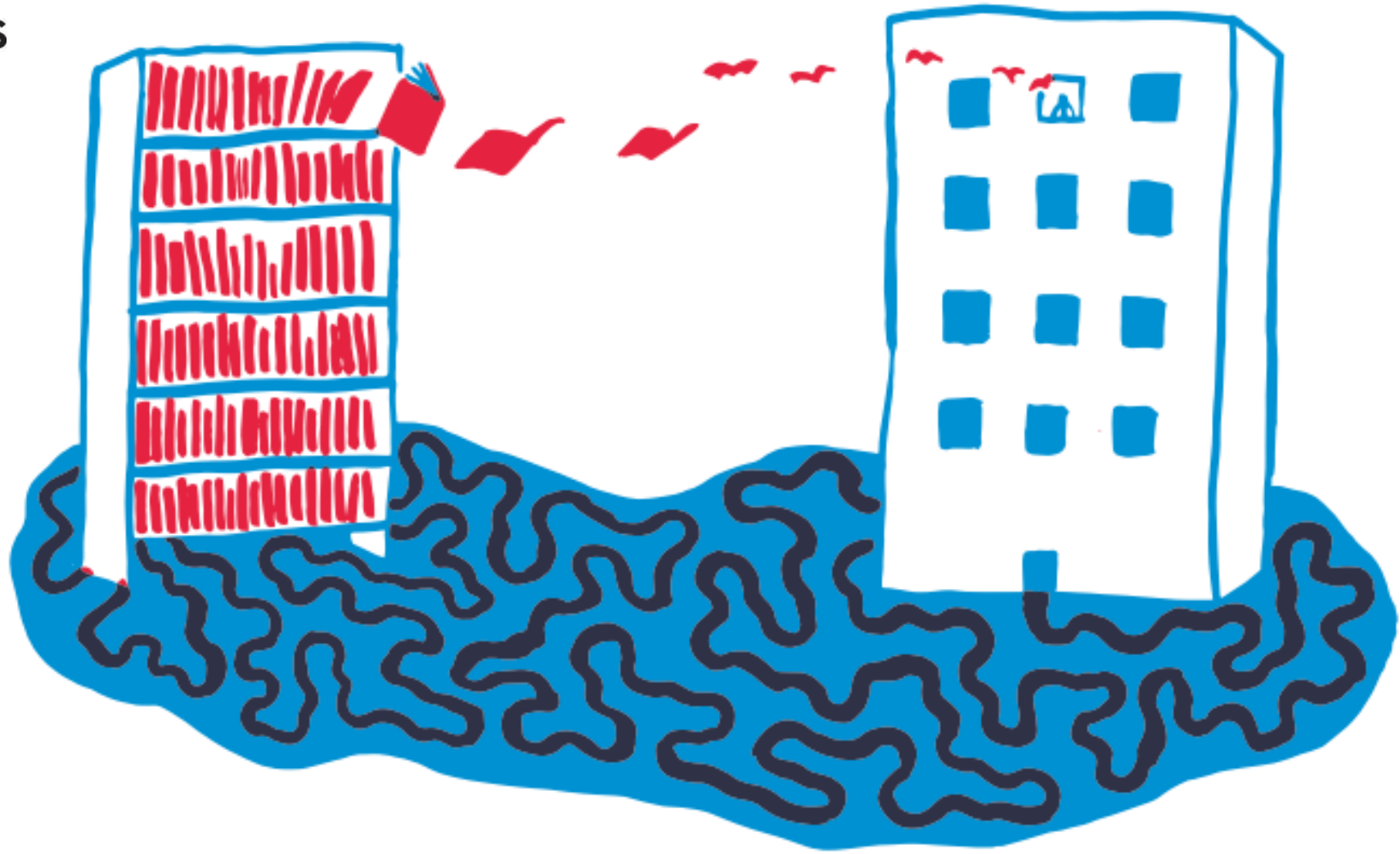




Stockholms
stad



“There is no failure except in no longer trying.”

Embedding UX in organizational culture

Daniel Forsman, Stockholm Public Library, UXLibsVI

Bibliotek



‘We already focus on the user’

‘Too much focus on the user/lack of staff control’

‘How much should I prioritise UX over daily work?’

‘Not scientific’

‘Lack of time!’

