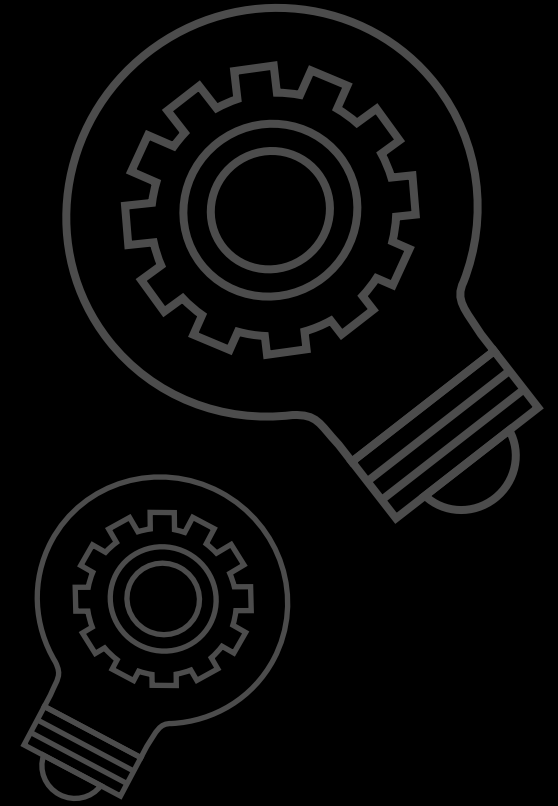


# Service Design Toolkit.



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Service Design Tailored Training  
Programme | April-June 2022

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of communication

service  
lab futures

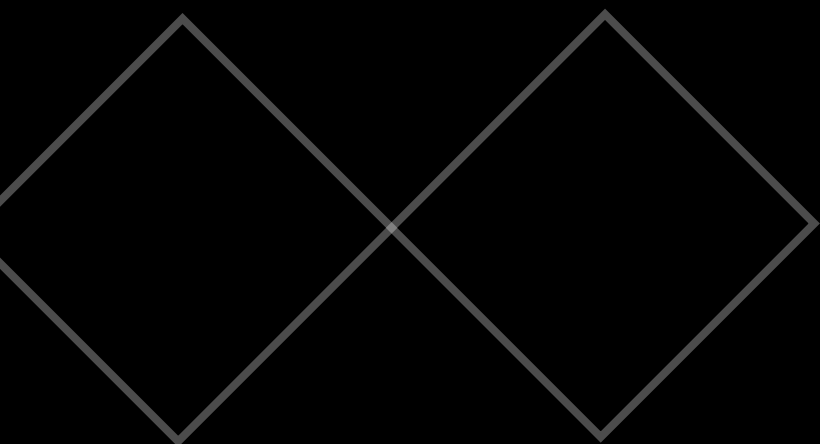
# Service Design Toolkit

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This toolkit contains all the tools used over the first 4 sessions of the Service Design Tailored Training Programme held by the Service Futures Lab, London College of Communication, University of the Arts, London from April to June 2022.

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# 01. Superhero Tool

## **Tool Purpose:**

The superhero tool is a fun tool that helps people to identify skills in themselves. While one part (Clark Kent) addresses the skills that they use in their daily life, the other one (Superman) enables people to imagine skills that they could have if there were no limitations or barriers.

