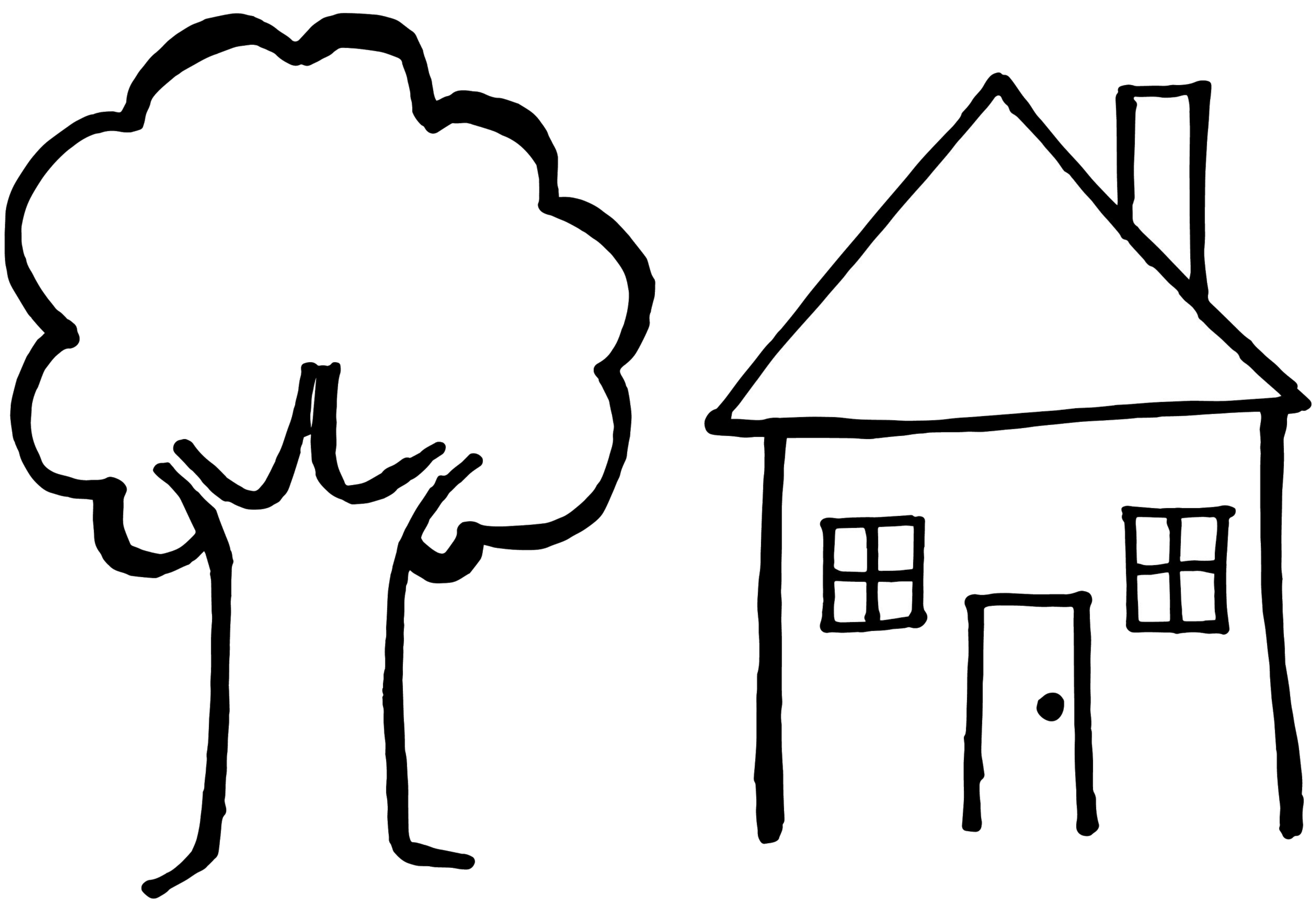
Mental Models: Sketching Activity

You have 10 seconds to….
Sketch a house.
Go.

Mental Models: Sketching Activity



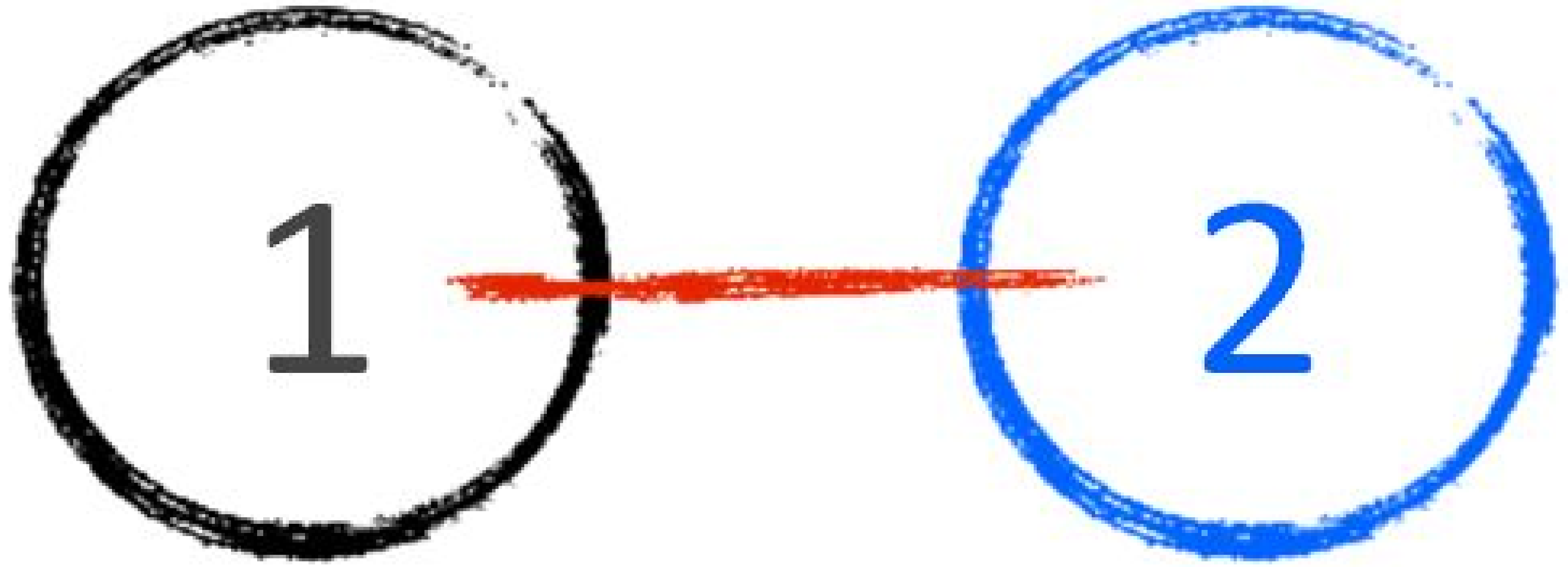
Mental Models: Sketching Activity



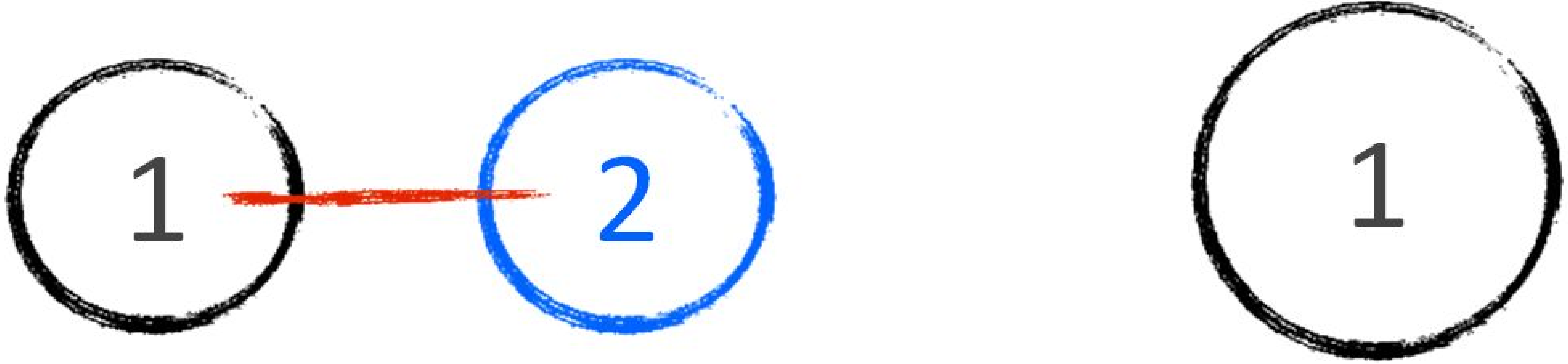
Mental Models: Sketching Activity

You have 2 minutes to….
Sketch the process of getting your morning coffee (or tea)
Go.