‘Colleagues are blocking my UX initiative’

‘UX is an expensive new approach’

UX is just about small-scale changes and furniture

‘UX is about getting staff to do more with less’



**A map won't help if you don't
know where you are going**

**Change drives UX innovation
If there is no desire to change
there is no innovation**

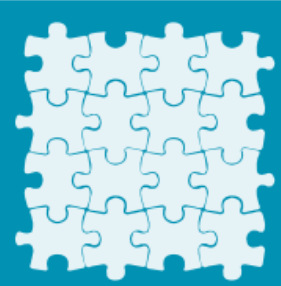
**Understand and bridge the gap
between user and service**

Challenges Impeding Technology Adoption in Academic and Research Libraries



Solvable *Those that we understand and know how to solve*

Accessibility of Library Services and Resources
Improving Digital Literacy



Difficult *Those that we understand but for which solutions are elusive*

Adapting Organizational Designs to the Future of Work
Maintaining Ongoing Integration, Interoperability, and Collaborative Projects



Wicked *Those that are complex to even define, much less address*

Economic and Political Pressures
Embracing the Need for Radical Change

**Libraries are
incumbents
threatened by
asymmetric
competition
and disruption**





Understanding your ecosystem

Major shifts leading to new ecosystems

New technology can make you obsolete

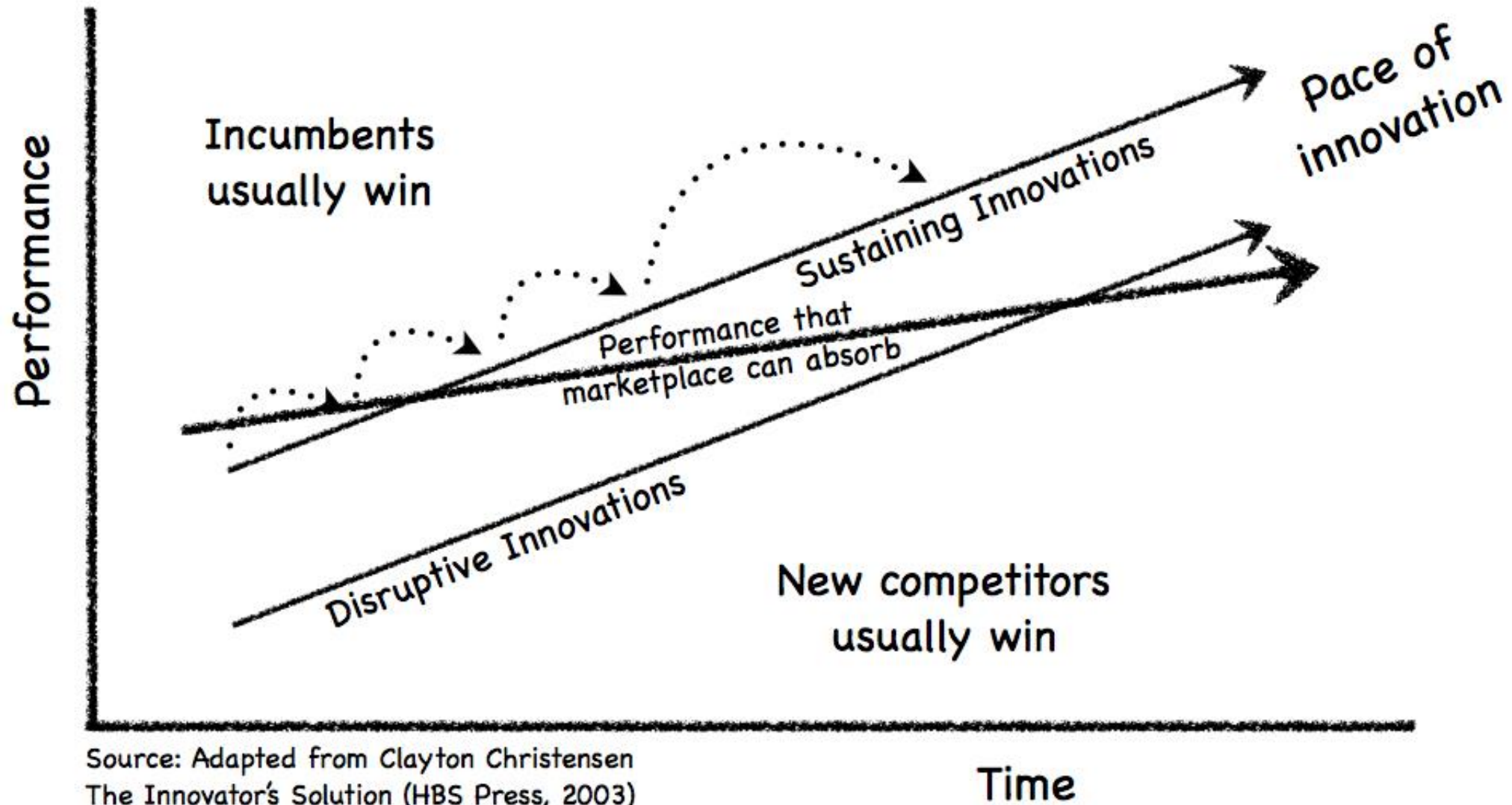
Radically new business models cutting across industry boundaries