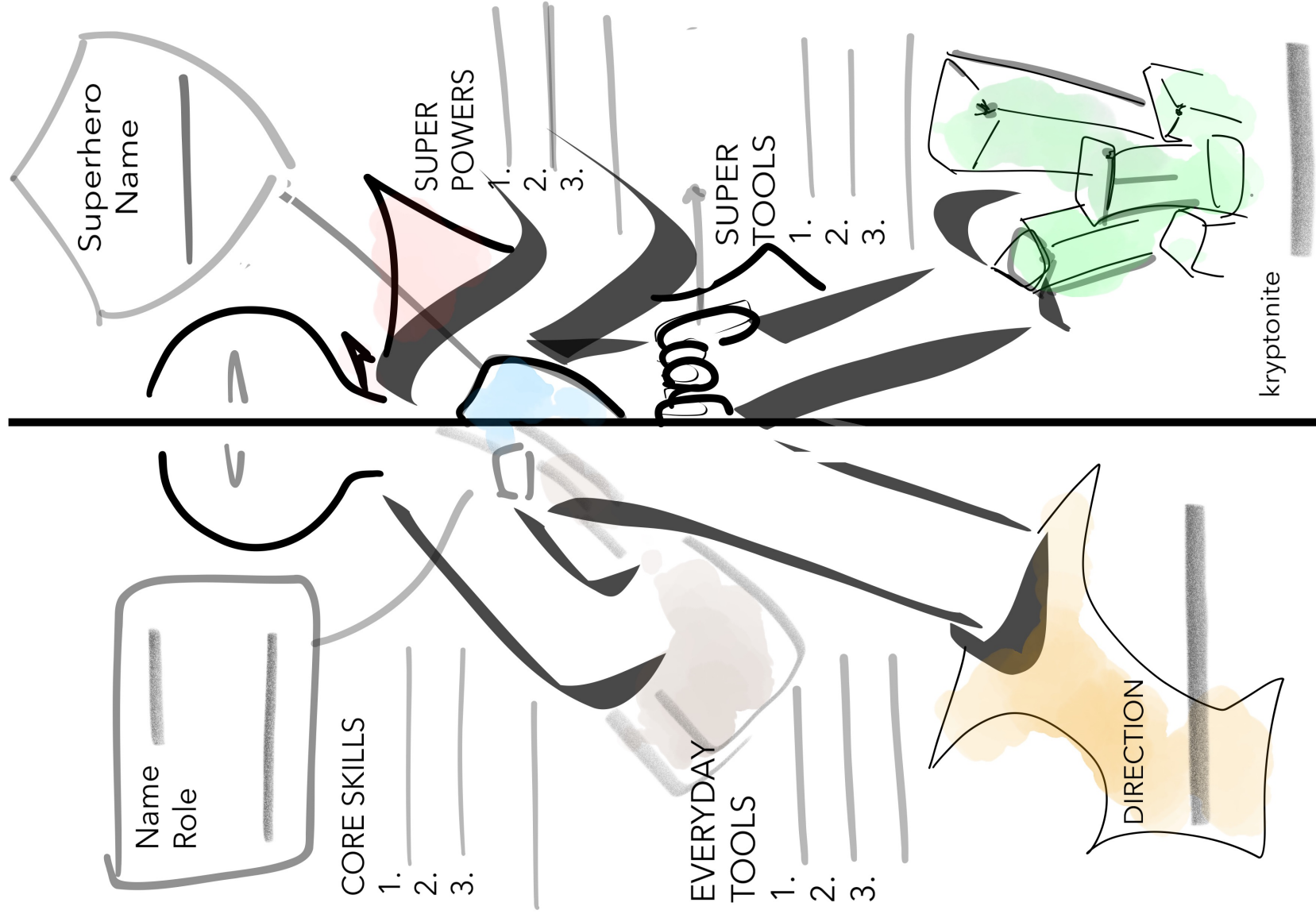
**Materials Required:** A3/A4 sheets, markers, pens

## **Instructions:**

Step 1: Start by printing out the template on an A3/A4 sheet. Fold the sheet in the middle, putting the Clark Kent and Superman sides on either half.

Step 2: Reflect on your individual skills with the help of prompts such as core skills, super tools and your kryptonite by starting with the Clark Kent side first and then moving on to the Superman side.

Step 3: Remember to have fun. Feel free to write or illustrate, consciously breaking through constraints and limitations.



# 02. IDEO Method Cards

## **Tool Purpose:**

This deck of cards gives various methods of approaching user-centred design. Each one of them comes with a brief description and instructions on when to use them. They can be used to plan projects, inspire new approaches, inspire teammates overcome challenges.

**Materials Required:** Printed deck of IDEO Method Cards

## **Instructions:**

Step 1: Print the page and cut each card along the dotted lines. Familiarise yourself with the entire deck of cards. Shuffle them before using.

Step 2: Based on the stage of the design process you or your team are at, pick cards that are suitable to you.

Step 3: They're not exhaustive on guiding 'how to' in design processes. Hence, feel free to adapt them to you or the project's needs.

**How to access:** You can find a hard copy in the LCC Library or buy your own deck at:  
<https://stoutbooks.com/products/ideo-method-cards-51-ways-to-inspire-design-61457>

# 03. Journey Maps

## **Tool Purpose:**

Journey maps help to visualise every step of a user's journey while interacting with a service or a digital product. They give a user-centric view of interaction across various touchpoints over a period of time, helping to improve the user experience.

