

Self-assessment by Jo Carter

SUBMITTED ON 20 FEB 2022



A summary about me:

I have expertise in workshop facilitation, training and consultancy in service design. In 2014, I ran away from a secure job in local government as a Chartered Surveyor, where I'd been working for 10 years.

At the council, I participated in the groundbreaking 'Intrepreneurship School. This helped me see a different way to design and deliver services. It inspired me to co-found Satori Lab - to help people deliver excellent public services. I focus on service design and culture change. In 2019, we rebranded as ServiceWorks. Since 2019, I've developed and facilitated a collection of service design training programmes for not-for-profits.

I currently work as a/at:

Director, ServiceWorks
<https://www.weareserviceworks.com>

My LinkedIn profile:

<https://www.linkedin.com/in/jocarter64/>

My social media channels:

https://twitter.com/Jo_Carter64
<https://twitter.com/ServiceWorks4>
https://medium.com/@Jo_Carter64 - in 2020, I stopped using Medium and now self host a blog
<https://www.weareserviceworks.com/blog>

My educational background:

BSc (Hons) Valuation and Estate Management (1995) - 2:1

Intrepreneurship School Programme at Monmouthshire County Council (2013)

I am a self-taught service designer, continuously developing and learning from extensive reading, watching videos and listening to podcasts, attending the SD in Government conference every year since 2015 (and speaking twice at SD in Gov), UCD Gathering and most importantly, working with others who are experts in their field. I have also found blog post writing a useful learning tool. https://medium.com/@Jo_Carter64 & <https://www.weareserviceworks.com/blog>

In 2015 I completed the Service Design Intensive course facilitated by Phillippa Rose via London College of Communication, University of Arts, London <https://www.arts.ac.uk/colleges/london-college-of-communication/people/phillippa-rose> This helped me to appreciate how far I'd



come with my own study and development.

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

The Design Council's Double Diamond Framework for Innovation is a useful resource that I use to share with people new to service design. The visualisation of the opening up and closing down phases of thinking and activities, representing the divergent and convergent work is useful. It's also useful to help talk about the separation of the problem space from the solution space, with a specific opportunity to reframe the problem between the two. It helps people to understand why they should stop themselves from automatically jumping straight to the solution. It almost gives them permission to remain in the ambiguous space and explore the challenge more. I've also used the IDEO Human Centred Design for Social Innovation framework and the Stanford d.school framework. I often find myself saying, they're the "same idea, different font". I'd select the model which was most suited to the audience I was working with.

I've used Buchanan's four levels of design to introduce leaders to the idea that design isn't just for Italian furniture or graphic designers. I talk about how over time, design has moved into areas of increasing complexity. So, looking at how the services we use are and should be purposefully designed. Indeed, how whole systems can be designed.

I've used several models and theories from the Nesta Playbook for Innovation Learning. Most often, the Purpose of Design: Creating the most appropriate fit on p. 86 <https://www.nesta.org.uk/toolkit/playbook-for-innovation-learning/> I've found this useful when working with not-for-profit organisations to help people think about how a solution needs to fit the problem they're facing and service users needs as well as the needs of the organisation. I often find that organisations will have only been thinking about one dimension - usually the perspective of how the solution fits with their needs as a solution provider. This helps them to take a step back and appreciate the different aspects of how a solution might fit. Often, it's not possible to get a perfect fit across all three, but to get the best fit - and be mindful of this when we're designing solutions.

Prototyping vs. big bang implementation on p. 72 is also useful in explaining the value of prototyping early and iterating ideas. This one is especially useful with leaders who are budget holders!

I've done some work with the Centre for Digital Public Services, Wales. In 2021, I designed and facilitated over 20 sessions with public sector leaders across Wales, introducing user-centred ways of working and agile. In doing so, I made reference to slide 13 <https://www.slideshare.net/intscotland/tom-loosemoregovernment-digital-service> from Government Digital Service. I used it to show the difference between a traditional waterfall approach to project management and an agile approach. In particular, how with the waterfall approach, the people who use the service only get to interact with it for the very first time at launch. This compares with agile, which is iterative and involves service users throughout. I found it useful to explain risk to senior leaders.

