

Self-assessment by Carol Massa

SUBMITTED ON 12 MAR 2023



A summary about me:

Carol Massa is a multi-disciplinary designer with ten years of experience across many fields of design including visual design, branding and strategic design. Through recent years, she has worked as a consult and a mentor for Fortune 500 companies in telecommunications, insurance and retail, helping teams work through complexity and overcome business challenges to deliver meaningful solutions through a service-design approach. Today, she is a Design Manager at AdventHealth Central Florida Division, helping the organization design for meaningful healthcare service experiences. She teaches at SDN Academy on topics such as strategic design, concepting and business strategy with participants across the world.

I currently work as a/at:

Design Manager at AdventHealth
<https://www.adventhealth.com/>

My LinkedIn profile:

<https://www.linkedin.com/in/carol-massa>

My social media channels:

IG @carolmassah
TWITTER @_krol_massah
MEDIUM <https://carolmassa.medium.com/>

My educational background:

B.F.A Design at IADE (iade.pt)
M.F.A Design Management at SCAD (scad.edu); Designing cross-collaborative workshop with clients (SCAD Pro)
M.S Instructional Design at HU (harrisburg.edu); Defining learning objectives for learning experiences
Delivering multiple courses at SDN Academy since 2020
Worked as a service design consultant across industries (2017-2021)
Leading a team of designers on identifying strategic recommendations to deliver healthcare experiences (2021-present)

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

strategic design, concept development, complex adaptive systems theory, chaos theory, systems thinking, moment architecture, organizational change



These are the most relevant resources I base my work on and I recommend them as a body of knowledge in service design:

Service Design: From Insights to Implementation by Andy Polaine, Ben Reason and Lavrans Lovlie (2013): this book has a mix of theory and practice about designing and implementing service experiences.

Uncommon Service by Anne Morriss and Frances Frei (2012): this book illustrates how business design and strategic design work connects by providing a framework on successfully designing for customer experiences while balancing business needs.

Orchestrating Experiences by Chris Risdon and Patrick Quattlebaum (2018): this book demonstrates service design process application and provides structural cues for important parts of the process.

Org Design for Design Orgs by Peter Merholz & Kristin Skinner (2016): provides insights into in-house design team, processes and infrastructure. These findings are applicable to my current role as we try to scale service design capability across the organization.

Thinking in Systems by Donella H. Meadows (2008): Basic principles of systems thinking, design functionality, processes and purpose.

Theory U by Otto Scharmer (2009): Leading from the future as it emerges. San Francisco, CA: Berrett-Koehler Pub. - this theory highlights key components for system and organizational change.

Communicating the new by Kim Erwin (2014). : Methods to shape and accelerate innovation. Hoboken, NJ: Wiley Pub. - visual methods for effective communication with stakeholders.

Sanders, E., & Stappers, P. (2008). Co-creation and the new landscapes of design. Co-Design, 4(1), 5–18.

<https://doi.org/10.1080/15710880701875068> - co-design vs co-creation reference

I have X years of working experience in service design:

6

My working experience in service design includes involvement in:

- Service design projects
- Service design consultancy
- Service design training

I have particular experience in the following service sectors:

healthcare, education (e-learning), telecommunications, insurance, retail, hospitality, marketing

I have conducted X service design projects that aim at creating improvements or innovations within organisations:

5

These are the service design projects I have successfully delivered:

Follow-up Check-in Service Experience for AdventHealth (Feb 23-ongoing). Design ideal internal workflows between care teams to address and deliver key service needs from Consumers that have been through an emergency care visit with AdventHealth. Outcome: Provide care teams and operation teams with a north star on how this experience comes to life based on current and future channel capabilities. Impact: By creating a vision for an omnichannel experience that delivers information to consumers seamlessly, at the right time, it would allow for care team members to perform on top of their license and builds AdventHealth clinical excellence in whole person care.

Service Mapping for Medical Needs for a partnership between AdventHealth and a Fortune 500 Global Hospitality Company (Aug/Oct 22).

Identify and assess current capabilities of a healthcare service delivery offering to hotel Guest. Outcome: Create an ideal operational blueprint based on key consumer segments, level of acuity and medical needs that can be used by the AdventHealth team to improve the consumer/Guest experience and strengthen the partnership with the hospitality company.