**Materials Required:** Printed journey map templates, markers

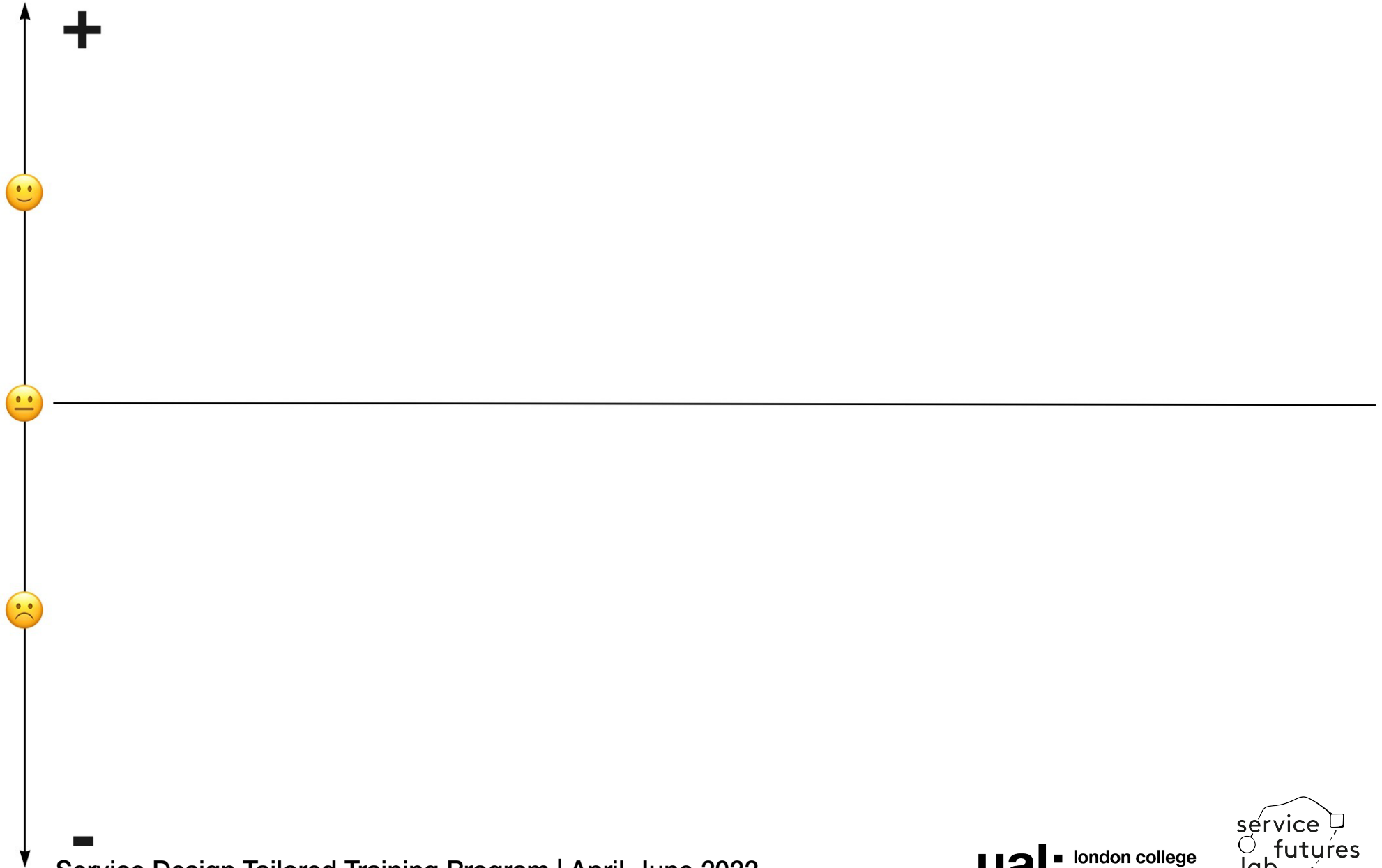
## **Instructions**

Step 1: Based on user interactions and research, jot down as many touch points from the start to the end of a user's journey while using a service.

Step 2: Mark each of these touch points against the scale of emotions based on how good, bad or neutral their experience was.

Step 3: Analyse the strengths and weaknesses of a service by comparing various user journey maps.

# JOURNEY MAP TEMPLATE



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# 04. Persona Cards

**Tool Purpose:**

Personas are fictional characters based on user research which depict the various needs, goals and behaviours of the users. Persona cards provide a framework to generate these personas. Their purpose is to understand important characteristics of a particular user group, build empathy and understand the users better.

**Materials Required:** Markers, old newspapers, old magazines, scissors, glue, pens

**Instructions**

Step 1: Name your persona and define their age and profession to give some context.

Step 2: Add details based on the targeted use group. Illustrate or use magazine and newspaper cutouts to describe these various characteristics in the big square on the sheets, like a collage.

Step 3: Try to empathise with the persona to think of additional details such as special quotes, strengths and weaknesses. Get messy. Don't forget to have fun!

Name: \_\_\_\_\_

Age: \_\_\_\_\_

Profession: \_\_\_\_\_

Strengths:

Weaknesses

Quote: “ \_\_\_\_\_

“ \_\_\_\_\_

# 05. AEIOU Map

**Tool Purpose:**

AEIOU Maps can be worked on collaboratively to understand the user's goals, pain points and behaviours. The purpose of this map is to organise observations that unify and distinguish aspects of a user's life, enabling you to empathise with them. The aim is to describe a user's ecosystem through activities, environments, interactions, objects and users.

**Materials Required:** AEIOU Map Template, Markers

**Instructions**

Step 1: As a team, analyse and break down a user persona by discussing various attributes that comprise a user's environment and personality.

Step 2: Organise these on the sheet. There's no specific skill that's required as a pre-requisite and each team member can equally participate in the activity.

Step 3: Once done organising, list down things that you learnt and unlearnt about the user, as a team

## What we LEARNED

## What we UNLEARNED

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### Environment

The entire arena where activities take place.  
What best describes the atmosphere and function of the context, including individual and shared spaces?

### Interactions

are between a person and someone or something else, and are the building blocks of activities.  
What is the nature of routine and special interactions between people, between people and objects in their environment, and across distances?