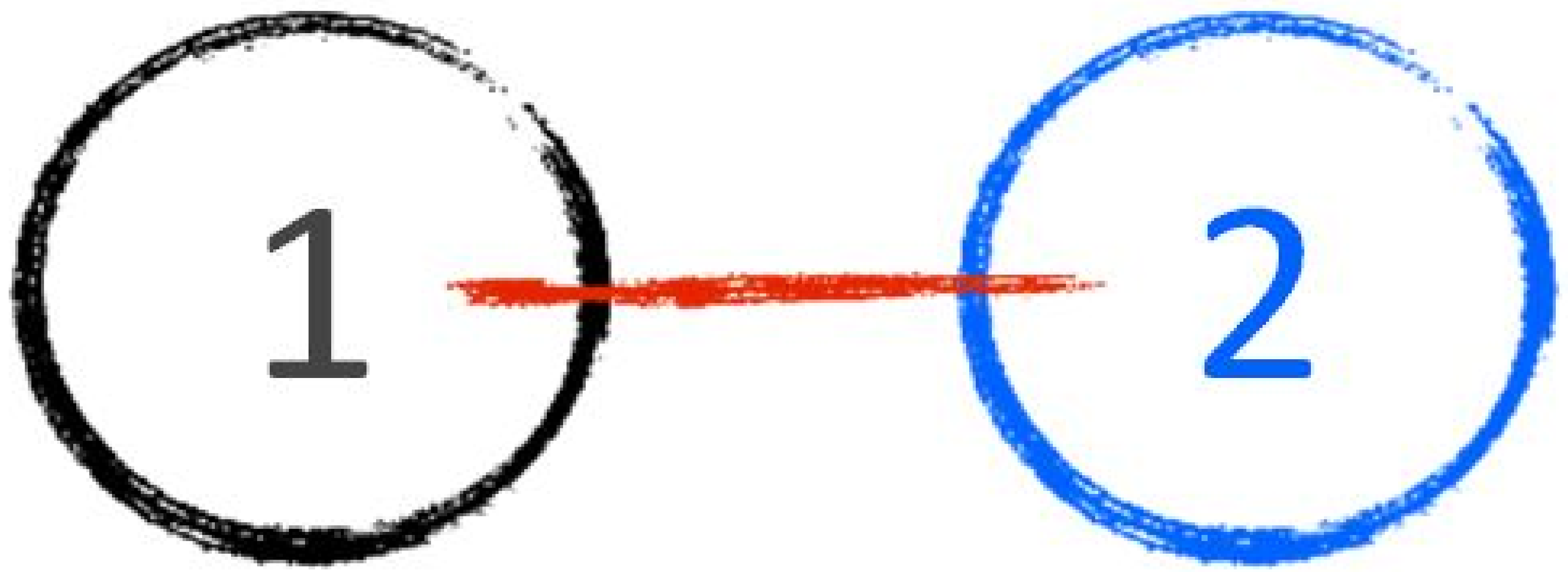
Merger?

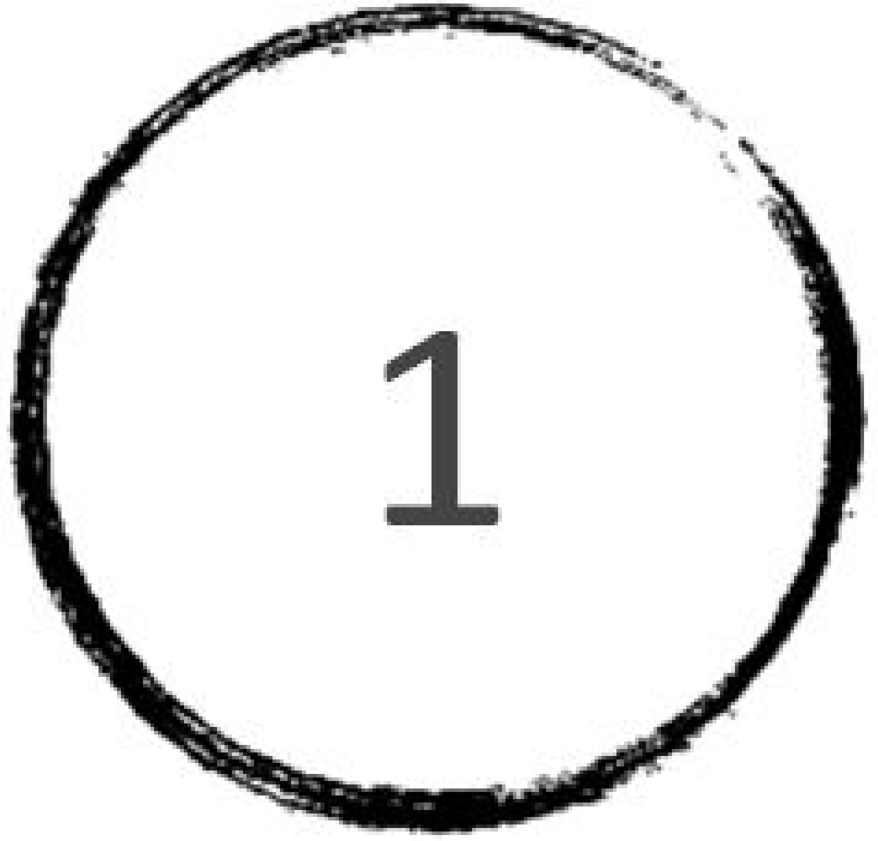


Merger?



Merger?





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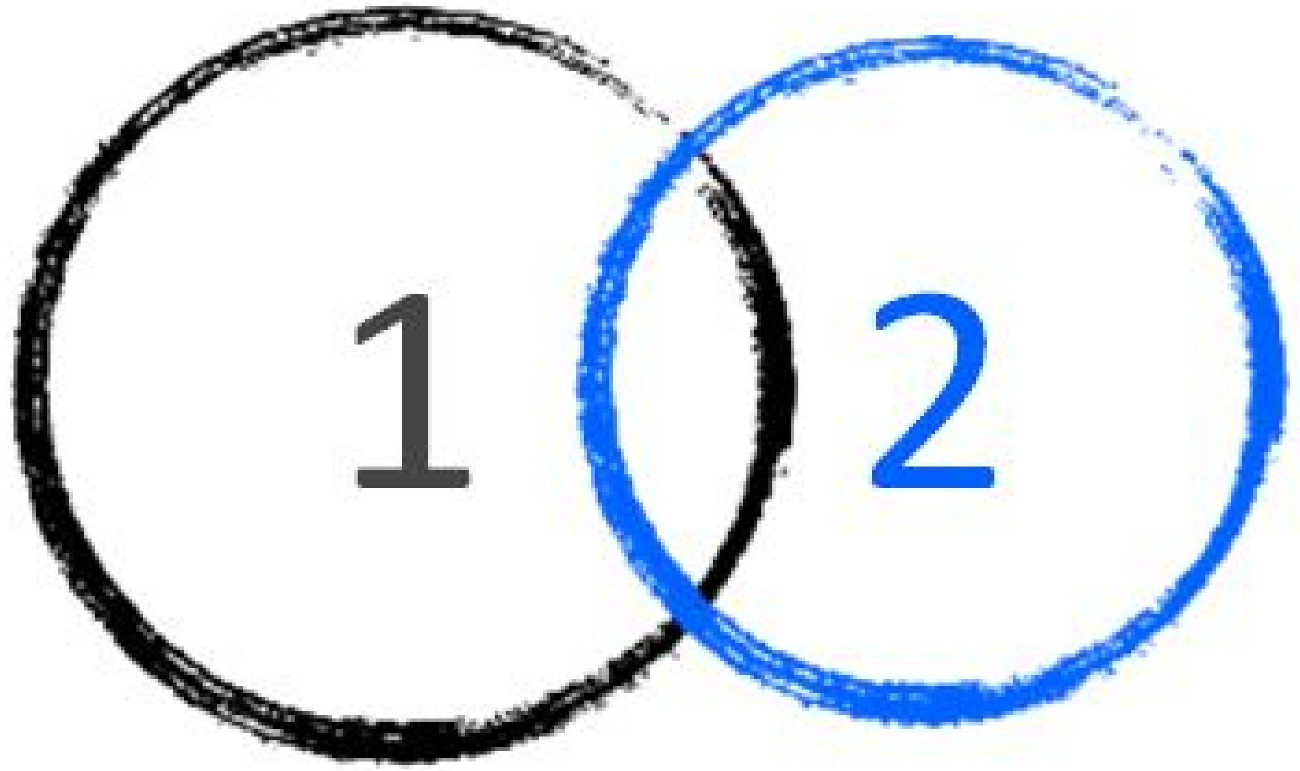