Reimagining an Emergency Department Experience for AdventHealth (April 21-Dec22). Consumers in the United States prefer to avoid Emergency Departments when choosing care because the experience is generally seen as undesirable. To change that, AdventHealth invested in designing a differentiate and more appealing experience for patients when utilizing AdventHealth systems in Florida and across the country. The Design Team at AdventHealth created a service experience focused on listening for patient needs, provide information, comfort and emotional reassurance, support patient next steps and foster whole person care as patients transition home. By transforming the ordinary tasks of clinical process into extraordinary experiences that balance consumer, clinical and business needs, the designed signature experience differentiates AdventHealth from competitors and promotes loyalty as Consumers access high quality care.



https://link.springer.com/chapter/10.1007/978-3-031-20168-4_12

Reimagining Global Onboarding Experience for Coca-Cola Company (July-Sept 19). Analyze and assess current state onboarding experience and re-design an inclusive and immersive onboarding experience. Outcome: Provide a roadmap on how to deliver key moments of the global onboarding experience. By developing a common language and process on how to onboard employees, the company would reduce employee churn rate, promote internal culture, and strengthen the relationship with their employees.

"Resolving my issue" Journey for Cox Telecommunications (Sept-Dec 18). Create a moment architecture based on key moments that matter when a consumer is trying to solve a technical issue with the service. Focused on small business stakeholders that use cable and internet subscriptions to run their companies. The intended outcome was to design a future-state journey that contained opportunity areas and actionable design briefs to enhance the consumer experience. By solving for key opportunities, it would alleviate anxiety from small business owners when facing an issue by providing temporary solutions, while the systems would be down, reducing the impact on their business operations and ultimately increasing brand loyalty between consumers and the telecommunication company

I have provided service design training sessions and/or other educational experiences for X years:

2

My philosophy as a trainer is:

Being a trainer goes beyond teaching tools and methods, it takes into consideration the learning experience of each individual that comes in with their own goals and levels of motivation. As a trainer, I design learning experiences that empower students/participants/learners to reflect and act on key service design principles. Teaching is an ever-growing skill, and it considers how the subject evolves and how learners respond to the content and tasks. I see myself as a guide to those who are interested in learning on how to design for services and improve experiences. To become a service designer requires practice, acknowledgment of the resources available and the ability to apply the key principles of human-centered design, strategic work, and business operations. This work is performed collaboratively and for this reason I ensure learners understand what it means to collaborate and co-design with individuals and stakeholders. In my opinion, is possible to teach everyone about service design, and my work, is to ensure I do it in a way that is meaningful to them.

These are the service design training sessions and/or other educational experiences I've facilitated within the last year:

SDNA - "Strategic Design in Organizations" March 22 (10 - global audience), "Conceptualization and Business Modeling" May 22 (7 - global audience), "Strategic Design in Organizations" Sept 22 (5 - global audience), "Conceptualization and Business Modeling" Feb 23 (7 - global audience)

<https://www.sdn-academy.org/trainerprofiles/Carol-Massa%C3%A1>

SCAD - Portfolio Workshop Marathon "From insights to pilot" - creating a strong portfolio piece - July 2022 (14 students from Service Design, Design Management and UX majors)

https://www.linkedin.com/posts/carol-massa_workshopfacilitation-studentsuccess-scadstudents-activity-6970709700862427136-v4E4?utm_source=share&utm_medium=member_desktop

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

English, Portuguese

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

US, Europe and Brazil

I cover the following topics during my training offerings:

- Definition of service design
- Differentiation of service design to other approaches like design thinking, service marketing and service branding



- Designing and conducting co-creation workshops
- Creativity and ideation processes
- Visualisation techniques
- Facilitation skills for service design
- Prototyping of services
- Implementation of service design concepts
- Business model development
- Leadership/management of service design projects
- Building in-house service design capabilities
- Working with complex service systems

My training participants typically have the following level of experience:

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

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

“The cake model of product strategy” Brandon Schauer- I use this video as reference to developing minimum valuable services, although this video mentions product strategy, the technique is applicable when designing for services. I’ve used this in training and at work to illustrate an example on how to move from concepts to pilot phase. <https://vimeo.com/19738421>

“From thinking and doing to service design leading” Brian Gillespie/Frans Joziassie – I use this article to help me frame the different levels of leadership work a service designer can deliver in an organization: strategic level, tactical level and operational level. <https://www.service-design-network.org/touchpoint/vol-10-no-3-managing-service-design/from-thinking-and-doing-to-service-design-leading>