The move of product centered industries to platform centered

Competitors emerge from unrelated industries

Changes in regulation

Disruptive Innovation Model



Source: Adapted from Clayton Christensen
The Innovator's Solution (HBS Press, 2003)

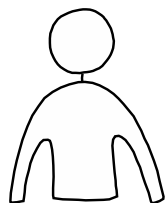
Positioning and capturing value

– common mistakes

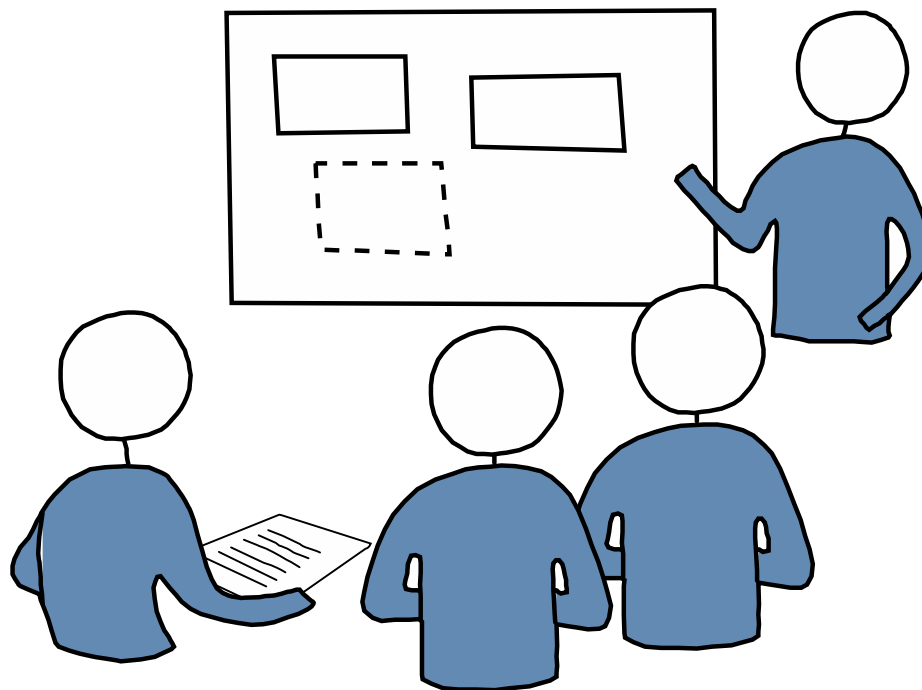
- **Fixed identities**
- **Decision-making bias**
- **Obsession with product and product based competence**
- **Getting captured by major customers**
- **Not competing through collaboration**
- **Focus on product instead of where value accumulates**
- **Regulation**
- **Fighting a platform you can not defeat**
- **Focusing on owning the platform instead of focusing on the relationship**