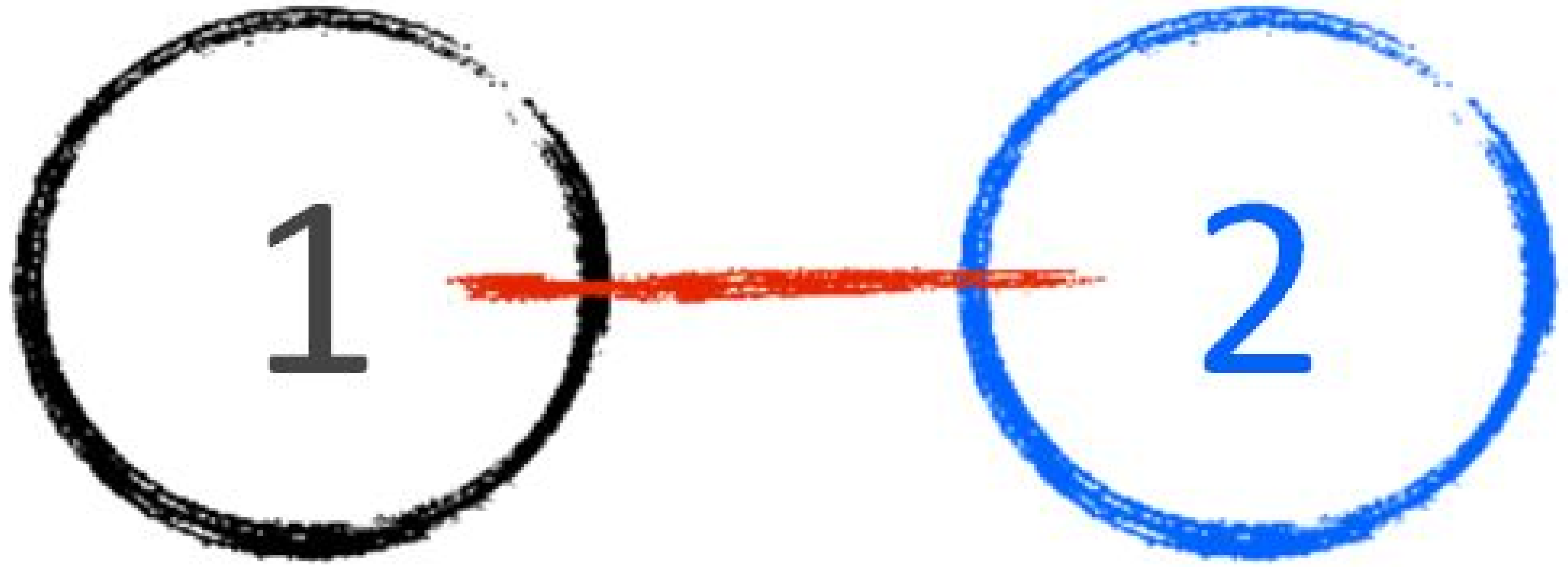

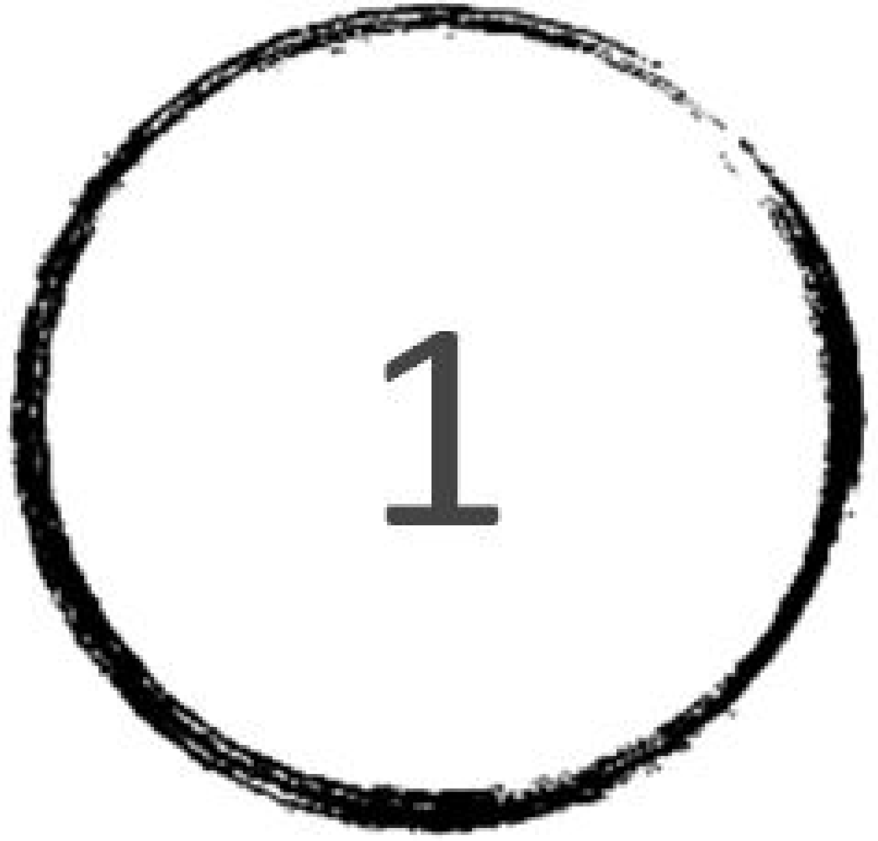

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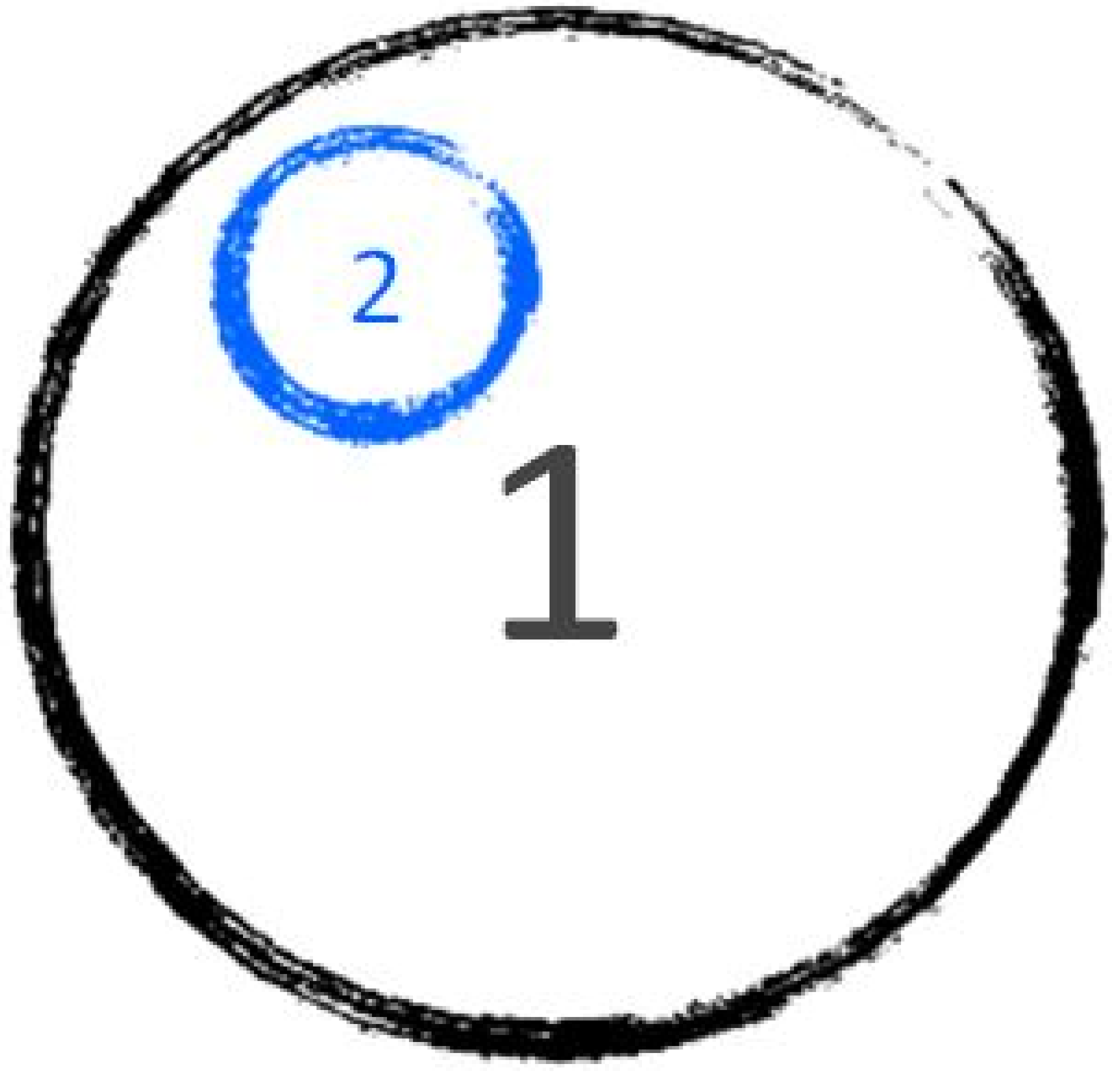
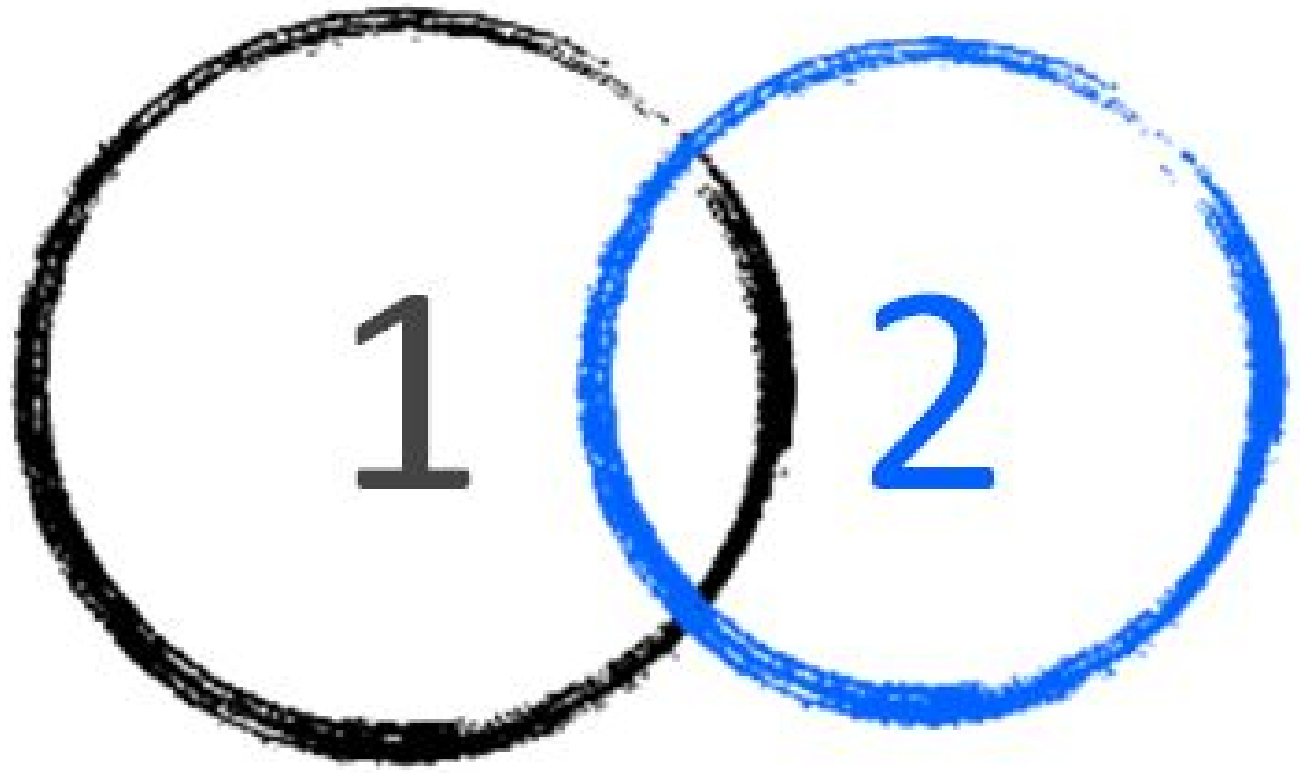




Adopt the language of the organization

Trigger Words: Activity