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

I recommend (and we supply as part of Service Design in Practice) This is Service Design Doing. We also point people to the accompanying online TISDD Methods. It's a great resource of basic theory and how-tos for people starting out.
<https://www.thisisservicedesigndoing.com/>

Lou Downe's Good Services is a practical exploration of what makes services work, covering 15 principles, such as - A good service should work in a way that's familiar. I wrote up my book notes as a blog post series and often recommend this book to people working in public services.
<https://medium.com/service-works/good-services-a-bloody-good-read-fcd336e5b592>

I am recommending Building successful communities of practice - Emily Webber more and more recently. I believe that by connecting inspired and passionate people who support service design within organisations or sectors (regardless of role in the hierarchy) can result in a significant shift in culture. Especially when accompanied by senior leadership support. This book (and some videos of her speaking) is short and practical and well suited for busy professionals.
<https://emilywebber.co.uk/building-successful-communities-of-practice/>

I am influenced by Christian Bason's Leading Public Sector Innovation, though I don't tend to recommend it as it's quite heavy going and theoretical. It helps me keep grounded in thinking about outcomes for people, which has led me into thinking more about policy design. It was a



useful resource to help re-shape some of the content of "Service Design in Practice" for policy professionals working in Welsh Government.
<https://policy.bristoluniversitypress.co.uk/leading-public-sector-innovation>

David L Marquet's Leadership is Language is another of my go-to books. It talks about the difference between red (doing) work and blue (thinking) work - and how you must consciously transition between the two. And as a leader, it's your role to facilitate this transition. It maps quite nicely to thinking about service design and the different phases of activity followed by analysis, synthesis and drawing insights together as a team, before agreeing the next phase of activity. It also advocates for a coaching style of leadership, which I think sits nicely with a service design approach.

<https://davidmarquet.com/leadership-is-language-book/>

I'm influenced by the work of Dave Gray (Gamestorming / Connected Company / Culture Mapping). Gamestorming is a useful compendium of ideas for designing engaging innovation workshops. The connected company has informed my thinking around ideas of how service organisations need to be governed and organised very differently from the industrial past. At one time, my business partner, Esko and I at Satori Lab were the most experienced at using Culture Mapping within organisations in the UK when advising clients on the state of their existing and desirable work place culture.

<https://gamestorming.com/>

<https://www.amazon.co.uk/Connected-Company-Dave-Gray/dp/1491919477>

<https://www.strategyzer.com/blog/posts/2016/1/11/best-practices-how-to-use-the-culture-map>

In Radical Help - Hilary Cottam shares the details of a series of experiments she's been involved with where a co-production model has replaced a more traditional social service model. It shines a light on a radically different approach and I find myself recommending it to people who work in government and social housing as a way to help them think beyond traditional service provision.

www.hilarycottam.com/radical-help/

Liberating Structures is an online resource of many facilitation techniques with a vibrant and active meetup community in Cardiff (as well as around the world). At the meetups, we get to practice the facilitation techniques in a safe environment. I use these to help me design workshops that actively engage everyone, including the quiet people. I introduce participants in my workshops to this resource.

<https://www.liberatingstructures.com/>

I have X years of working experience in service design:

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My working experience in service design includes involvement in:

- Service design consultancy
- Service design training

I have particular experience in the following service sectors:

Government, social housing, not-for-profit orgs

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:

Monmouthshire Housing Association (April - August 2015)

Rent collection service review

Universal Credit - a new system of benefit payments was on its way, and the housing association wanted to ensure that their rent collection service encouraged residents to make regular rent payments.

As a result of our work, MHA

reorganised people on the inside to match the needs of residents



Increased the number of payment methods

They stopped driving residents towards a payment method which was low cost for the organisation, yet wasn't working well for residents.

Completely changed the language they use with residents: rent arrears >> debt

Developed a coaching programme >> adult to adult conversations

Since we did this work Universal Credit was rolled out in Monmouthshire

Rent arrears halved

No change in evictions

<https://medium.com/service-works/walking-in-tenants-shoes-76d33df2e8f5>

Valleys to Coast Housing (2016)

Creation of a set of resident personas to support organisational decision making and help staff bring the perspective of residents to the table.

This work was picked up by the Chartered Institute of Housing, Wales and mentioned in the Best Practice Compendium 2017.

There is an apparent gap here because in 2016 I went travelling for 7 months and in 2017 I was diagnosed with breast cancer, so took time out to convalesce.

