

Self-assessment by Greg Grabowy

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I currently work as a/at:

Senior UX/UI designer at ServiceNow, working as a solution consultant in sales.

<https://www.linkedin.com/in/greg-grabowy-041bb16/>

My educational background:

Graduated with a BA from School of Visual Arts in NYC, May 2002

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

Purpose, accessibility, collaboration and transformation. Above all, the most important thing with whatever you are building, you always start with the relationships first.

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

Book: <https://www.thisisservicedesigndoing.com>

Video: <https://vimeo.com/204630410>

Website: <https://www.farnamstreetblog.com>

Article: I care deeply about culture. I love this HBR article. <https://hbr.org/2018/01/the-culture-factor#context-conditions-and-culture>

Social: I think Atlassian's thought leadership and enablement material is amazing. <https://twitter.com/Atlassian>;

<https://www.atlassian.com/team-playbook/plays>

I have X years of working experience in service design:

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I have particular experience in the following service sectors:

finance, enterprise software, publishing

These are the service design projects I have successfully delivered:

Aug-Dec 2014; Chase Sapphire Reserve; Positioning; Directions; Launch in Aug 2016

Jan-Feb 2015; Chase Pay; Development for digital payment at point of sale; app and sdk; Chase Pay app launch

Nov 2016-April 2017; Chase Digital Customer Experience Converge Conference; Planning and production; gathered digital product design;

formalized communities of practice; <https://vimeo.com/216535342/7f4a2d6ef3>; <https://vimeo.com/227091873/0f253774d2>;

<https://vimeo.com/227091461/7725753810>



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

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My philosophy as a trainer is:

My approach to practicing and teaching service design starts with shared understanding through storytelling. My advice to colleagues interested in service design: Do not assume everyone in the room knows all the key components to the project, lessons, or even the key players involved. Spend time talking about who people are and what they care about in order to build a shared investment. Start much smaller and much simpler than you think people need. Help build visibility across silos, personalities and challenges using simpler processes that can adapt and scale to projects.

My belief is that the main factor in learning any new skill or improving any process is fostering interest. If you put a little energy into getting people to participate, you will demonstrate caring and the willingness to understand. This sets a productive tone for any session, and I find that participants tend to follow suit in expressing openness and curiosity about the perspectives of others in the room. The more each participant/stakeholder/contributor understands, the more shared confidence everyone will have in knowing people will make better, more informed decisions.

One thing that I keep in mind when demonstrating processes is a guided structure. I try to be mindful of wayfinding, time boxing and outcomes. 'What do you want to learn?' is the main question I have before meeting with any group of people and then I work backwards on a plan to get to that outcome. What is the path that we need to take to get there?

I feel that the difference service design practices make on projects cannot be overstated. Once you understand how to create a community of practice, strengthen alignment in a cross-functional group or how to treat any project like a design project, there is no stopping what you can make. You will also make other believers, change agents and champions of these processes.

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

Chase Digital Customer Experience Converge Conference (April 2017): Community of practice workshop creator and facilitator—enabling others to run practices. 200 people attended for 1.5 day conference, was closely involved in all session planning and execution.

ServiceNow (January 2018): enablement material for solution consultants, sales and partners; teaching new methods for sales engagements.

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

English

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

USA, New York, San Francisco (potential for London, Sidney, and Amsterdam because of my new job and global reach of my team)

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
- 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
- Measuring impact of service design, relating it to Key Performance Indicators (KPIs)
- Building in-house service design capabilities
- Working with complex service systems
- Exploration of systems
- Service design for cultural change
- Organisational development

My training participants typically have the following level of experience:

- Novice (new to service design)

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

The best talk I saw last year was at Interaction 17 in NYC by the head of Planned Parenthood on 'Designing to Combat Misinformation'. The talk contained case studies that illustrated why insight-driven decision making is so critical: <https://vimeo.com/209299735>

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

For service blueprinting: personas, journey maps and storyboards.

For design thinking: clustering/frameworks for synthesis, artifacts and prototyping.

I like to spend time thinking about the criteria for attendees. How can I close the gap between managers who are tightly aligned to organizational goals and the people who are delivering services?

Presentations are fine but I focus on the question: 'how do you get people practicing methods immediately?'.

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

Participants should be able to work towards identifying their audience and stakeholders. Next, they should be able to map an ideal experience with their audience and stakeholders. Most importantly, they will have the ability to share the story of how to get to a hypothesis.

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:

I like task based validation. If possible, I set up a 30 minute, post-session debrief with participants to see if the artifacts we generated resonate in the same way when they have returned to their work environments. I create a semi-structured interview to see if the participant has any improvements or has new insights to share regarding what was presented. This serves two purposes: one is to ensure that participants can describe what they have learned and the other is to hone my craft as facilitator. I find surveys and assessments helpful but I like when people are able to articulate purpose for themselves.

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

While at Chase, I was working on a mobile strategy project where we were building a mental model of customer's relationship to money. During our participatory phase, we discovered that our hypothesis was incorrect and we reshaped the map to now fit our new insights. When presenting our findings, we included the original hypothesis to show how we evolved during our process. We made it a point to say 'We were very wrong', 'We failed but look, we didn't give up' so that others can see how we've adopted a growth mindset. This mental model around 'how customers think about money' went on to help redefine how Chase defines 'Know Your Customer' beyond fraud assessment.

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:

- IxDA

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

Take Them to Disneyland: Work is transforming because of technology and generational gaps. Workers are now expecting their jobs to have



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great wayfinding.

<https://medium.com/@fyeahgreg/take-them-to-disneyland-bd46530b4c28>

Contact details:

Greg Grabowy

440 Kent Ave, 1E, 11249 Brooklyn

greggrabowy@gmail.com