At your tables, take a look at the cue cards.

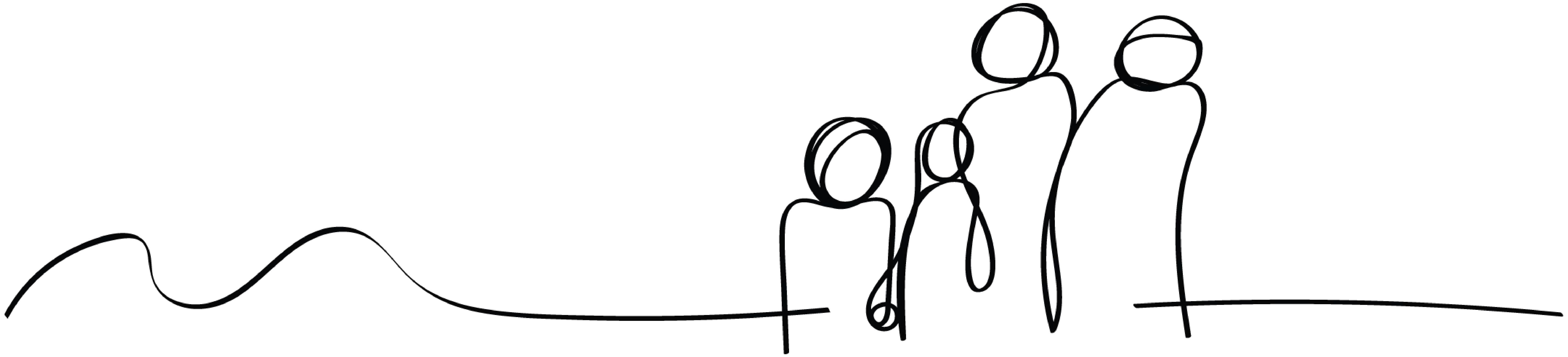
Take turns sharing what that that word means to you, and what it means to your stakeholders.

Be specific.

You are encouraged to sketch!

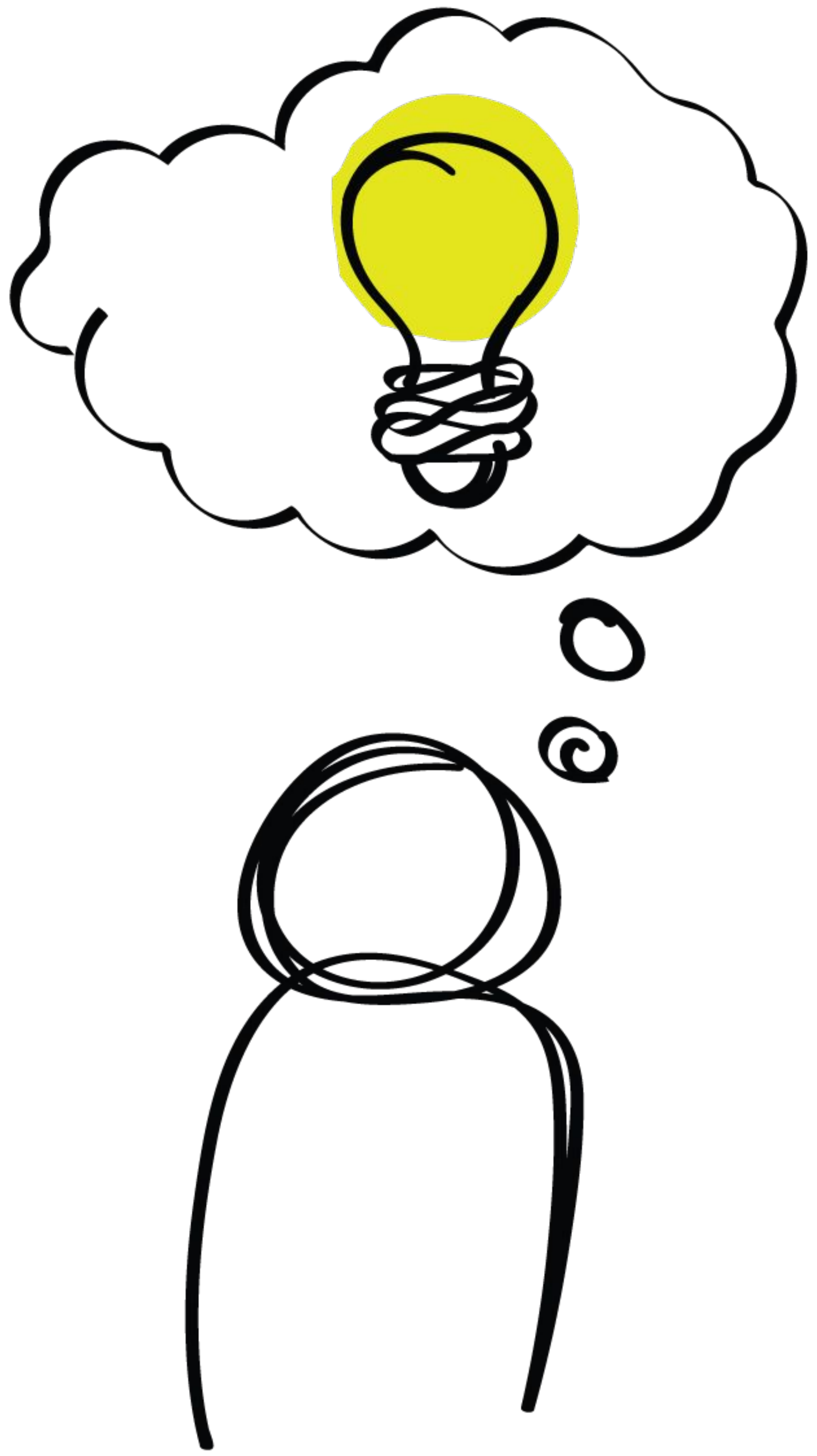
STEP 3:

SET THE STAGE

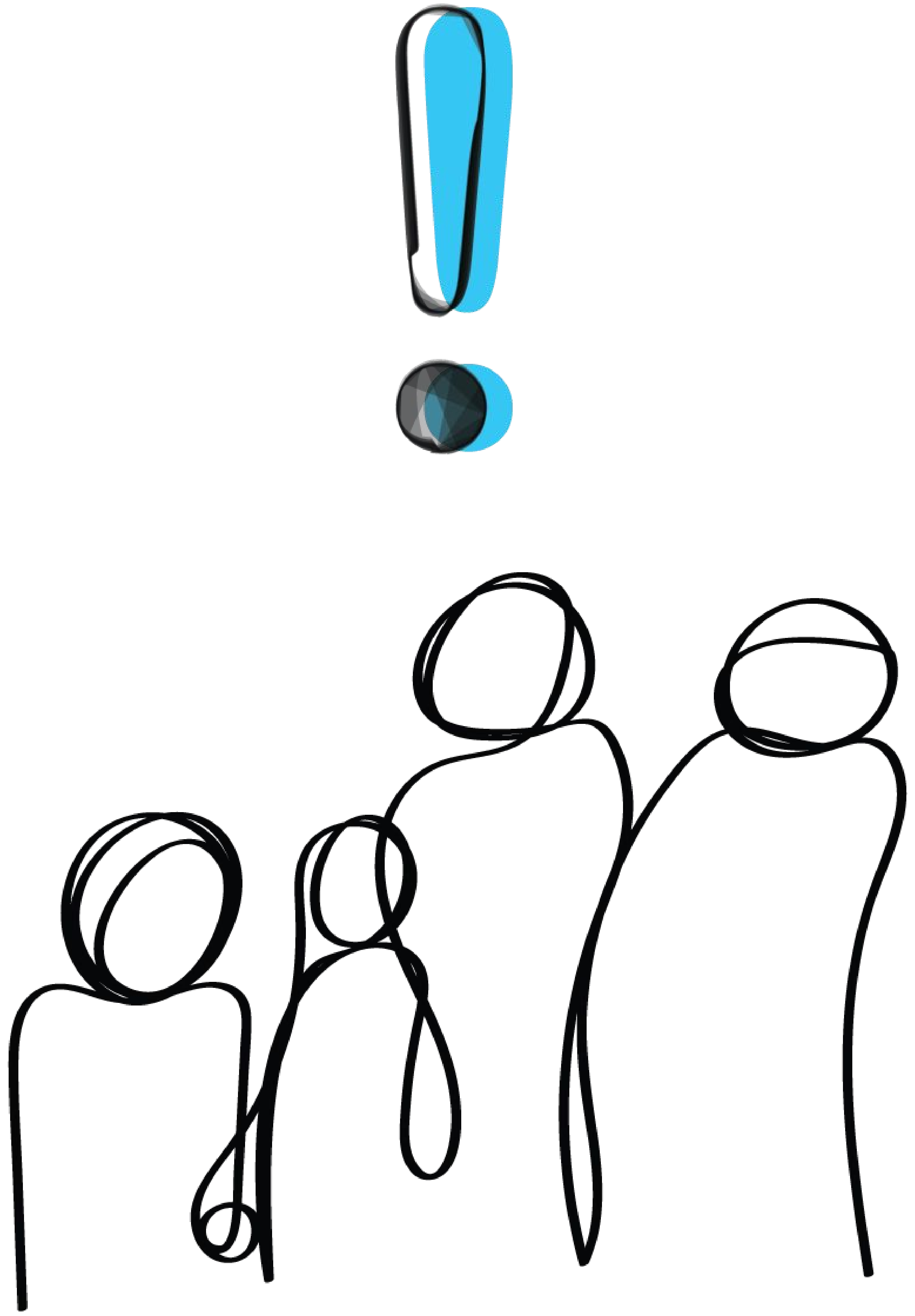


How?