United Welsh Housing Association (April - September 2018)

Understanding residents

Replaced the orgs. use of generic demographic-focused profiles with research-informed resident personas and conducted journey mapping workshops with staff. To support organisational decision making and to begin a shift in culture - towards "putting users at the heart of what we do".

United Welsh Housing Association (October - November 2018)

Temporary Housing Family Hostel User Research and Insights

Follow on piece of work to explore in more detail the experience of residents in temporary hostels and recommendations for action. Resulted in improvements in the living conditions of residents.

LiveWest Housing Association (Dec 2020 - March 2021)

Shared ownership service review

I led this project to discover why customer satisfaction was low for shared ownership, to re-define the challenge in the light of insights from residents and staff and working collaboratively with staff, creating a prioritised backlog of ideas for implementation.

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

6

My philosophy as a trainer is:

It's better to give learners an opportunity to practice something themselves than to tell them about it, because they're more likely to remember it and to integrate it into their practice.

Make the learning experience emotional - it's more likely to create a deep and lasting impression than providing a rational or logical explanation.

Spacing is important for learning to stick in the long term. For example, spacing 3-days of content over 6 half days spread over 6 weeks would often be better than 3 full days back to back. It allows people to 'marinate' in the new ideas.

People learn best in a psychologically safe environment where they can ask so-called stupid questions or offer up 'silly' ideas without fear of reprisal.

The learning needs to be relatable to something that the learner already comprehends. So, where possible, as a trainer, we need to meet people where they are. This can be tricky in a mixed cohort with variable needs. So, we supplement the taught sessions with coaching support.



Our 6-m programme takes a cyclical approach to learning, gradually building and developing concepts and ideas to a point where they become part of the participants' DNA.

I like to give people thinking time before responding to a prompt. This allows everyone to actively think of the answer rather than sitting back and letting others do all the thinking. It also supports a more diverse conversation on the topic.

No learning experience is perfect and I'm always keen to hear from participants and incorporate feedback into the next iteration of the training design. I'm not just interested in the specifics of the sessions, but also whether it had the intended impact on the way they work.

This blog post expands further

<https://www.weareserviceworks.com/blog/service-design-skills-capability>

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

Title: Introduction to Applying User Centred Design in Public Services

Client: Public Sector Transformation Academy - Commissioning Academy with Kent County Council

Date: 19 January 2022

Practical workshop:

Practical, fun and fast-paced run through a full mini design cycle, using a real design challenge - from 'discovery' to 'prototyping' I guided participants through the steps involved.

We then discuss the theory behind the practice and applied it to a work-related scenario. Using a Mural board, we practiced surfacing assumptions on a given challenge.

Title: Service Design in Practice (6 months)

Client: Mixed cohort from Valleys to Coast Housing Association, Women's Aid, Norwich City Council, Torfaen County Borough Council, Transport for Wales, Sport Wales.

Date: March - September 2021 (12 people)

Transformative learning and development programme with coaching. Participants learn and apply service design tools, methods and mindsets to a series of increasingly difficult challenges - ultimately ending in working on a real work-based challenge.

<https://www.weareserviceworks.com/service-design-in-practice>

Title: Mini-design cycle (2 hours)

Client: Third Sector Lab and Wales Co-operative Centre

Date: 20/5/21 - 16 people

Delivered this introduction session where participants learn about design by giving it a go - designing a better lunch experience for their partner. This was part of the Digital Potential programme for digital folk from a mix of not for profit organisations in Wales.

<https://docs.google.com/document/d/11AfYai7YdK8IR3YxSaSAQ1LAzQB0JlvO3Y5SYbGCFLM/edit?usp=sharing>

Title: Introduction to human-centred design (2 x half days)

Client: Wales Co-operative Centre (Cambria Fellowship Programme for social entrepreneurs)

Dates: 19 & 20/7/21 - 14 people

Using the challenge "How might we reduce food waste in urban household environments" participants left with an:

Overview of the methods and mindsets

Experience in gathering information from people with lived experience

Make sense of information gathered from interviews

Developing, testing and evaluating ideas using rapid prototyping

<https://www.weareserviceworks.com> under "Kind Words" Martin Downes gives feedback on my work.

