Self-assessment by
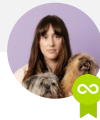# Marie-Helene Goulet

A summary about me:

Hi! I am a service designer with 10 years of design experience. My current title is Associate Director of Service Design at EY Design Studio in Vancouver, Canada. While our team has grown to be a multidisciplinary digital studio with 100+ folks nationwide, I take pride in being an early hire (3rd in Vancouver!) who has contributed to shaping our service design offering.

My diverse work experience has informed my design expertise and problem-solving skills. I bring a human-centred lens to products and services through design thinking and collaborative, co-creative methodologies.

Throughout my career, I have led multi-disciplinary teams where I have bridged the gap between strategy, delivery, stakeholder needs, and business constraints. My desire to contribute to civic society has led me to specialize in government and public sector service design, where I lead large-scale service design endeavours, from research strategy to delivery. I also have experience in UX/UI design, user research, facilitation, and copywriting.

I currently work as a/at:

Associate Director, Service Design @ EY Design Studio Canada
https://studio.ey.com/en_ca/

My LinkedIn profile:

https://www.linkedin.com/in/marie-helene-goulet-a41a1933/

My educational background:

• UBC: Continuing education in UX design
• This is Doing: Service Design & Advanced Facilitation Bootcamp
• AODA (Accessibility Act in Ontario, Canada): Accessibility Certification
• Government of Canada: Certified in Gender-Based Analysis +
• Concordia University: Graduate Certificate in Digital Technologies in Design & Art Practices
• Université du Québec à Montréal: Bachelors in Design de l'Environnement

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

I approach each project following a loose double-diamond approach. While a subject of jousting in the design community, divergent/convergent thinking naturally aligns with the way I navigate the world and helps me to bring structure to my work as a service design consultant.

SDN
SERVICE DESIGN NETWORK

In my government & public service practice, I make use of techniques such as desk research, primary research, interviews, observation, job shadowing, surveys, co-creative workshops, and data analytics to shape the early stages of my thinking. As we move to formulating hypotheses and testing out ideas, I like to get proactive and make use of digital or physical prototypes, co-design workshops, storyboarding, blueprinting, and journey mapping to bring ideas to life.

Service blueprints are critical to the value I deliver as a service designer. Blueprints, a visual artifact mapping the end-to-end processes behind the delivery of a service, have helped me communicate hassles and delights faced by service users and futureproof the implementation of a new service. At an enterprise level, blueprints have helped me to advocate for organizational change and affect strategy.

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

• This is Service Design Doing, Applying Service Design Thinking in the real world – Marc Stickdorn, Markus Hormess, Adam Lawrence (Author), Jakob Schneider
• Mismatch, How Inclusion Shapes Design – Kat Holmes
• Sprint, How to Solve Big Problems and Test New Ideas in Just Five Days – Jake Knapp and al
• The Design of Everyday Things – Don Norman
• Design for Policy – collaborative book edited by Christian Bason
• Online resources: NN/G, UX Planet, Ask a Service Designer newsletter

I have X years of working experience in service design:

10

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:

Government and public services, digital healthcare, technology transformation/implementation

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

3

These are the service design projects I have successfully delivered:

1.
Service Design Lead, Provincial Government, Digital Healthcare (Primary Care Provider Experience) | Feb 2023 - Present
DELIVERABLES: Project management, Qualitative/Ethnographic Research, Service Blueprinting, Journey Mapping, Interviews, User Testing, Business Development and Stakeholder Manager
• Leading the development of our service design workstream (provider experience), overseeing the work done by a small service design team, and managing day-to-day tasks
• Conducting secondary research and analysis
• Designing qualitative research and interview protocols
• Blueprint the future state service and validate with stakeholders
• Conduct interviews and user testing with physicians and nurses
• Advocating for user-centered design principles throughout the project
• Presenting findings to the project team and governmental leadership team

2.
Service Design & Research Lead, Provincial Government, Digital Healthcare (Digital Front Door App)| Dec 2022- June 2023

DELIVERABLES: Project management, Qualitative/Ethnographic Research, Analysis, Product Strategy, User Testing

• Leading a team of business analysts and designers in conducting Discovery research & Product roadmap for a digital healthcare platform

• Conducting secondary research and analysis

• Designing qualitative research and interview protocols

• Conduct preliminary rounds of user testing

• Advocating for user-centered design principles throughout the product development cycle

• Presenting findings to the project team and governmental leadership team

3.

Service Designer, Federal Government, Technology Transformation (Benefit Delivery) | Aug 2021 - April 2022

DELIVERABLES: Facilitation, Co-design, Qualitative Research, Product Roadmap and Use Case, Conversational Design Flows, Usability Testing

• Reviewing secondary research provided by SMEs and stakeholders

• Building a primary research proposal and product use cases

• Planning and delivering a 3-day design sprint

• Participating in research activities such as interviews and blueprinting sessions

• Conversational design and writing for a virtual assistant bot

• Managing internal documents and onboarding new team members/contractors

4.

Service Designer/Researcher, Cancer Care/Pharmaceutical, Experience Design | Summer 2021

DELIVERABLES: Facilitation, Co-design, Journey Maps and Behavioral Segmentation Maps, Qualitative/Ethnographic Research, Trauma-informed Interviews

• Refining interview scripts and protocols alongside the lead researcher

• Leading trauma-informed interviews with late-stage cancer patients, caregivers, and medical professionals

• Insights coding and thematic synthesis using qualitative research analysis methods

• Design & production of journey maps, theme maps, and behavioral segmentation maps

• Designing & facilitating co-design sessions for patients and medical professionals

• Prototyping product concepts based on co-design insights

• Presenting findings back to the client team on a regular basis

5.