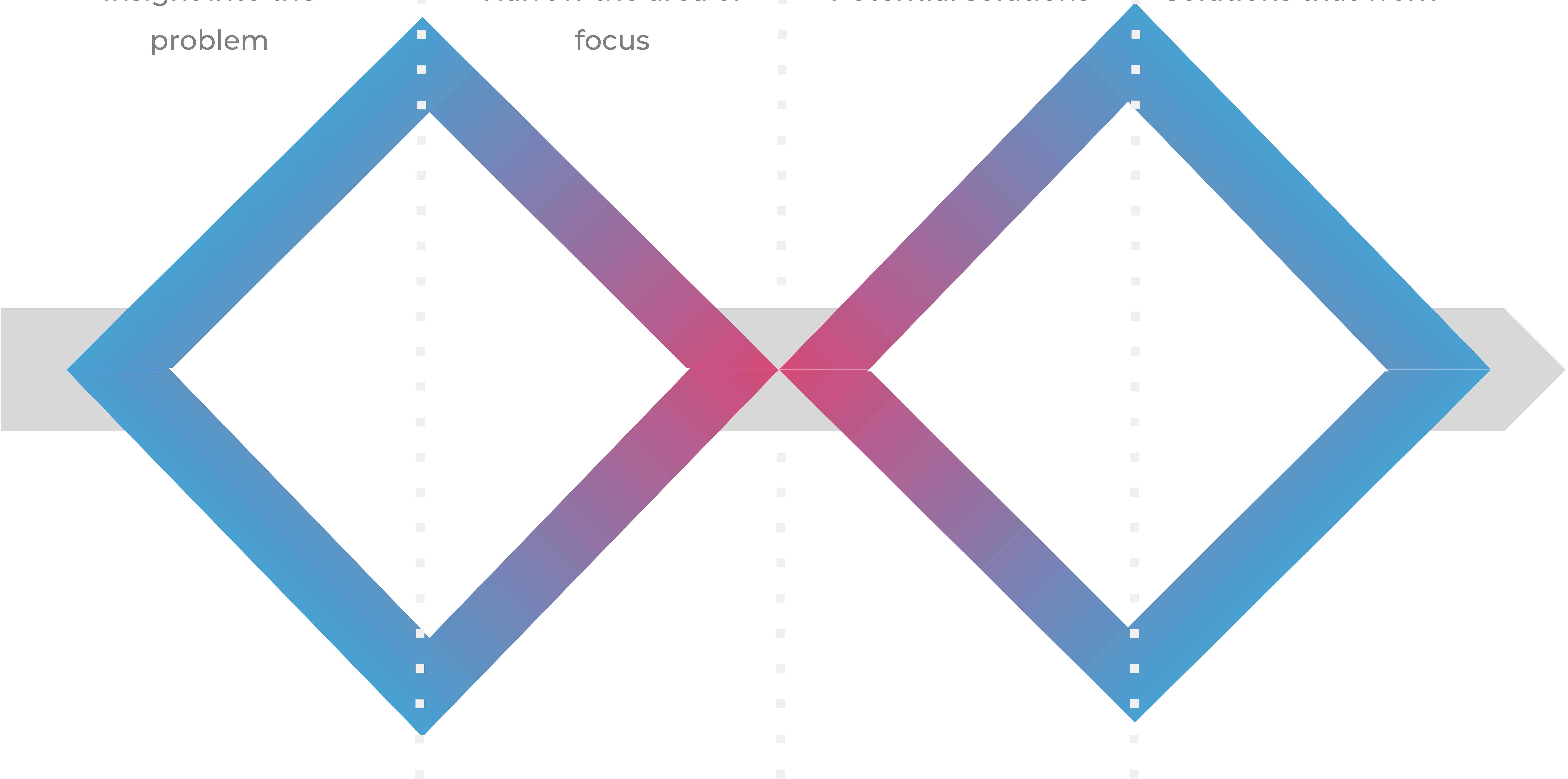
Service Design Thinking



Service Design Doing



SERVICE DESIGN PROCESS



DISCOVER

Insight into the problem

DEFINE

Narrow the area of focus

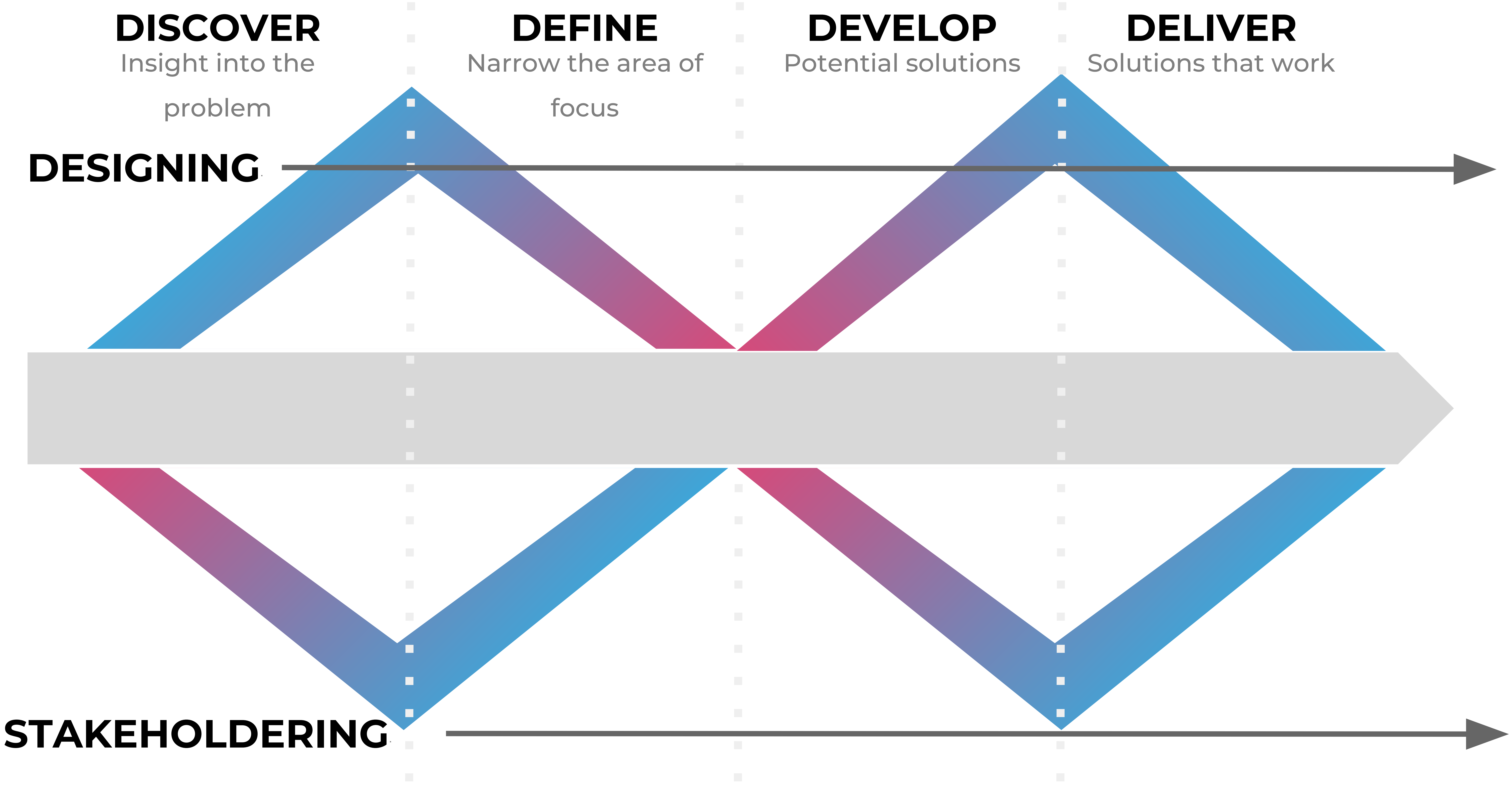
DEVELOP

Potential solutions

DELIVER

Solutions that work

