

## ACCREDITED MASTER TRAINER

### Self-assessment by Gassia Salibian

SUBMITTED ON 30 JUL 2018



#### My educational background is:

- I learned the service design methodologies and tools on my own.
- I successfully applied this knowledge both in my work as a Sr Service Designer at Autodesk and Sr Customer Experience Design Strategist at VMware.
- In both places, I designed, coordinated, conducted, and followed up on output from both large (25+ stakeholders across 5 departments) and small (5-person service design sprints) service design projects and workshops.
- My certifications include:  
Certified Customer Scenario Mapping Facilitator (From Seybold Group); Certified in Advanced Design Thinking Methods (IIT Design Camp - a weeklong immersive innovation certification for executives); Innovation through Human-Centered Design (LUMA institute) ; Six Sigma Greenbelt.

#### I currently work at/as a:

My consulting practice is called Future-Proof Consulting: [www.future-proof.co](http://www.future-proof.co)  
My linkedin page: [linkedin.com/in/gassia](https://www.linkedin.com/in/gassia)

#### I have X years of experience applying service design in projects in order to improve or innovate service offerings for my clients:

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#### I have particular experience in the following service sectors:

Financial services, real estate services, healthcare, health tech, software, IoT, mobile.

#### I have successfully delivered the following service design projects for my clients:

Client: Autodesk, April-August 2016

Topic: re-design the customer experience for Autodesk as it underwent a profound business model transformation from selling perpetual licenses to their software to SaaS, impacting most of the touchpoints. Brought together the Business Model Readiness team experts to map a customer's journey, identifying potential pain points, unmet needs and opportunities for the Customer, Partner and Company. Taught group service design principles and methods and coached them through mapping experiences.

Outcome & Impact: Received very positive feedback from the participants, most rating the mapping exercise as being most productive. Implemented new feedback loops to improve & validate Customer & Partner's satisfaction within the first year of launch; Provided controlled access to Customers for their accounts' permission settings vis a vis Partners; Made the terms of use for subscription licenses more flexible across global territories; established automated subscription-specific notifications and reminders; Waived subscription pro-ration period to



simplify the accounting during the Customers' transition period.

Client: DocuSign, March - April-July 2018

Led and coached Agile team in designing a new service that expands DocuSign's portfolio of offerings to include document preparation, automation and collaboration. Conducted user research and led design sprints, working closely with Design and Product Management Teams. Outcome & Impact: Beta launch was extremely successful with higher than expected rates of adoption and engagement. Taught team design thinking and service design methodologies which the VP of product decided to institutionalize as standard procedure along with their Agile product development practice. DocuSign is now, as a result of my engagement, also beginning to partner with SF SDN chapter to host events! And, almost everyone I taught service design to signed up for our SDN SF newsletter and some may also become SDN members.

Client: CircleOf (June 2017 – ongoing)

Designed end to end experience at a strategic level for a mobile app that makes it easier for cancer caregivers to provide logistical support and care for their colleagues, family, or other loved ones. Designed and conducted all exploratory, descriptive and evaluative research for all stages of the product and service development – from 2-day rapid co-creation workshop with cancer survivors and caregivers where winning concept was selected and roughly prototyped, through to the app's beta launch.

Outcome & Impact: Conducted 3 service design workshops with potential Customers - large businesses sponsoring the app as part of their employee benefits package. Identified and designed all of the on boarding touchpoints with HR and benefits stakeholders within enterprises. They loved working collaboratively with us on these touchpoints and ended up becoming investors in the startup and one (Cisco Systems) recently signed on as our first paying customer.

...(many more)...

**I regularly participate in service design-related activities in order to stay up to date, share my experiences with peers and get their supervision. Within the last 12 months, I have participated in the following activities:**

- SDN Global Conference
- As

**I actively support the local or national service design community through:**

Serving on the SDN National Chapters Board; Being a San Francisco Chapter leader - putting on events (about 8 per year) and publishing a monthly newsletter for our community. We are now also expanding our network of volunteers so that we can serve our community better and increase impact. I am also helping the US chapters unite and establish a non-profit legal entity which will be enormously helpful to streamline operational efforts. I helped organize and facilitated parts of the SF Service Jam this year and coached teams. I take on one on one meetings from those reaching out to me who are curious about service design.

**I have participated as a speaker in the following events:**

Autodesk X Summit (Experience Summit), "Experience Design for New Business Models", 2016

IFMA (International Facilities Management Association) World Workplace Conference, "Managing Risks That Keep You Up At Night"- expert track workshop, 2007

Jones Lang LaSalle DaVinci Summit, "Designing the Next Generation Workplace", 2008

Expositions, "Sustainability in the Built Environment", 2011

CXPA (Customer Experience Professionals Network) Insight Exchange, "Strategies for Transforming a Product Business into a Service Business", 2016

Customer Experience Professionals Network San Francisco Chapter lead, moderated a number of expert panel discussions on CX topics, 2015-2016

**I have published the following books/articles on service design and related fields:**

I wrote an article that is being published in the upcoming Touchpoint Journal called "Taming Organisational Challenges in Service Design."

Please find the article with the Touchpoint team.

I've also written several case studies / service design success stories that were published internally at Autodesk (where I used to work) but I cannot share them with you as I'm under NDA. I may be able to request this from colleagues however. Let me know if you'd like me to pursue



this.

My background in business process design and re-engineering led to risk management becoming one of my past specialty areas, for which I authored a white paper. My name is not listed as the white paper was used as a marketing tool to attract potential clients to the consulting firm I was working in at the time, and they wanted all new business inquiries to be directed to the head of the practice area.