Lead Designer, Government Crown Corporation, Technology Transformation | Dec 2019 - Dec 2020

DELIVERABLES: Journey and User flow Mapping, User Experience Design, User Interface Design, Website Redesign, Usability Testing, Facilitation

• Developing artifacts to support the development of a business case and requirements.

• Mapping current state and future state user flows to build a common understanding of the client's digital experience and future roadmap.

• Facilitating mapping sessions and the approval of the artifacts across multiple streams.

• Managing user experience strategy and design across digital services including websites and portals for employees, partners and users (B2B and B2C).

• Producing prototypes to engage internal and external stakeholders in validation sessions, and users to gain rapid insights through usability testing.

• Component testing during and usability testing following development.

• Managed output and timelines in an agile workflow.

• Created review presentations and facilitated review meetings throughout the project.

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

3

My philosophy as a trainer is:

My style is relatable, compassionate, and practical. I aim to demystify design methodologies and ground these practices in the work we all do,

creative or otherwise, by using case studies and anecdotal evidence. As a systems thinker, I like to connect my content to a larger context and have folks connect the dots by doing, collaborating with each other, and co-creating the learning environment with me. I weave storytelling as much as I can into my training style and highly value collaboration and class participation.

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

In the last year or so, I have facilitated/co-facilitated :

- 2 Canada-wide new employee training for EY Consulting staff and senior employees (50+ attendees, virtual, a 4-day event), which includes a full day on design thinking, double-diamond methodology, and effective visual/verbal storytelling, and communication strategies.

- Same concept/method, but with a US cohort.

- I have also facilitated a virtual, Canada-wide 'Service Design 101' session for EY Design Studio's new employees, alongside a global "lunch and learn" reading series.

- Lastly, I have designed and facilitated 2 ideation sessions for women in Consulting for Western Canada (30 + attendees in person, and smaller groups for virtual sessions). While these sessions are not specifically about service design, I do use my skillset to create a safe space and have a productive conversation on subjects such as invisible labour and wage disparity.

This goes alongside the rapid/mini-sessions I organize for my consulting clients.

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

- English
- Hopefully in French soon!

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

- Vancouver, Canada
- Remote all over Canada/the US

I cover the following topics during my training offerings:

- History of service design
- 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
- Designing and conducting co-creation workshops
- Creativity and ideation processes
- Facilitation skills for service design
- Prototyping of services
- Implementation of service design concepts
- Working with complex service systems
- Organisational development

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:

This is personal, but a case study I like to highlight is related to my first project as a design consultant. For a full year, I worked on digital transformation for a crown corporation (a semi-public entity that is very common here in Canada) delivering a financial service. This team had spent up to a year using service design methodologies — precisely, future state program blueprints and future state journey maps validated with members of the public — to inform their business requirements prior to starting delivery. This work made the delivery process (from business architecture to agile development) smoother and more peaceful. Product owners, architects, and SMEs all had concrete, visual artifacts to refer to when having heated discussions about the products we were building.

As fate would have it, this work took place in the early days of 2020 — and with a deadline mandated by politics, we did not have a minute to spare. As hundreds of employees across multiple consultancy firms and the client itself went remote, we were able to keep working at the same exact pace and deliver our full program on time. I see the service design work as a key reason for this success.

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

While every session is tailored to the needs of the audience and the context of the project, I like to make use of a visual canvas — on Miro, Mural, or with the help of a trusty physical whiteboard, to help ground the session and walk participants through each exercise. I find that these visual supports promote accessibility and get people talking. I also like to use visual stimuli (storyboards, illustrative journey maps) to guide participants to the problem we are trying the solve/the content I need to share.

I utilize different modes of collaboration: guide conversation, rapid sketching, visual icon toolkits, breakout groups, and prioritization/voting to create active, hands-on sessions where participants can learn by doing.

Depending on the nature of the session, I have used journey maps, service blueprints, ecosystem maps, storyboards, and different techniques such as affinity mapping, sorting patterns, and voting to help move conversations forward and keep the session active.

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

• Understand the driving principles behind service design as a discipline
• Understand the design process
• Have a working knowledge of different service design methodologies/tools/techniques
• Identify existing pain points in a service
• Ideate, prototype, and test solutions
• Build a storytelling strategy to help deliver their ideas to non-design audiences
• Depending on the nature of the session: an overview of design/creative tools available to them at EY

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:

For EY learning sessions where I've trained participants on design thinking and the design process, surveys are typically distributed to participants. I get to see how my facilitation was perceived by the participants, see how I'm scoring, and receive written feedback.

For sessions with my peers and clients, or external mentorship, a review of the business artifacts/portfolio review is how I evaluate the progress made over time. I also make use of retrospectives to discuss learnings and improvements.

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

Feedback mechanisms have led me to build my training sessions with more case studies/real-life experiences – I am naturally drawn to discussing theories and academic learnings, and I am comfortable with abstract concepts.

This is not suitable for all, and business consultants/non-designers tend to relate more easily to tangible, practical information (at least, in my experience). Now, I tend to spend as much time on practical examples and discussing real business outcomes, thanks to feedback shared over the years.

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:

• User Recruitment & Research Bootcamp

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

• Mentorship sessions with newcomers to Vancouver, in partnership with EY and YWCA
• Ad-hoc mentorship/coffee meets with young local designers who have reached out to me via socials
• Attended community events
• I am working towards becoming long-term mentor through organizations like ADPlist and Brainstation (Vancouver Chapter)

The Vancouver SDN chapter seems inactive. If that's the case, I'd love to help boost it back to life!

Contact details:

Marie-Helene Goulet

183 East Georgia Street, Apt 812, buzzer 1923 - i can meet you at the door, V6A 0E5 Vancouver

mhgoulet@gmail.com