“The Service Design Maturity Model: A strategic framework to embed service design into an organization” Niels Corsten/Jules Prick – I’ve used this article and the previous version many times as a consultant and now as an in-house designer, this maturity model facilitates conversations around current design capabilities and allows teams to assess where they are in their service design capability. <https://www.service-design-network.org/touchpoint/vol-10-no-3-managing-service-design/from-thinking-and-doing-to-service-design-leading>

“Service Design Perspectives: Innovation Labs and UX Teams”- Clarissa Biolchini/Filipe Campelo Xavier Da Costa – I’ve used this article to answer questions about the differences between in-house UX Teams, CX Teams and Design Teams. Digital transformation requires different skillsets and relies on organization’s decision-making structure, this case study illustrates multiple ways it can work. <https://www.service-design-network.org/touchpoint/service-design-with-the-planet-in-mind/service-design-perspectives-innovation-labs-and-ux-teams>

“Creating a structure for organization-wide prototyping” Monica Tisminesky – This is my go-to article for establishing the foundation for prototyping in-house. This framework can be used to remind teams of the key reasons we prototype and why is important. Prototyping should be a non-negotiable when it comes to designing for service experiences. <https://www.service-design-network.org/touchpoint/vol-11-no2-experience-prototyping/vol-11-2-creating-a-structure-for-organisation-wide-prototyping-six-structure-building-elements-to-institutionalise-prototyping>

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

Ideation techniques – examples and use cases for brainstorming with stakeholders (individually vs collaboratively)

Concept Development – examples and use cases for building strategic knowledge into concept description (e.g. - value vs effort assessment)

Value Proposition Development – how to write a value proposition and its key components to help with articulating the business case for design

4Ps Analysis – people, platform, process and policies capabilities help assess the feasibility and viability of ideas/concepts early in the process

Stakeholder Management – examples and use cases on mapping and engaging with stakeholders during a service design project



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

- Identify key service design principles and mindset that drives service design work
- Recognize key service design techniques for generating ideas, collaboration, co-creation and concept development
- Identify key design skills needed to deliver service design work
- Feel empowered to engage with key stakeholders to align on project scope and needs

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

Pre-workshop survey – align on expectations and assess service design levels

Post-workshop survey – ensure key concepts have been recalled by learners

1:1 conversations - learners ask additional questions or share their portfolios for feedback

I systematically evaluate and improve my offerings based on feedback. These are examples of feedback that have led to improvements:

During my sessions, I provide space for learners to engage with tools that can help them in their professional setting. They are given individual time to try themselves, reflect and critique the work. For my SDN Academy courses, participants receive a post-survey where they share ideas on how to improve the course, most recently, I've re-designed the exercise for Conceptualization and Business Modeling to be about piloting experiences, since the Business Model Canvas previously used wouldn't provide them with the components, they would need to think through to start planning a pilot.

I have participated in the following service design-related activities in order to stay up to date, share my experiences with peers and receive their supervision within the last 12 months:

- SDN Academy Course
- Student workshops (SCAD)

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

Engaging with designers and non-designers about service design, sharing on social media latest on service design methods and practice, providing training online for designers located in the US and around the world through SDN Academy.

I have participated as a speaker in the following events:

Design for Life (DFL) - "Design, complexity and the evolution of service design"- (Portuguese/online) - October 2022

https://www.instagram.com/p/CivG4r_rfGx/?igshid=MDJmNzVkMjY%3D

Post-pandemic Service Models Workshop – SDN Global Conference (online) – October 2021

<https://www.instagram.com/p/CVKvP3-MPtT/?igshid=MDJmNzVkMjY%3D>

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

"Healthcare Complexity and the Role of Service Design in Complex Healthcare Systems" - Jurgen Faust, Birgit Mager & Carol Massa (Jan 28th, 2023)

https://link.springer.com/chapter/10.1007/978-3-031-20168-4_12

SDN Portugal, Lusofonia, Carol Massa: <https://medium.com/lusofonia/carol-massa-uma-designer-luso-brasileira-compartilha-suasli%C3%A7%C3%B5es-sobre-designer-de-servi%C3%A7os-40c752c488b3>

Articles on methods and tools:

<https://www.thisisharmonic.com/irl/2019/3/14/the-power-of-design-translation-visual-communication>

<https://www.thisisharmonic.com/irl/designing-for-sustainability>

<https://www.thisisharmonic.com/irl/asynchronous-synchronous-communication>



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<https://www.thisisharmonic.com/irl/circular-design-in-method>

<https://thisisharmonic.com/tales-practice-blueprint/>

<https://thisisharmonic.com/experience-mesh/>

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