### Objects

The building blocks of the environment, key elements sometimes put to complex or even unintended uses.  
What are the objects and devices people have in their environments? How do these relate to their activities?

### Users

The people whose behaviour, preferences, and needs are being observed.  
Who is present?  
What are their roles and relationships?  
What are their values and prejudices?

### Activities

Goal-directed sets of actions.  
What are the pathways that people take toward the things they want to accomplish including specific actions and processes?  
How long do they spend doing something?  
Who are they doing it with?

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of communication



# 06. Value and Asset Map

**Tool Purpose:**

Value-mapping as a tool takes a holistic, multi-stakeholder approach in the generation of services. It traditionally focuses on both the positive and negative impacts of the value which a service creates. It is not only user centred but also looks into making the services more sustainable for its employees. when combined with asset mapping - a tool that helps organisations to optimise resources they already have - this allows designers to find a match between the service and its users.

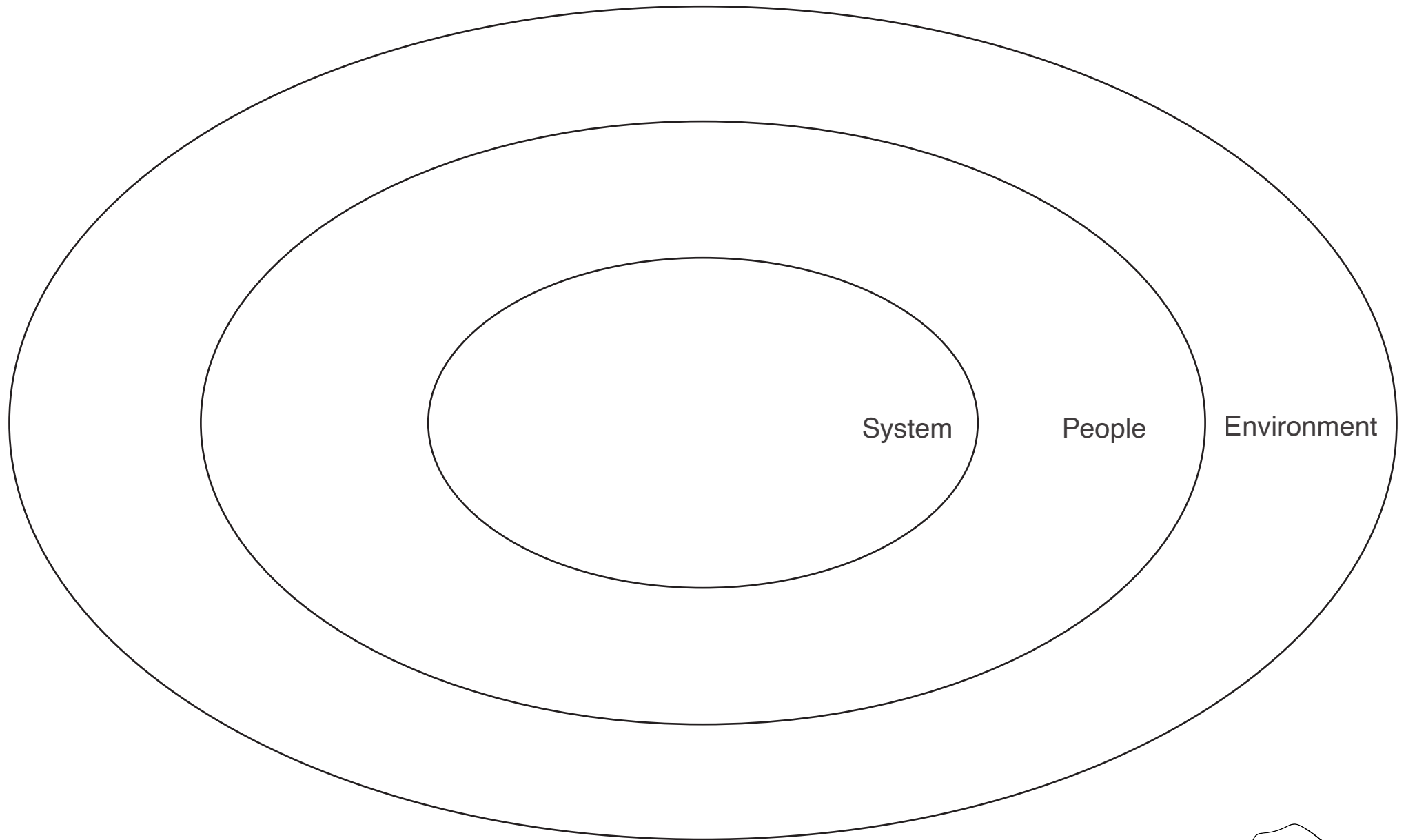
**Materials:** Printout of Value and Asset Map (A2), Markers, Scissors