Title: Train the trainer



Client: Menter Mon training (2 x half days)

26 & 27/4/21 - 8 people

I had designed a set of workshops for community members to innovate on local challenges. Staff at MM were trained to be able to facilitate the community sessions and needed to understand the underlying principles behind designing for innovation and what makes a good challenge statement.

Title: Introduction to user-centred design for the public sector

Client: Audit Wales (4 x 90 mins)

Dates: 19/1/21, 16/2/21, 23/2/21, 2/3/21 - 16 people

Sequence of training sessions starting with a session on the theory and principles of user-centred design, (which we ran twice - separating leaders and delivery folk) a practical session where participants experience a mini design cycle. The final session is for reflection, discussion and action planning.

I have also run the above sessions for Social Care Wales for 12 people on 6th, 15th and 20th July 2021, and I describe it in more detail on the website.

<https://www.weareserviceworks.com/introduction-to-user-centred-design>

Title: Experience a Mini Design Cycle (3 hours)

Client: InFuSe (Collaboration of NESTA, Monmouthshire County Council and Cardiff City Region) <https://www.monmouthshire.gov.uk/infuse/>

Date: 4/5/21 - 24 people

Working in pairs, participants have a go at:

Interviewing for user research - digging deep to understand underlying motivations, emotions and stories.

Identifying user needs and insights then articulating user stories.

Rapid idea generation.

Improving design ideas based on feedback.

Sharing and evaluating rough prototypes.

Followed by theory, case studies and discussion.

Title: Leading change - User Centred Policy Design (2 hours)

Client: Welsh Government - policy profession

Date: 23/02/2021 - 18 people

In-house introduction and discussion on the principles of user-centred design and how it might apply to policymaking in Wales. This was driven by a need for policymakers to be more grounded in the practical reality of people's lived experience.

(In-house, so no link available)

Title: Leading Digital Services - an introduction (90 minutes)

Client: Centre for Digital Public Services

<https://digitalpublicservices.gov.wales/raising-awareness-and-supporting-delivery/>

<https://www.weareserviceworks.com/leading-public-services>

To build awareness of user-centred and agile ways of working for senior leaders and elected members working in public services. Designed as an introduction to the language, broad concepts and ways of working and what this means for leadership.

21 sessions in 2021 as follows:

Audit Wales - Leadership team

16/02/21 - 10 people

Audit Wales - Delivery folk

18/02/21 - 6 people

Sport Wales - leadership team



1/3/21 - 14 people

Social Care Wales - leadership team

8/3/21 - 10 people

Natural Resources Wales - leadership team

25/5/21 - 27 people

Natural Resources Wales - Board

20/01/22 - 12 people

Newport City Council - leadership team

21/6/21 - 9 people

Welsh Government - Digital Team

05/02/21 - 29 people

NHS - Taster Session

05/03/21 - 3 people

Bridgend County Council - leadership team

16/02/21 - 10 people

Merthyr Tydfil County Borough Council - leadership team

22/2/21 - 9 people

Rhondda Cynon Taf Council - leadership team

24/02/21 - 16 people

Blaenau-Gwent County Borough Council - leadership team

26/2/21 - 19 people

Vale of Glamorgan Council - leadership team

15/03/21 - 16 people

Monmouthshire County Council - leadership team

16/03/21 - 7 people

Gwynedd County Council - leadership team

16/3/21 - 22 people

Ceredigion Council - leadership team

25/3/21 - 14 people

Neath Port Talbot Council - leadership team

25/3/21 - 14 people

Wrexham County Borough Council - leadership team

14/4/21 - 11 people



Carmarthenshire Council - leadership team

21/4/21 - 22 people

Wrexham Council - Council Members

4/5/21 - 11 people

Torfaen County Borough Council - Leadership officers & Members

26/01/21 - 19 people

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

English

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

Wales / England, UK

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
- Relationship of service design to agile, scrum and lean
- Service dominant logic
- User research/deep customer insights
- 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
- Working with complex service systems
- Service design for cultural change
- Influencing others, how to get teams to work well together

My training participants typically have the following level of experience:

- Novice (new to service design)
- Fundamental (basic knowledge)

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

Centre for Digital Public Services - Adult Social Care Front Door Demonstrator Project

A project to redesign the first contact and registration of adult social care service users, designed to automate the sign up process

I use this ongoing live project with client organisations in Wales to share how organisations can incorporate the new service standards in the way they work. Being on the doorstep, people in Wales can easily relate to the challenges that the organisation faced. It's also very well

documented in multiple blog posts and recorded webinars. Also, as I was working with CDPS at the time, I could engage directly with the team.