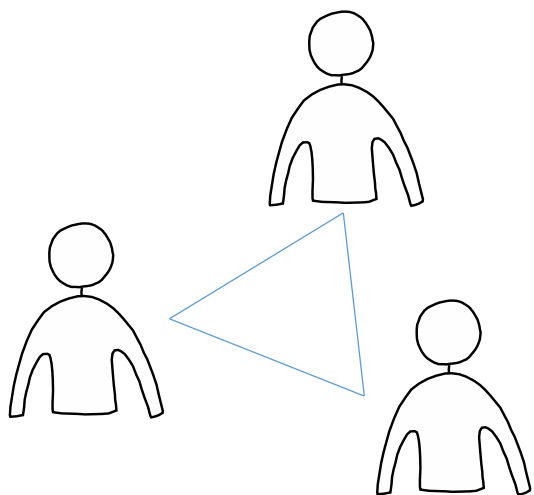
MISTAKE



Change agent



Team of agents

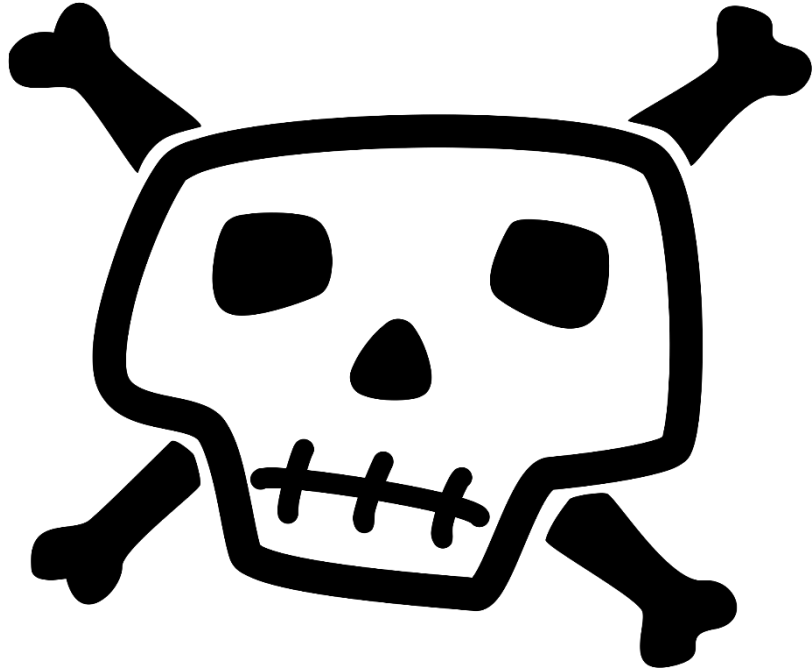


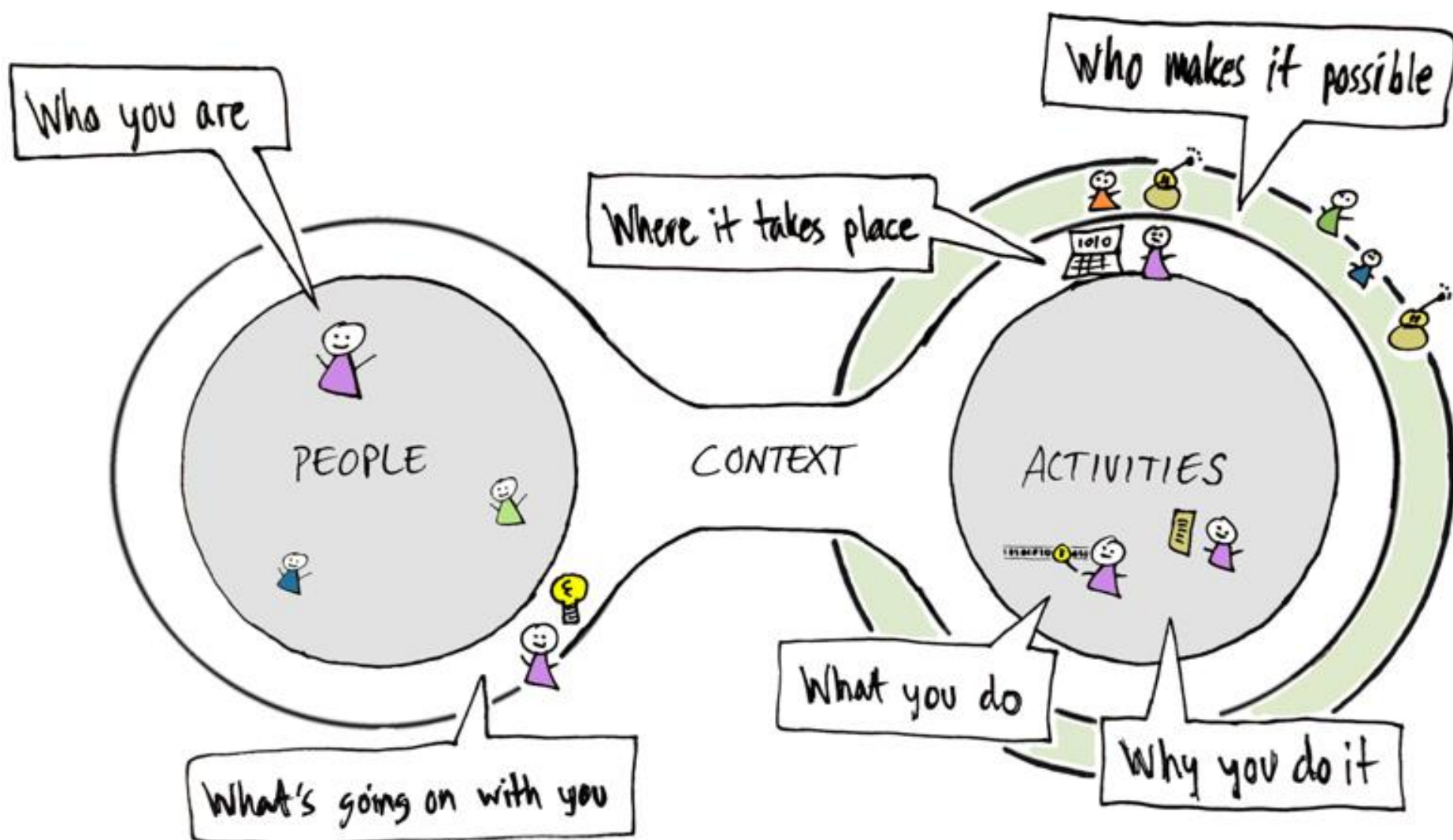
Network of agents



Organization of agents

Library		
Department	Department	Department
Team	Team	Team
Cross functional working groups		