**Instructions**

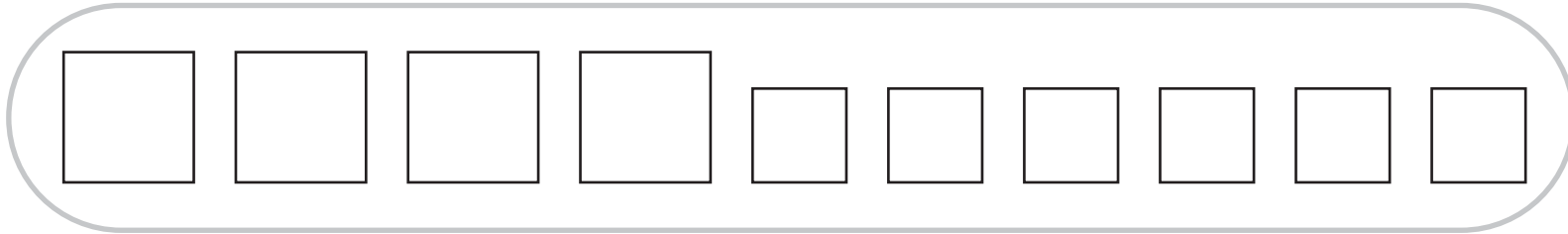
Step 1: As service designers, map out all the resources that could be assets to your service. Categorise these into systems, people and environments using the cut-out pawns.

Step 2: You can customise these by writing names of specific stakeholders, internal systems, silos to make it more detailed. Draw links between these assets that interact with each other at various touch points. Use cut-out emojis to understand the positive or negative value created with each important interaction.

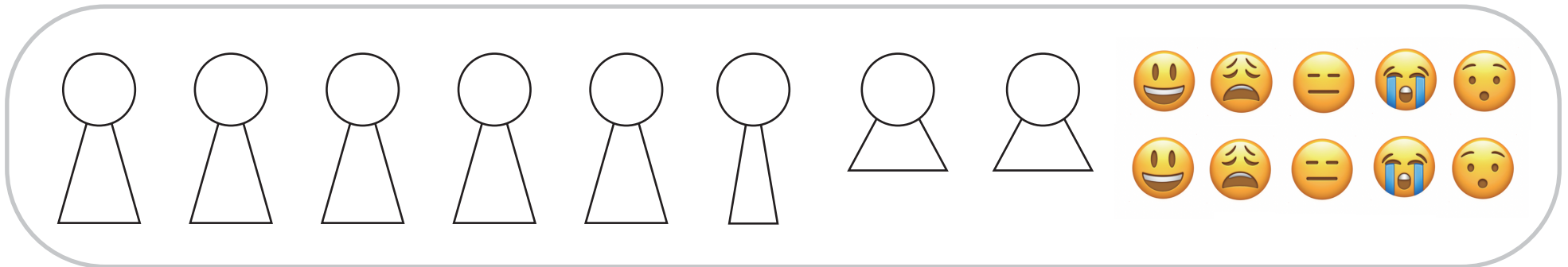
**Print on A2 sheet**



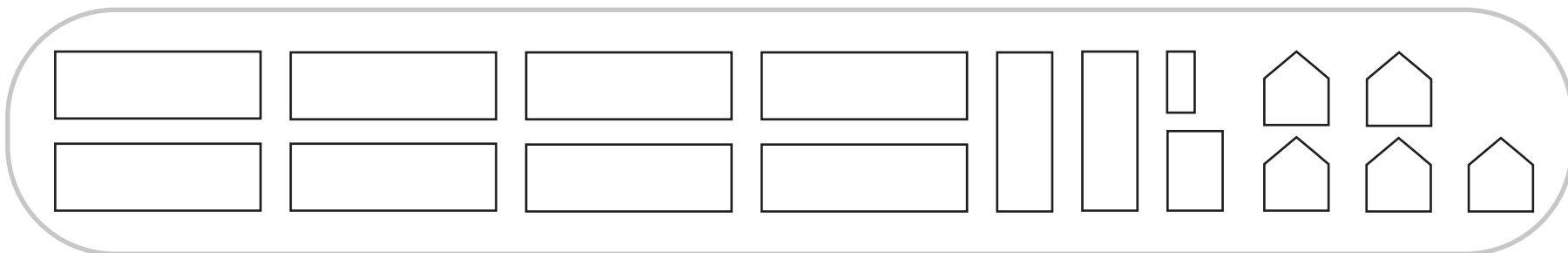
# Emoji and Icon Set



Icons for system



Icons for people



Icons for environment

# 07. Prototyping

## Activity Guidelines

**Tool Purpose:**

This guide will provide you / your team with suggestions for a prototyping session and a process for properly testing and exploring ideas. By turning abstract concepts into concrete ones, prototyping helps identify the issue and test results. You can quickly test ideas and make improvements to them in a similar amount of time.

**Materials Required:** Lego, any discarded items around you, such as paper cups, scrap paper, drink bottles, tapes, sticky notes etc.

**Instructions**

Step 1: 5 mins - Determine your purpose for prototyping (e.g., in which platform, who the user is, what problem to solve, the scope of the prototype)

Step 2: 45 mins - Prototyping with a variety of materials (it can be the problems within a specific area; or the products or systems the end users or stakeholders are going to use)

Step 3: 10 mins - Discuss and share what you've learned from the process and the tests you intend to run.