Here are a selection of some of those blog posts.

<https://digitalpublicservices.gov.wales/moving-from-alpha-to-beta/>

<https://digitalpublicservices.gov.wales/shifting-from-a-project-to-a-product-mindset/>

<https://digitalpublicservices.gov.wales/test-refine-and-build-what-happens-during-the-beta-product-development-phase/>



Lewisham Council - Housing Options Service

Here, the Council designed a better service for people finding themselves homeless. The subject matter is relatable to my clients working in housing associations. There is an amazing video where Council employee Justine, who was new to service design, talks about the importance of this approach to solving problems with the service. Being new to service design, she communicates the benefits of service design in a way that doesn't feel scary or daunting.

<https://www.designcouncil.org.uk/resources/case-study/lewisham-council>

The Australian Centre for Social Innovation - Family by Family

This case study is a brilliant demonstration of a radically different approach to social services. Families going through trauma are supported by other families with lived experience. Offering support outside the traditional 9-5 pm offered by professional services, while at the same time giving purpose to those families in the supporting roles. They've demonstrated a return on investment of AUS \$7 for every AUS \$1 spent. It's a useful case study to demonstrate that in the face of rising demand for services if we take a step back, think differently about the whole system and end to end service design, we can deliver radically better outcomes at less cost.

<https://tacsi.org.au/work/family-by-family/>

Gulliver Survival Station

I use this case study as part of a practical exercise. First, I set the context and the scenario - participants are asked to design a day service for people who sleep rough in 'The City'. They start by designing something based entirely on their own assumptions about what people need. I then present them with layers of information about the people who sleep rough and their needs. We ask participants to surface their assumptions about this challenge. It helps us to talk about the value of user research in designing something that people will value. At the end, I share details of the case study. Often, people come up with some of the ideas that were implemented in Cologne.

<https://www.sedes-research.de/index.html%3Fp=360.html>

Brent Council - Planning Department

This case study is useful in thinking about the importance of challenge framing. They started out knowing that the planning process needs improving. Further investigation helped them realise that if they made the process easy for the least experienced and most anxious applicants, they'd have a big impact on satisfaction. It's a useful case study in helping people to think about who the user is and what they need. Planners are constantly trying to balance the needs of the applicant, the objector, the Council member and other officers. It's also useful in talking about the benefit of designing for outliers.

<https://www.designcouncil.org.uk/resources/case-study/brent-council-using-design-thinking-make-planning-applications-more-efficient>

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

Personas - useful as a visual representation and summary of the different clusters of people you're designing your service for - going beyond demographics and helping communicate emotions, aspirations and values.

Empathy mapping - useful to help people to walk in the shoes of others. Useful to think about people who use your service as well as those stakeholders you want to engage with your ideas.

Journey mapping - useful for making sense of lots of information and to visually represent the end to end experience of a person through your service, including their expectations, how they think and feel and opportunities for improvements.

Affinity mapping - making sense of data collected from research

Rapid ideation methods - eg, the anti problem/trigger cards - to come up with as many ideas as possible without judgement

Prioritisation matrix - deciding what to take forward based on pre-agreed criteria

Explore the challenge - ie, understanding what we know, assume and need to find out about a challenge. I use this at the start of a project to surface the team's often hidden assumptions and work out what we need to discover.

Assumptions grid - identify and prioritise the high-risk assumptions because these are the ones we need to work on first.

Stakeholder mapping - used in two ways. Firstly to identify the different types of people who interact with a service - staff, different types of users, including the outliers. Secondly, to identify the influencers we need to engage throughout the project.

User research planning cards - these are cards I've developed to help teams think about which research methods are most appropriate for the situation and plan what they'll do / how they'll record the data.



User stories (As a... I need to... so I can... but surprisingly...) useful to make sense of research and prioritise what you'll work on. And establish whether your idea meets the need.

How might we...? Questions - useful for framing and reframing the challenge.

Prototyping - role play / scale model / storyboard / mock-up / paper prototype etc - used to test out ideas rapidly and tangibly with people.