[http://www.us.jll.com/united-states/en-us/Documents/JLL\\_Risk\\_Management\\_12913.pdf](http://www.us.jll.com/united-states/en-us/Documents/JLL_Risk_Management_12913.pdf)

### The following theories are the key components of my approach to service design:

The theories that are the key components of my approach are:

- to be successful in service design one must understand the mechanics of change and be able to manage the change or transformation cross functionally.
- service design and implementation take a lot of time. It's a journey requiring patience, persistence, and passion.
- depending on the culture of a company, the feeling of success is often more important than the metrics.
- tracking business success (revenues) back to key service design decisions is possible and can be the difference between an organization adopting service design into their processes or business as usual.
- products today have strings attached and those strings are tied to services. Today, UX design cannot be done well without using service design.

### My philosophy as a trainer/coach is:

- To teach principles but also make sure to give people enough opportunities to learn by doing.
- There are certain things that require clear and immutable definitions (e.g., what is an "insight"?) and things that can be left up to interpretation or be adjusted to best serve a scenario (e.g., how a blueprint is used).
- The most successful sessions have been the least formal and "school"-like. If it smells like school, often students will disengage. Instead, I use learning models that are derived from play, acting, and self-directed inquiry.

### I have provided service design training sessions for X years:

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### Here is a list of all service design training sessions and/or other educational experiences I've facilitated within the last year:

Most of my career has been inside companies. I established my consultancy last year and have not conducted any official training service or program. However, in most of my career and now as a consultant, each project involves some form of stakeholder education, training or coaching.

### I mostly provide my offerings in the following language(s):

English

### I mostly provide my offerings in the following countries/cities:

United States: San Francisco, Boston, New York.

### I cover the following topics during my training sessions:

- Facilitation skills for service design
- Measuring impact of service design, relating it to KPIs
- Business model development
- Working with complex service systems
- Creativity and ideation processes
- Change management
- Prototyping of services
- Implementation of service design concepts



- Design and conduct of co-creation workshops
- SD logic
- Relationship of service design to agile, scrum and lean
- Building in-house service design capabilities
- User research/deep customer insights
- Service Design for Agile Product Development Teams

**My training participants typically have the following level of experience:**

- Novice (new to service design)
- Fundamental (basic knowledge)
- Advanced (practical application)

**These are the most relevant resources I base my work on and I recommend to participants:**

Journals: Touchpoint (obviously)

books:

The Lean Startup (for design thinking in practice and realizing the importance of user needs)

This is Service Design Thinking / This is Service Design Doing (I recommend to those new to service design as they are comprehensive primers)

AH Maslow, A Theory of Human Motivation (underlying principles of behavioral science)

Article: Why Software is Eating the World (recognizing that what follows is the servicization of everything)

**These are the service design methods and tools that I use during my sessions:**

service blueprinting, customer journey mapping, business process design & re-engineering, business model design using "Business Model Canvas", Design Thinking methods, Effort vs Impact Analyses, stakeholder mapping, brand analysis/ brand brief, a variety of qualitative and quantitative user and usage research methods, analytics tools (such as tableau and Heap); design workshops, co-creation workshops, experience metrics.

**These are my favourite cases I use to inform about the impact and value of service design:**

I like the following cases:

- Designing for financial empowerment: <http://dfe.nyc>

The subject is near and dear to my heart. I have conducted "citizen ethnography" that culminated in a report on financial inequality:

[https://fairmoneytest.files.wordpress.com/2015/03/fair-money\\_good-with-money-report\\_final\\_3-15-15.pdf](https://fairmoneytest.files.wordpress.com/2015/03/fair-money_good-with-money-report_final_3-15-15.pdf) . The case is not only a good example of public-private partnerships but also uses co-design and prototyping very effectively.

- <https://medium.com/the-overlap/a-personal-reflection-on-introducing-design-to-the-u-s-army-3f8bd76adcb2> . because it shows how a service design education can be used as a leverage point for organizational change.

- Service design for Washington Airport - project from the late 1950s: <https://vimeo.com/4139559> - because it's a respite from powerpoint, shows that service design happened before it was called "service design" and solves both a human problem and operational problem through space and services. It's also fun to see a piece of vintage business communication design.

- Louise Downe's keynote "Scaling Service Design in Government" at the SDGC17 was heroic. <https://youtube.com/watch?v=-eTU5CSwinM> because it shows how service design takes a long time but that it can even work within large and silo'd organization.

**I apply the following evaluation tools to make sure the participants have understood the content of my sessions and gained the expected competences/skills:**

- I have teams present whatever they came up with to the rest of the group which allows me to assess their level of understanding as well as allow others to provide feedback

- I use a scenario-based quiz and facilitate collective critique sessions on students' approaches to solving for scenario problem through service design methods learned.

- Sometimes I use the " Plus / Delta" method of collecting live feedback in person as part of closing workshop

- Other times I follow up with a short survey.



After successfully attending my training sessions, participants will typically be able to:

- understand user / customer needs
- identify ecosystem of stakeholders
- explore a new business idea
- create a service blueprint
- map a customer journey
- create personas
- Identify pain points with an existing service
- Map the business processes, systems, and policies that create an experience
- conduct qualitative research
- establish KEIs and KPIs for a service

I always ask for feedback on my offerings and I systematically evaluate and improve. Examples of some feedback that led to improvements:

- More examples and less theory / conceptual learning: shifted focus of training sessions to be 50-50 theoretical-practical.
- More attention to existing service experiences that need improving: changed scenarios (used as problem case studies) in training from design of a brand new service offering to 1/3 - 2/3 with heavier focus on various existing service experience scenarios.
- More "how-to" on measuring success: developed toolkits for defining, measuring, monitoring "Key Experience Indicators" and how to map them to KPIs and business outcome metrics.

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