

What do service designers do in ...

Purpose: this document is to illustrate the kinds of outcome a designer might produce throughout the different agile phases. This document should not be seen as a checklist, as the context is always critical.

Discovery

- Question the scope of the Discovery – broaden it, rescope it, initiate another Discovery
- Keep the team on track for an appropriately wide Discovery
- Understand who the users and user groups of the service/system/thing are (primary users, secondary users, internal users)
- Investigate users' contexts, needs, potential gains, pain points
- Synthesise user research data and share findings back to the wider team and key stakeholders
- Sift through quantitative data and link it to qualitative findings, potentially initiate more
- Research and describe underlying support systems and technologies
- Analyse dependencies (contractual, legal, technological, ethical)
- Map the as-is state of the service offered today
- Map all stakeholders involved in the provision of the service to end users
- Capture what the provision of service in different channels looks like
- Research how much the service is funded today and how it expensive its provision is
- Read policy documents, laws, standards, regulations and question today's
- Summarise major pain points of users and opportunities for service (re)-development / improvements

- Help the team decide when is the right time to move into Alpha

Alpha

- Understand and respond to the users of a service and the context they are in
 - Do user research, or make sure it's being done
- Identify what the real problem is
 - Validate the discovery
 - Revisit the findings and also the raw materials
 - Make sure scope hasn't changed without evidence since Discovery
 - Check for gaps – eg, user groups not considered
- Develop a strategic vision for the service (final destination, not just what we plan for private beta)
 - Ideation, preferably participatory-design with users and stakeholders of the service
 - Develop propositions showing the value for users and stakeholders
 - Size propositions with the team and identify which to move forward
 - Visualisation of strategic vision - how the propositions might be implemented within the to-be service (storyboard level for engagement, rather than blueprint)
 - Evaluate vision (storyboard) with users and stakeholders.
- Hold the vision for the team.
 - Maintain living-artefacts that describe the vision
 - Share and evaluate vision regularly with the team, users, and internal/external stakeholders
- Work with team to develop a scaffolded approach to delivering the vision.

- What is planned for MVP, for Phase #2, etc
- Help define problems for interaction designers to explore
- Map and visualise the journey of users
 - Map the planned to-be journey at a higher level of granularity, informed by the discovery pain points and insights
 - Make sure to-be journey issues and pain points aren't replicated in to-be journeys
 - Keep iterating the to-be journey with the further insights gathered in alpha
- Facilitate a shared understanding within and outside of the team
 - Re-visit a stakeholder map
 - Make sure the team is updated about how the experiments are running, and the vision is changing
 - make sure the teams' skill and each person's strengths are being utilised
- Spot opportunities for reducing cost and complexity
 - Create interventions to address pain and waste points - a range of ideas that respond to the things we know are problems
- Help define the scope of the service
 - What are the feasible and useful fixes you can do - low hanging fruit where change is feasible, easy and beneficial for the user, and what is harder to do
 - Keep an eye on scope creep, make sure the people stay focused on the journey chose and that deviations are made consciously
- Explore and prototype various solutions to the problem

- Create a vision to elicit responses
- Prototype ideas
- Visualise ideas
- Check feasibility of ideas - what is really possible
- Prioritise tests by riskiest assumptions
- Design the service end to end, from backstage to front, in all channels
 - Explore solutions in different channels in alpha (eg, investigate assisted digital, check the paper forms, make sure you are working with people who are working face to face with users)
 - Get in touch with people providing the telephone or face-to-face services today
 - Interventions in the back end, behind the curtain, which can be addressed to fix pain points. Fix the plumbing.

Beta

- Keep track of user needs as the service is used and help prioritise into fixes, new features and functionality
- Help the service to understand and decide what new usage, contexts and features should be incorporated into digital channels or built into other channels and support systems
 - Ensure no users are left behind
- Find and implement improvements to the service in all channels
 - Monitor analytics and help direct and synthesize user research (alongside the researchers on the team)

- Work with caseworkers and support teams to make sure that user's needs and problems are represented in the development teams, and incorporate feedback that will help caseworkers do their jobs better

Live

- Identify areas for automation or improvement to make internal processes simpler and more efficient
- Identify customer and user behaviours and process for continuously provide feedback to product and service teams
- Provide a holistic view, from digital and physical channels and human interactions and ongoing identification of metrics and opportunities