# 08. isITethical?

## Cards

**Tool Purpose:**

To help you and your team generate a shared understanding of the ethical aspects of your project by playing a card game before designing or delivering the project, sparking a dialogue about the highest values and avoiding duplication of design due to different values in subsequent outputs. Find out more on [www.isitethical.org](http://www.isitethical.org)

**Requirements:** 1 Facilitator and at least 3 Participants. Deck of Ethical Cards

**Instructions**

Step 1: The facilitator explains to all players the objective of the game and the product, planning, or design that each of the cards is meant to describe.

Step 2: The facilitator distributes three cards to each individual (including himself/herself) and gives them 5–10 minutes to read them. Make sure to read the card names as well as the written explanation that is provided below each card.

Step 3: From the remaining cards on the table, the facilitator opens three more cards and lays them in the centre. Then, starting with the facilitator, each individual chooses a card from their hand. You may substitute this card for any one of the three cards on the table if you believe it has value in relation to the project.



## SUSTAINABILITY

- Avoiding harm to people and environment.
- Improve the situation of others.
- Proactively weigh risks and benefits avoiding the distribution of risks among the most vulnerable and the distribution of benefits only amongst the better-off.

**DECISION MAKING**  
**DIFFERENT PERCEPTIONS OF RISK**



## ACCOUNTABILITY

- Capacity to stay answerable for one's choices, actions and expectations of one's role.
- Capacity of algorithms, design and technologies to account for their affordances in an intelligible way
- integration of spaces and capacities to respond to the unknown and unexpected.

**JUSTIFYING EXCLUSION**  
**TRANSPARENCY OF DATA PROCESSING**



## ANONYMITY

- Anonymity might apply to people and processes.
- The practice of pseudonymity ensures that a user may use a resource or service without disclosing their identity but can still be accountable for that use.
- Consistency with what or who is being protected when anonymity is granted.
- Reflect on how anonymity might support trust or distrust

**PERSONAL DATA PROTECTION**  
**ACCOUNTABLE ANONYMITY**  
**TRANSPARENCY OF DATA PROCESSING**



## COLLABORATION

- In your project team, establish communication mechanisms.
- Reflect on the disciplinary background and cultures of work of all members of team and partners.
- In all interactions and engagements provide clarity of purpose, some activities are common in our practice and rare in others.
- Integration of mechanisms and spaces to discuss different stakeholder goals.

**GOAL DIVERSITY**  
**FACILITATING COMMUNICATION**  
**DECISION MAKING AND EQUITY**



## ACCESSIBILITY

- Access to information – i.e. readability and simple navigation into the design - how open is your system?
- Access to physical technology or internet networks that make it possible for any user to engage with the system being created.
- Access in terms of affordability and cultures of practice, how affordable is your system to all potential stakeholders.

**FAIRNESS**  
**DIGITAL DIVIDE**  
**CULTURAL/LINGUISTIC DIFFERENCES**



## ADAPTABILITY

- Capacity of your service to withstand the need for change, exception, improvisation as collaborations shift over time.
- Two particular features are important: flexibility and reversibility.
- Support users in evaluating and changing parameters, data flows, and the components of systems and practices.

**FLEXIBLE DESIGN**  
**OPEN FOR NEW ADOPTIONS**  
**NEW PARTNERSHIPS**



## AUTONOMY

- All parties – individuals, organisations, regions, nations – need to be able to maintain autonomy in order to properly collaborate and meaningfully participate.
- Collaboration and participation should not require one organization, community or individual to give up control or lose their voice to achieve a shared ideal.
- Autonomous technologies and devices (drones, AI systems, algorithmic systems) must be accountable.

**PUBLIC-PRIVATE TENSIONS**  
**NEW PARTNERSHIPS**  
**NON-HUMAN AUTONOMY**



## CONSENT

- Capacity to offer users *real choice* and control over the collection and processing of their data.
- Ensure users have a clear understanding of ways their data are being collected, processed and stored, and the ways they withdraw consent.
- Consent does not absolve accountability for ways data is used.

**FACILITATING COMMUNICATION**  
**DECISION MAKING AND EQUITY**



## DATA PROTECTION

- Clarity about who exercises the role for data protection.
- Clarity of what kinds of data (and how much of it) needs to be shared, with who, and why.
- Use only secure platforms to storage, process your data, be careful of data leakage via message, email and communication platforms.

RELEVANCE/PURPOSE OF DATA



## FAIRNESS

- Integrate space and ability to make judgements based on a situation, interests, and feelings at hand, not just based on general regulations.
- Relate to research neutrality: innovation must be agile, prepared, responsive to political, racial, religious or ideological injustice.
- But fairness and neutrality are not equal: fairness might mean technological innovation should be arranged so that most benefit goes to the least advantaged.