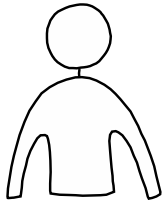
Hc·Hce SKÖNLI

KA Hub FINSKA

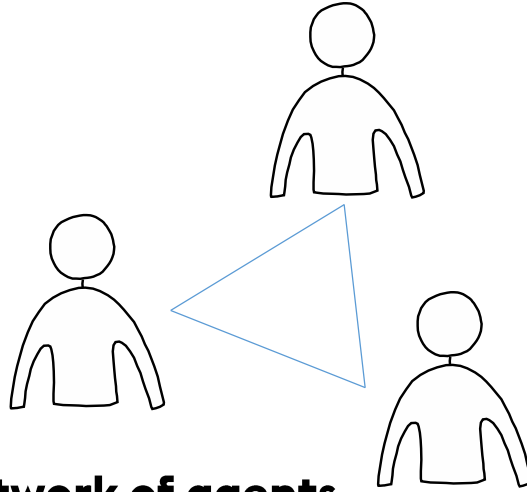
Hubt MEANKIELI Hue







Change agent



Network of agents

Pilot training

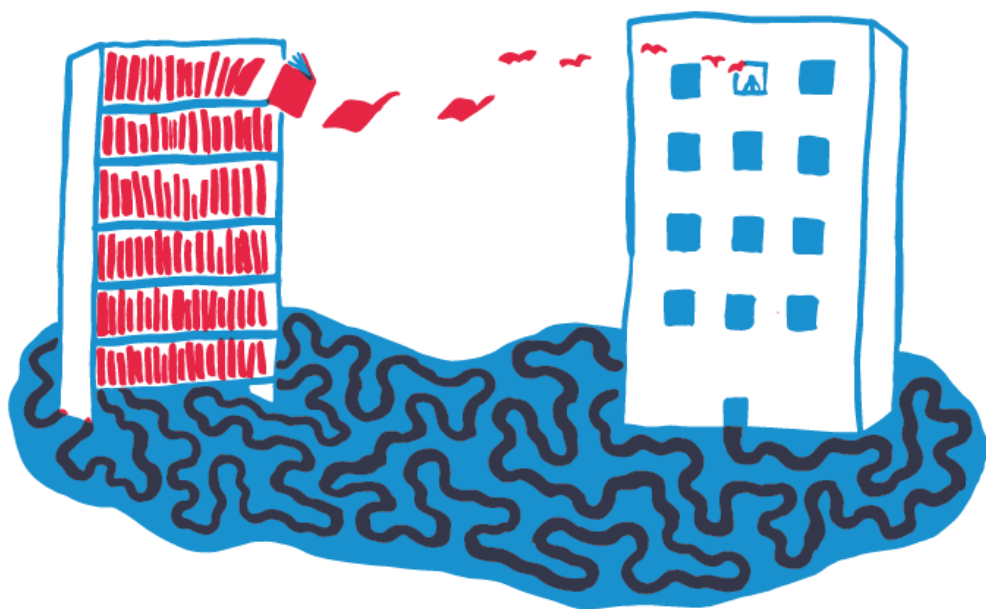




Mandatory manager training – trust the process

More relevant than ever before

Library Plan 2022–2025



Bibliotek

New strategic plan

Stakeholder workshops

Proto-persona creation – 50 personas

Invite the users to share stories – 800+ stories

Invite staff to share stories - Anthology

"Why did you close the library? Having done that, you or they might as well have closed the schools too !! You get lots of tests and homework even though