Prototype evaluation canvas - a set of questions to be asking about the prototype to help us decide what to do next.

Service blueprint - a bit like a journey map, but with added layers of what must go on behind the scenes within the organisation. Useful when thinking about implementation and the viability and feasibility of an idea in detail.

Value Proposition Canvas - Useful in thinking about what value your service offers to the service user. It helps frame thinking around the question of what problem is your service helping to solve? This leads into the BMC.

Business model canvas - elaborates on the VPC and adds further detail that help organisations to consider the financial viability of their proposition and business model.

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

The answer to this question depends on which training session they've participated in. I could go into a lot of detail here, but I'm not sure that's what you want or need.

There are multiple testimonials on the home page <https://www.weareserviceworks.com/>

Service design in practice shifts people's mindsets towards one where they think about their services in a very different way from when they started the programme. One where they question assumptions, walk in the shoes of their service users, don't jump straight to solutions and they become more creative in their thinking. I believe that if you shift someone's mindset, it changes everything. Howard, who was on our first programme said "once you've seen it, there's no going back". With regard to specific tools and methods, they leave the service design in practice programme being able to:

- Reframe a problem or challenge statement
- Interview people for research
- Analyse and synthesis data
- Prioritise challenges, assumptions and ideas to work on
- Prototype and test potential solutions
- Facilitate workshops
- Communicate the benefits of service design with colleagues
- Some have gone on to teach others about service design (The star pupils!)

The shorter courses are designed more to inspire and ignite interest in a space that might be new to them. They leave with an understanding of the broad concepts and language used so that they can engage in conversations from a position of better understanding.

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:

Service Design in Practice: participants have to facilitate an engaging presentation and activity for their peers, sponsors and facilitators which reflects their learning from the programme and the progress they've made on their work based challenge. They are challenged and questioned by the audience within this session.

We also offer one to one coaching sessions at which we can explore areas participants are struggling to understand, which really helps build their skills and competency.

We start each workshop by reflecting on past learning and sharing what, if anything, they're finding difficult.

This regular feedback helps us to understand where we need to add further support on an ongoing basis.

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

At the end of most sessions I run, I leave time within the session to run what I call "plus / delta", I ask what worked? / what could we have done differently? I also use feedback questionnaires as well as one to one interviews for feedback (especially from SD in P). I listen out for patterns in the feedback so that I can iterate our session design. Here are a handful of the many improvements I've made based on feedback:



SD in P: Participants felt a bit lost in the process. When we started an activity they weren't sure how it fit into the overall framework. We now begin a new phase of work by referring back to the Double Diamond and plot where we are on the framework, why we're doing this activity and what the intended output is. We also start the next phase with a little retrospective of the previous phase. This has helped people to realise the relevance of the activities and see where they are in the overall framework.

SD in P: Participants wanted more narrative / case studies of where things have worked as well as where things haven't worked. Finding positive case studies is fairly easy - people like to talk about their own good work. Finding less positive case studies is less easy. So, I started my own 'undercover' blog post series (second post in draft ready for March) where I talk to people - particularly with regard to digital projects in government and not for profit orgs that have gone wrong. Usually, they've jumped straight to a solution without first understanding the problem or the needs of the people they're serving. We'll use this knowledge and blog posts to share stories. We will also invite external people to future sessions to share narratives first-hand. (This is one area I hope we can use the SDN network)

<https://www.weareserviceworks.com/blog/digitaltransformationtrap>

SD in P: In the first cohort, participants were all encouraged to bring their own work-based challenges to the group to work on during the programme. However, that resulted in too many different projects and ideas floating around without enough resources for any one of them. We, as facilitators, were spreading ourselves too thin. It was difficult to keep up with them all. And participants felt alone in their work. Furthermore, not every participant has a valid challenge to bring to the table. For the second cohort (which was in-house with Welsh Gov.) the entire cohort worked on a single challenge. However, we found that it was a case of "too many cooks spoil the broth". In particular, it became overwhelming to make sense of the research data. With the third cohort, I think we've struck the right balance. We had 3 challenges that the cohort of 12 worked on. This worked much better. People were able to join together as a team with others from outside their organisation. They could solve problems together and the learning experience was vastly improved.