SERVICE DESIGN PROCESS



DISCOVER
Insight into the problem

DEFINE
Narrow the area of focus

DEVELOP
Potential solutions

DELIVER
Solutions that work

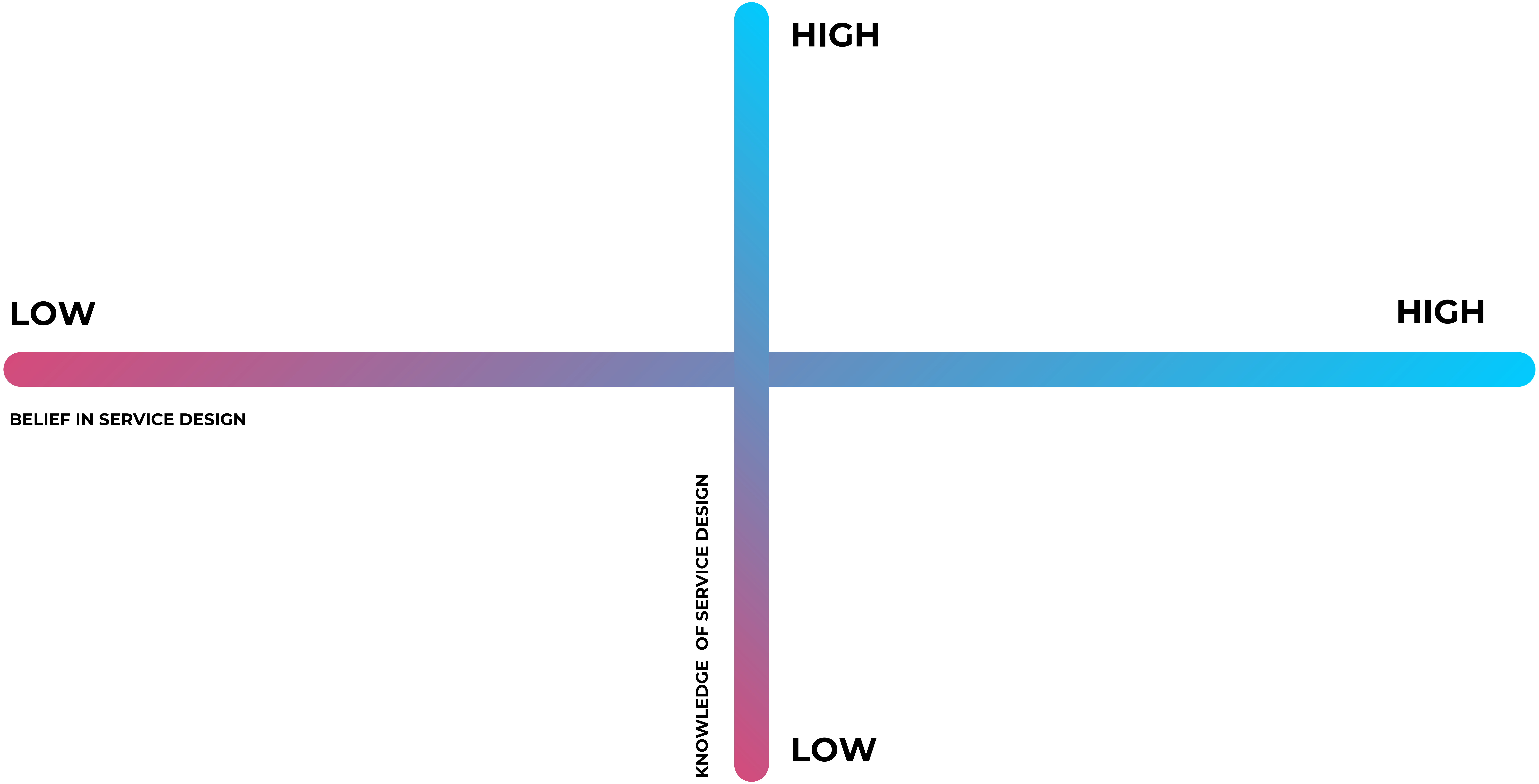
DESIGNING

STAKEHOLDERING

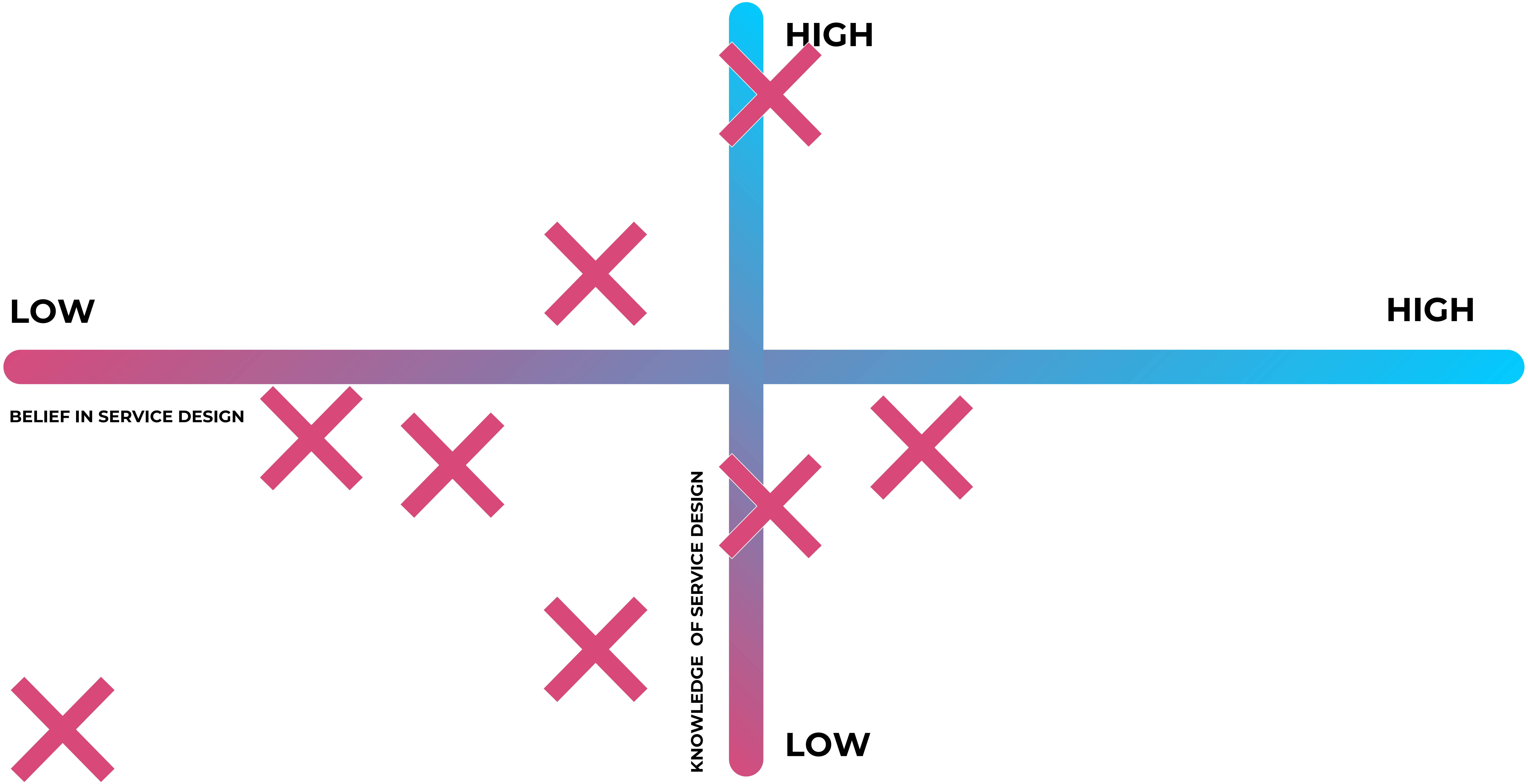
Structuring a project that:

1. Solves the problem/designs the thing
2. Actively engages our stakeholders

PLOT YOUR STAKEHOLDERS


HIGH
LOW
HIGH
BELIEF IN SERVICE DESIGN
KNOWLEDGE OF SERVICE DESIGN
LOW

LOW KNOWLEDGE OF SERVICE DESIGN



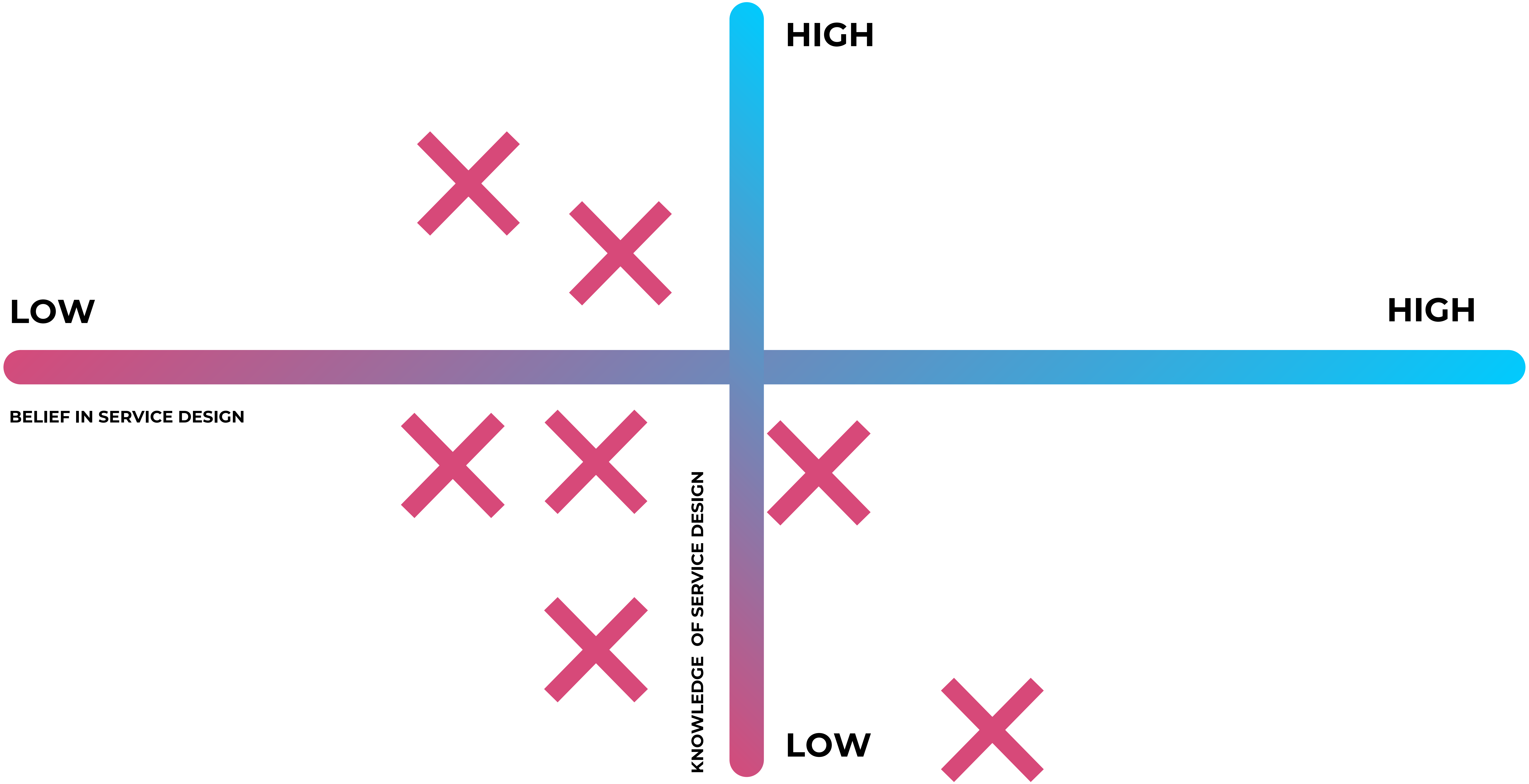
LOW KNOWLEDGE OF SERVICE DESIGN

EAGER
BEAVER

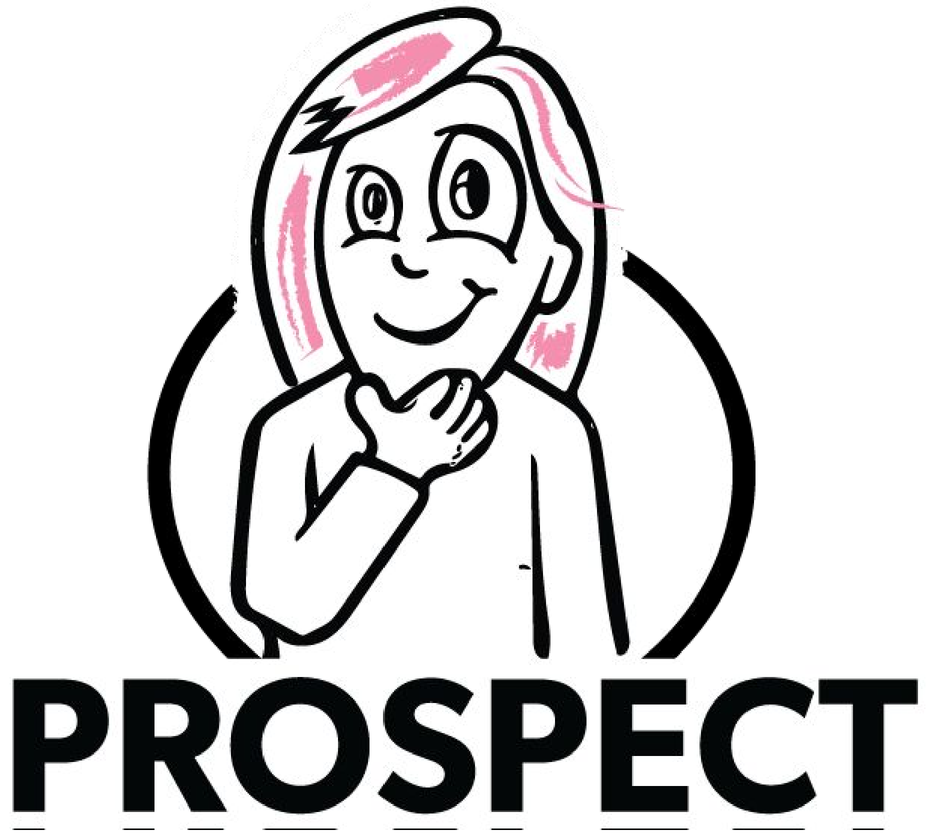
Build in time for formal and informal learning and regular reflection

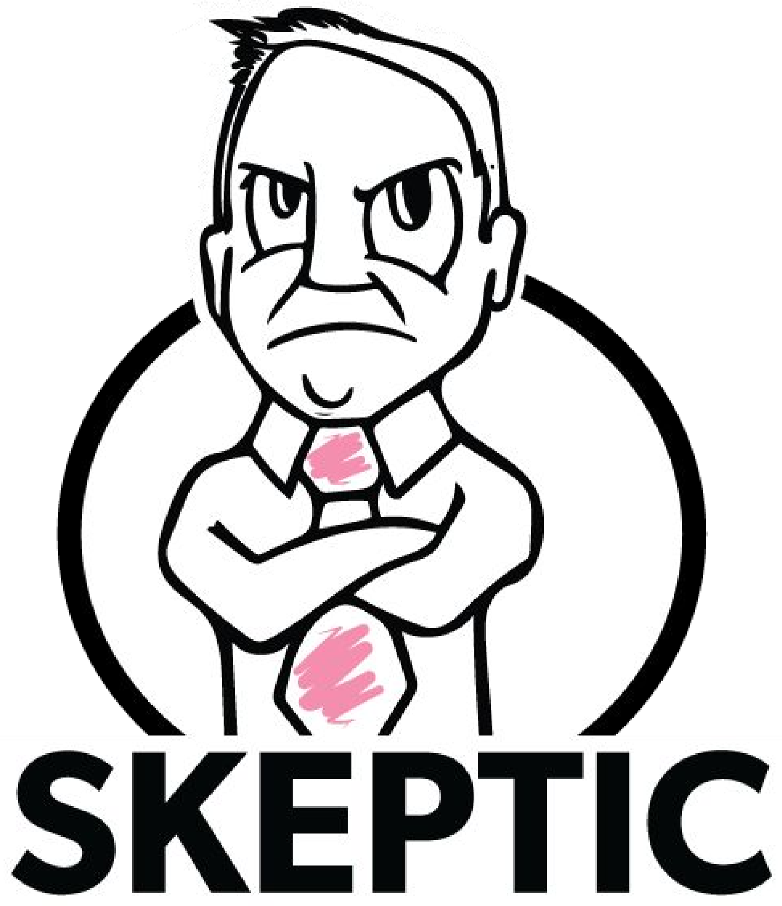
- Clearly outline the process and duration for each phase of activities
- Use workshops as show-and-tell, with lots of examples and high production value
- Provide templates and coaching
- Set the tone for communicating about the project with clear, consistent language

LOW BELIEF IN SERVICE DESIGN



LOW BELIEF IN SERVICE DESIGN

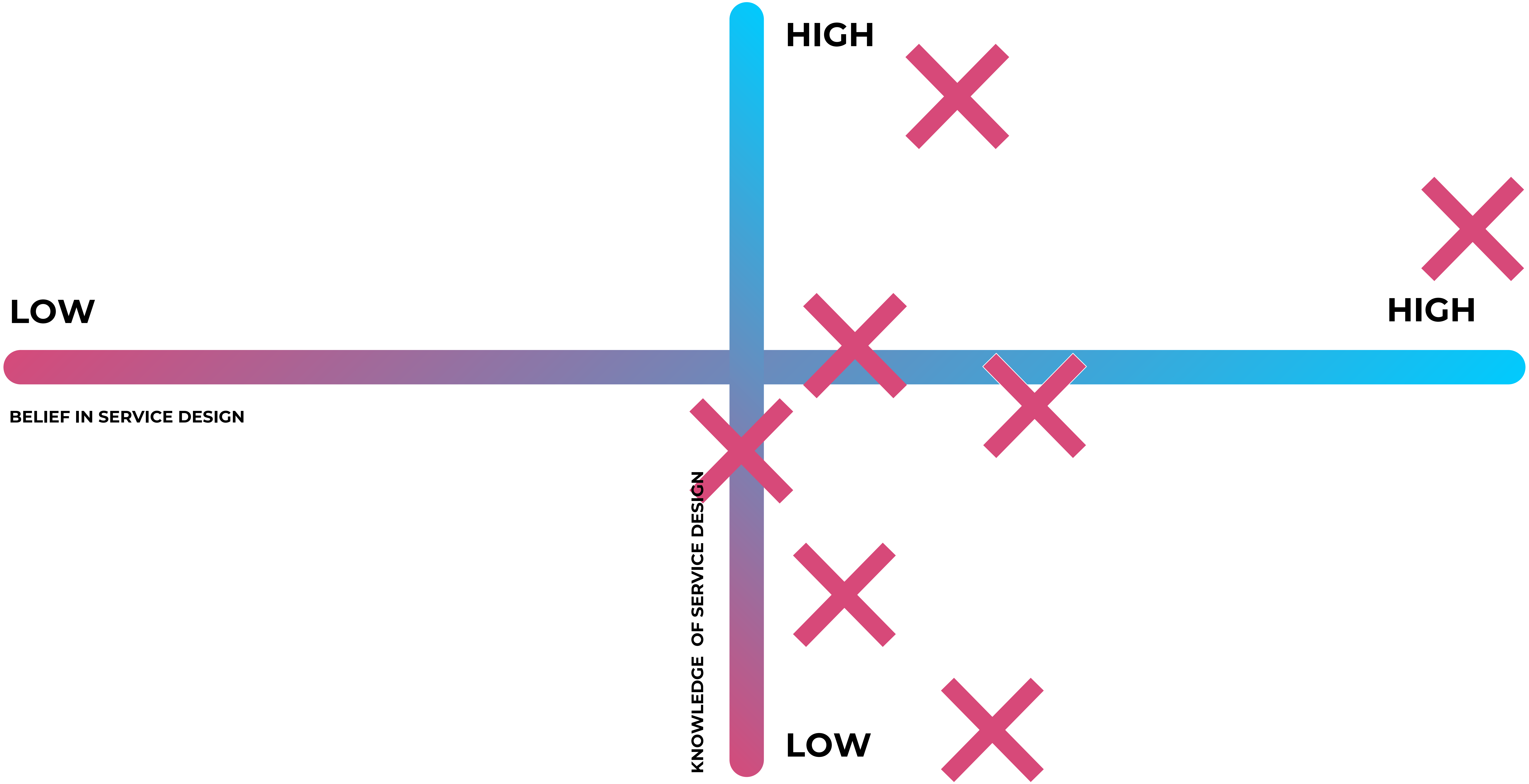




Show value as quickly as possible by solving for a stakeholder pain point early

- Make time for frequent, informal check-ins
- Orchestrate opportunities for stakeholders to interface with users
- Keep logistics tight and production values high
- Invest in communicating your successes early and often

HIGH BELIEF IN SERVICE DESIGN



HIGH BELIEF/KNOWLEDGE IN SERVICE DESIGN

CHAMPION

EAGER BEAVER

Increase service design capacity by investing in your stakeholders' design skills

- Leverage stakeholders to co-lead design activities like interviews and synthesis
- Introduce more sophisticated tools, or experiment with new ones
- Expect workshops to produce more deeper insights and more extensive ideation

Reflections

thank you.