it's distance learning. How do you think we could manage all that at home? There's 6 of us in my family and we live in a flat that's only got 2 rooms. The only way I could manage my school work was to study in the library And now you've gone and closed the library. What's a person supposed to do??? It's Corona, but we have to somehow get on with our lives. I don't know anyone and I've got NOWHERE to study !!!!"



**Mandatory UX training
program 300 staff**

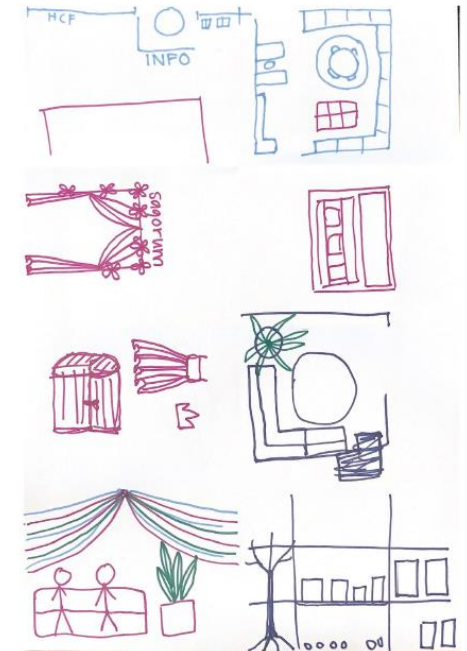
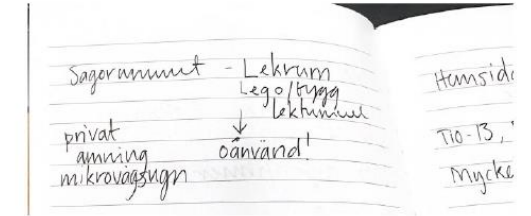
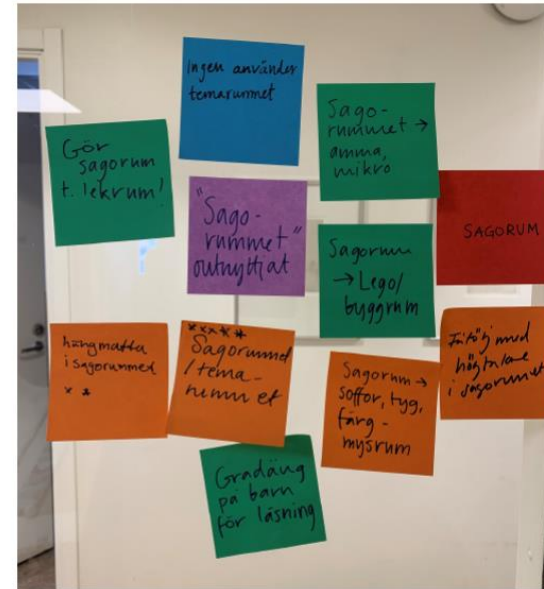
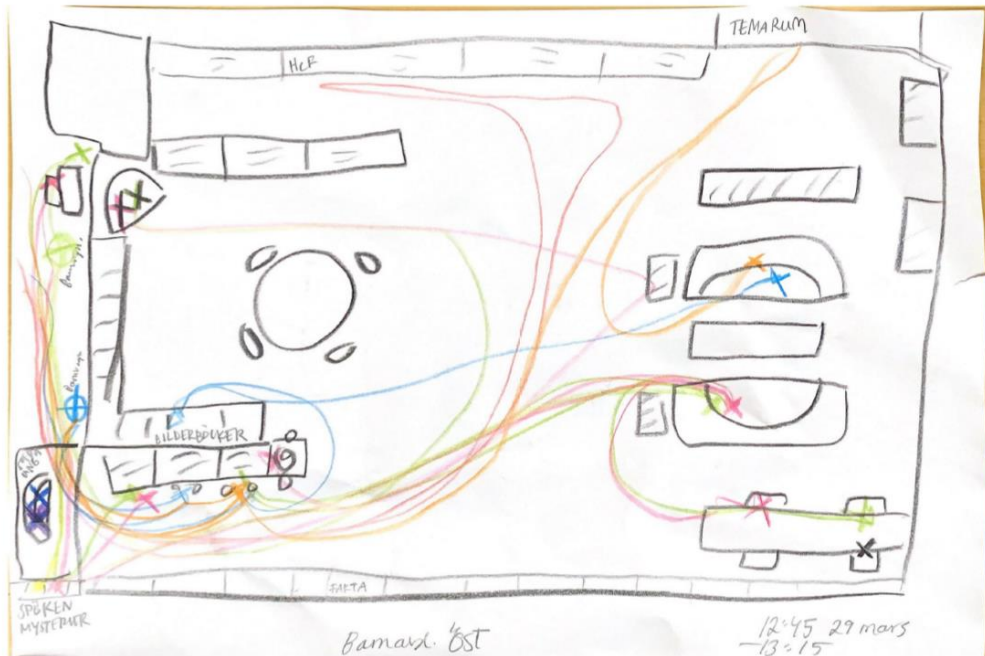
**>4 days with instructor
>1 day with manager**