Leading Digital Services: We ran this multiple times. This offered us the opportunity to continually iterate and improve our offering. For example, we made the session shorter (90 mins instead of 2 hours), we reduced the time spent on intro's and got to the content sooner, we also engaged with each organisation before the leaders session to understand the context they were working in and so we could weave some of that narrative into the session - to make it more relevant and make sure we were pitching it at the right level for the audience. Also, as things were evolving so quickly in Wales at the time, we were able to iterate the design to incorporate the new digital service standards and digital strategy as well as case study information from the "demonstrator project" - work that was ongoing on Adult Social Care Front Door Services.

<https://digitalpublicservices.gov.wales/toolbox/digital-service-standards/>

We used a feedback form we sent to participants after the event and shared the results openly with the client.

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

I've actively participated in Service Design in Government annual conferences since 2015 as an active participant as well as a speaker (on two occasions).

Initiating the set up of the Service Design Cardiff network. We met monthly for about a year, inviting speakers and organising networking events. We've paused meetups as a result of Covid, but have just made plans to re-start. I'm also talking with the Centre for Digital Public Services about sitting on their steering group for a new service design community in Wales <https://twitter.com/CardiffSD>

I participate in the Randomised Coffee Trials, initiated by Open Change in Dundee - to meet up with other members of the service design community.

<https://distancedgathering.com/rct/>

I've been part of the core team organising GovCamp Cymru since 2014. This is an unconference for people interested in making public services in Wales better. While this doesn't have "service design" written all over it - it brings together a valuable network of people who are thinking differently about the future of public services and how we might innovate to meet the current and future needs of people and planet. We paused during 2020 and '21, because of Covid. However, we're currently organising an event for 17 June 2022. New website under construction govcamp.cymru

<https://twitter.com/GovCampCymru>



I'm a member of a number of Service Design related Slack channels including SDN network UK, Practicalsxd. They are a useful source of contacts, case studies and event news.

I have participated as a speaker in the following events:

Centre for Digital Public Services Webinar (March 2021)

Skills and Capability

<https://digitalpublicservices.gov.wales/knowledge-sharing-series-event-5-skills-and-capability/>

Service Design in Government (March 2020)

Service Design: Not just a toolkit but a way of being

<https://2020.govservicedesign.net/programme/service-design-not-just-toolkit-way-being>

Shifting Paradigms (July 2020)

Speaker Bomb: Being comfortable with ambiguity needs to be the new norm

Event site <https://bigideauk.co.uk/shifting-paradigms/>

Video https://youtu.be/aRCvPMR_6Ac

Blog post write up <https://uxdesign.cc/being-comfortable-with-ambiguity-needs-to-be-the-new-norm-42c3142a0b93>

Staying Healthy at Work: Problem Solving Webinar (2020)

Institute of Leadership and Management

https://www.institutelm.com/event_listing/staying-healthy-at-work-problem-solving.html

Service Design Cardiff network (September 2019)

Engaging Hearts and Minds - talking about the mindset shift necessary to change practice

https://www.meetup.com/Service-Design-Cardiff/events/264243085?utm_medium=referral&utm_campaign=share-btn_savedevents_share_modal&utm_source=link

Chartered Institute of Housing, Wales annual TAI Conference (Summer 2017)

Leading the Way - Service Design

Joint presentation with Bonnie Navarra from the Office of the Future Generations Commissioner, Wales.

(Link now expired)

Service Design in Government (March 2016)

Gamestorming - using design games for impact

<https://archive.govservicedesign.net/2016/sessions/index.php?session=57>

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

This blog post was re-published by the UX Collective on Medium (August 2020)

<https://uxdesign.cc/being-comfortable-with-ambiguity-needs-to-be-the-new-norm-42c3142a0b93>

Welsh Housing Quarterly Magazine (2019)

Putting Users at the heart of what you do

Jo Carter explains the principles and potential of service design

(subscription magazine, so cannot provide a link to the article)

<https://whq.org.uk/the-magazine/>

Two part article published by Companies House in the UK, (November 2018)

Personas: why and how we use them <https://companieshouse.blog.gov.uk/2018/11/05/personas-why-and-how-we-use-them-part-1/>

<https://companieshouse.blog.gov.uk/2018/11/07/personas-why-and-how-we-use-them-part-2/>



Self-assessment by
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