



# Principles of Service Design Thinking

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## Process design principles

- ▶ Work activity that fails to add value should be eliminated or minimised.
- ▶ Work is structured around processes and not around internal constructs such as functions, geography, etc.
- ▶ Work should not be fragmented unless absolutely necessary. It encourages creativity, innovation and ownership of work.
- ▶ Processes should be as simple as possible. Focus on reducing process steps, handovers, rules and controls. The owner of the process should have control over how it is delivered.
- ▶ Processes should reflect user needs and many versions of a process are acceptable if users have different needs.
- ▶ Process variation should be kept to a minimum.
- ▶ Process dependencies should be kept to a minimum.
- ▶ Processes should be internalised rather than overly decomposed (training is better than work instructions).
- ▶ Process delays and breaks should be kept to a minimum.
- ▶ Reconciliation, controls and inspection processes must be kept to a minimum.
- ▶ KPIs for processes will only measure things that matter.

## Organisation design principles

- ▶ Work groups organised so that they match the processes and competencies required.
- ▶ Individual staff given sufficient autonomy to make useful decisions.
- ▶ Work will take place in a location where it is done with the most efficiency.

## Information design principles

- ▶ Data should be normalised between the organisation and its service users and within the organisation itself.
- ▶ Data should be easy to transfer and be reusable within the organisation and with partner organisations.
- ▶ Data entry will be avoided and be replaced by data lookup, selection and confirmation utilities instead.

## Technology design principles

- ▶ Technology should always be used to enable a service; it should never be the driver of a service.
- ▶ Technology should be pulled into a service design rather than pushed into it.
- ▶ Technology design is to be flexible enough and agile enough to allow fast modification in the face of changing service user requirements.

*Adapted from: Interaction Design Organisation (2017)*

*People's Needs Defining Change – Health Services Change Guide*