**2 follow up days with
manager**

**Invested 16 000 work
hours in UX-training**

Support and fund prototyping

- Dragons den approved prototypes
- Demonstrate use of methods
- A tested prototype and the next iteration



3. Kognitiv kartläggning

Perseverance

Digital method bank

Digital training

New staff training

Service design training

External funding

Internal and stakeholder
communication

Reporting



Vad är kognitiv kartläggning?



När kan du använda denna metod?



**Mature enough for
visionary leadership?**





Adopting UX methodologies throughout the library is, fundamentally, a re-design of the operating parts of the library. The reason why we fail, why you fail, is the lack of alignment on the aspiration and value of UX.

For UX to be embedded it requires a massive effort over a long period of time.

But even when there is some alignment, the strategic decisions sometimes cripple the initiative.

The most common being relying on ambassadors, experimentation and empowered teams that end up creating conflicts and force the library to a burning platform, as staff approach the implementation of UX with great enthusiasm while others dig in their heels to maintain status quo.

Usually the process of pushing the library towards a burning platform fails and the message of urgency is lost as the organization ends up in internal contract negotiation resulting in the drive and will of the empowered ambassadors to die in the process.

Library management has to treat UX as a strategic priority that goes beyond pilots and “it is just a test”.

Even if we may start out with small scale prototyping the scope and ambition has to be that it can scale and be shared.

The understanding of the methodology and techniques used has to be understood by management.

Management has to understand the process, what is replicable and what is a result of a specific situation.

The limited nature of the UX pilot often prevents management from grasping the far-reaching impact and strategic value a broader transformation could have.

Taking UX beyond the prototype is what makes a good library a great library system.





Successful transformation require not only bottom-up change in the way of working at the team level but also a change in the way the executive level operates, as this has a disproportionate influence on the culture of the organization

We need to understand the drivers, behavior and motivation of our users to understand what type of library services to design. Managers has to ask, what are the drivers, behavior and motivation of my staff and our stakeholders, in order to design a process where there is alignment.

All too often effort is wasted by change agents operating in a vacuum, second guessing what stakeholders might want or perfectly executing the wrong plan rather than engaging stakeholders throughout the process. If there is a broken trust between managers and staff, there is a broken trust between managers and the user.

Thank you