SOCIAL INEQUALITIES  
WELLBEING IN COLLABORATION  
OPPORTUNITIES FOR CHANGE



## DIGNITY

- All stakeholders, users and participants are threatened with respect, accounting for their own cultural understanding of dignity.
- Proactively avoid reproduce stereotypes and cultural assumptions.
- Be open to other modes of knowledge.
- Identify the need of the user, rather the impose alien visions or perspectives.

POSITIONING AND REPRESENTATION  
WELLBEING IN COLLABORATION  
PRIVILEGE AND POWER



## HUMANITY

- Or about the principle of no harm
- Prevent and alleviate suffering.
- Respect and active protection of dignity.
- Particular attention to the vulnerable.
- All persons should be treated with respect, tolerance and compassion, regardless of their behavior, politics or attitudes.
- Human interests cannot be harming other species or environment.

MULTY-SPECIES / MORE-THAN-HUMAN  
ACCESS AND FAIRNESS  
SUSTAINABILITY



## DIVERSITY

- Integrate methods to allow differences to be visible in research and innovation (gender, nationality, race, abilities, socio-economic backgrounds, geographic)
- Open recruitment mechanisms in a way that stakeholders, users and participants represent differences.
- Make visible and available differences in practices and meanings.
- Attend to the principle of subsidiarity, to avoid exclusions.

ACCESS AND FAIRNESS  
MULTIPLE PERSPECTIVES  
PRIVILEGE AND POWER



## IMPARTIALITY

- Make decisions based on genuine need alone.
- Protect individuals and groups against actions interfering with rights, entitlements, and human dignity.
- Ensure spaces to make visible and available each stakeholder goal and interest, so impartiality can be exercised.
- Priority in action should be given to the most urgent need.

GOAL DIVERSITY  
DIFFERENT PERCEPTIONS OF RISK  
PUBLIC-PRIVATE TENSIONS



## EQUALITY

- Ensure that different groups of people receive the same treatment.
- Ongoing assessment and identification of research, institutional or technological biases that might be inadvertently introduced to your practices.
- Equal contributions and access, representations, engagement and attention to all groups engaged in your project.
- Ensure your project does not contribute to further social inequalities.

REPRESENTATION AND POSITIONING  
SOCIAL AND DIGITAL DIVIDES  
POWER RELATIONS



## INCLUSIVENESS

- Do not rely on the technology to bring in more or a wider range of users.
- Be aware of how people, technology, and resources compete with each other.
- Support noticing, determining, and improving information quality.
- Include a wider range of data and sources means greater needs for management.
- Sharing everything with everyone clogs the decision lines and confuses signal with noise, be clear on the reasons of exclusion.

MULTIPLE PERSPECTIVES  
JUSTIFYING EXCLUSION  
DATA PURPOSE





## SELF-DETERMINATION

- Ensure opt-out options and mechanisms for data subjects to change their ways of contribution.
- Concealing data processing, closing access to internal mechanisms in systems created, or creating dependence or monopolizing options attempt to self-determination.
- The means your project support researchers and data subjects to have control over their own life.

OPEN COLLABORATION  
DECISION MAKING



## NON DISCRIMINATION

- Reflect on your position, your biases, your privilege and of the users of your service.
- Avoid any decisions that lead to inequality based on race, ethnicity, religion, gender, age, disability, or sexual orientation, class or any other status.
- Provide mechanisms to support the freedom to express different points of view.
- Be attentive of any institutional or algorithmic biases that might be inadvertently introduced to or intensified by your practices.

PRIVILEGE AND POWER  
DECISION MAKING



## PRIVACY

- Protect data collection from unauthorized access
- Store subjects' data securely
- Be aware of the different implications of the law, algorithms that manage the law, and persons that interpret the law.
- State clearly the intentions for what privacy provides and to what effect.
- Different to Data Protection: private life, private spaces, private property.
- Be aware privacy does not cover injustices.

HUMAN RIGHTS  
PRIVILEGE AND POWER



## PROPORTIONALITY

- Ensure that risks of methods involved are proportional to the expected benefits of the sharing information.
- The principle is related to data minimization.
- Reflect on cost, time and resources of your proposal.
- To breach any ethical principle must be proportional to national security, public safety or community wellbeing.
- To breach any ethical principle must be proportional to human rights, prevention of crime or protection of health.

JUSTIFYING EXCLUSION  
DATA PURPOSE



## PURPOSE LIMITATION

- Ensure that you only collect, process and store the necessary amount of data to achieve specified, explicit and legitimate purposes.
- Only engage with the right amount of users or stakeholders that your goal required.
- Make sure your project is rightly framed and focused accordingly with the resources and time you can manage.

RELEVANCE/PURPOSE OF DATA  
DECISION MAKING  
PROJECT MANAGEMENT



## RESPECT

- Guarantee to all users and data subjects affected by your service are never treated as means for an end
- Take into account the value-systems of all parties involved.
- This includes tolerance of differences, recognitions of the rights of others, and taking responsibility for how one's own actions affect others and their rights.

CONFIGURING AWARENESS  
ARTICULATION OF WORK  
REPRESENTATION OF DIFFERENCE



## RESPONSIBILITY

- Be responsive in accordance with the duties of your role.
- Ensure that there are established and meaningful ways for re-address when things go wrong.
- This includes considering how actions could impact those engaged in the service as well as in greater society and the environmental impact.

SUSTAINABILITY  
MORE-THAN-HUMAN  
DECISION MAKING



## SECURITY

- Take the time to make a security plan
- Ensure all measures are in place to protect security of researchers, users and stakeholders: informational, physical and mental security.
- Ongoing assessment that your service do not infringe security.
- Security needs to balance the right to privacy, civil liberties.

WELLBEING IN RESEARCH  
HEALTH AND SAFETY  
CONFIGURING AWARENESS



## STEWARDSHIP

- o Internal project management.
- o It is related to responsibly and openly discussing and updating ethical research diary and plans.
- o Select to work with most sustainable materials, resources and impact.
- o Be sensitive to both the short and the long-term implications of your service.

WELLBEING IN RESEARCH  
DATA PURPOSE  
OPEN COLLABORATION



## TRANSPARENCY

- o Find technological and social mechanisms to share the inner-workings of systems being created with users and those being served by its use.
- o Help users understand the inner logics and functions of your system, including the classification systems, taxonomy, access controls, etc.
- o Make users and how users interact with an IT system visible.

DECISION MAKING  
ARTICULATION OF WORK  
OPEN COLLABORATION



## SOLIDARITY

- o A relation to others based on the unity of community values, aims, interests, objectives or standards.
- o Share responsibilities and benefits equitably, regardless of political, cultural, economic differences.
- o Consider whether there is value in contestation and conflict and ensure your service is able to respond to the contestation.

WELLBEING IN RESEARCH  
HEALTH AND SAFETY  
CONFIGURING AWARENESS



## TRUST

- o Consult others when there are uncertainties
- o Identify positive expectations and enable them to be regularly met.
- o Configure in your project systems, spaces, methods and channels for reflection or feedback, as well as mechanisms of response.

ACCESS AND FAIRNESS  
ARTICULATION OF WORK  
OPEN COLLABORATION

# 09. Ethical Vision Sheet with Visual Prototype

**Tool Purpose:**

It works best for summarising the project after prototyping, mapping in the Logic Model Sheet, and using Is It Ethical Card. It helps in completing the project according to the prompts in the brackets.

**Materials Required:** Print outs of Ethical Vision Sheet (A3), Pens

**Instructions:**

Step 1: Fill each section out concisely as a team with the help of the prompts mentioned on the sheet

Step 2: Put the image of the prototype that your team has worked on, which is descriptive and represents the values of your team and the service you are providing.

**(title)** *Name your project*

A project by: (Name of your Service Design team)

# We propose to transform improving

---

(What is it? Name it!)

---

This is a \_\_\_\_\_  
(Service, system, product, movement, experience, intervention, movement?)

for \_\_\_\_\_, inspired by \_\_\_\_\_ as our innovation values.

# It

---

(what does it do, how, where, what it offers)

Work together visualising your solution many hands and styles encouraged!

# 10. Logic Model

**Tool Purpose:**

The logic model helps you think not only of outputs but also of outcomes and impact and the value of this impact. It helps you to plan for how you will identify, record and evidence the impact of your projects. It is an effective tool to assist in project planning, evaluation, and reporting when presenting forward a service design project. The logic model, which is composed of seven panels, outlines the relationship between a program's resources, actions, and anticipated results as well as its underlying ideas and presumptions. A variety of participants use it as a collaborative tool to exchange presumptions, underlying concepts, etc.

**Materials Required:** Print outs of Logic Model Sheet (A3), Pens

**Tips:**

1. Each panel contains least amount information as possible that is expressed in the simplest terms.
2. Many research funders are aware of and use the model (higher education and other funding agencies). It is commonly implemented at UAL.
3. Output is the shorter-term changes that need to happen to achieve your impact, while outcome is the product of your activities and services.



Project:  
Contact: (Name/email)

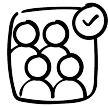
Start Date/ End Date  
Funding Details:

Chat, reflect together, share, write or doodle



### Inputs

What do you need to deliver? (finances, people, tech, data, in-kind support)



### Participation

Who is involved? Who is not? Beneficiaries?  
Ethical Framework



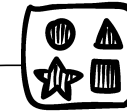
### Activities

Detail  
Activities & Events



### Outputs

What is going to be delivered when the project ends?



### Indicators

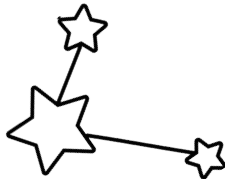
What are you going to be measured?  
How do you know KE is going to be successful? For whom?



### Outcomes

What changes does your project drive in the short and medium term?

### Impact / Value



Think about the value constellation that your project will open in the longer term, the net (connected or not) of people and things that are going to be impacted.

# Credits

**Service Futures Lab, London College of Communication, University of the Arts London**

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**Additional Academic Delivery:**

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# Credits

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