



Design at Scale

by Rosenfeld

@Design_at_Scale #DAS2022

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THEME 1: Design Practices in Times of Crisis curated by Kit Unger



(Remote) Service Design: A Transformation Case Study

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"Freight HAPPENS" A PHRASE WE OFTEN USE

In February 2021 my nightmare happened...

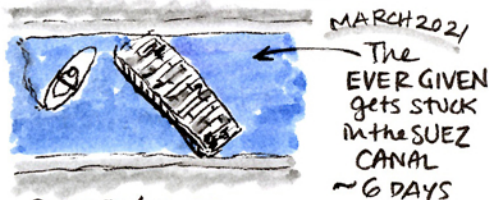
"Who here knows what our most recent shipper NPS score is?" - UBER CEO

SO, I DID MY HOMEWORK... I reached out to everyone I could think of.

1 What aren't we getting right about shipper service that we should be?

2 What evidence do you have? (NEEDED MORE THAN ANECDOTES)

What's really going on?



STALLED/FROZE
~ \$10 BN GOODS
IN ONE DAY

This is a MASSIVE (and metaphorical) PROBLEM

UBER CULTURE HAS PEOPLE THINK/BEHAVE "LIKE AN OWNER" TO TAKE RESPONSIBILITY FOR SOLVING CHALLENGES... BUT WE ALSO MOVE AT BREAKNECK SPEED. SYSTEMIC CHANGE MEANS WE ALL HAVE TO WORK TOGETHER

GOOD SERVICE IS THE CAREFUL ORCHESTRATION OF MANY SYSTEMS

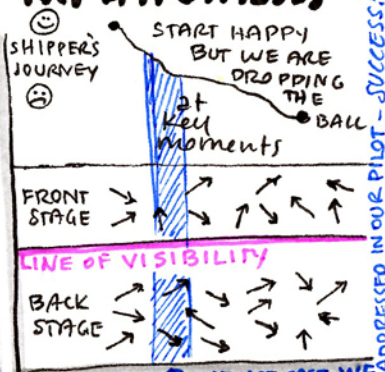
NPS
SALES EMAILS
ACCOUNT MGMT EMAILS
EXTERNAL PERCEPTION SURVEY
INTERNAL PULSE SURVEY

probably 80% TEAMWORK
20% STUFF WE NEED TO BUILD

I asked our CEO to take a beat, and trust me, I think I can fix it.

BIG, GNARLY SERVICE CHALLENGES CANNOT BE FIXED IN SILOS

MY HYPOTHESES



In the balance between tech & people, we're leaving gaps in touchpoints

We're stepping on each others' toes, not all working toward the same goal.

It will take
• ORG PSYCHOLOGY
• SERVICE DESIGN
• NAIVETE
• ORG CLOUT

LEADERSHIP GAVE ME A GREEN LIGHT + ACCESS TO TEAMS + A RUNWAY!

uhhhm... I might need some help!

CARRIERS

INTERNAL OPERATIONS

SHIPPERS

My area!

In 2021, All facing the same HEADWINDS

Demand outpacing Supply

Small business — Mid Market — Enterprise

SHIPPER PLATFORM

• UBER FREIGHT ENTERPRISE
• API INTEGRATIONS

Carrier fuel prices and insurance rising rates driving up COSTS

FIRST PRINCIPLES = SOLVE THE PEOPLE PROBLEM, SOLVE THE SERVICE

A HIGH-PERFORMING TEAM is enabled by:

- PSYCHOLOGICAL SAFETY
- DEPENDABILITY
- STRUCTURE & CLARITY
- MEANING
- IMPACT (creating change)

TO ENSURE SUCCESS:

- ENLISTED HELPERS & EMPOWERED THEM
- EVERYTHING IS IN PENCIL NOTHING IS PRECIOUS
- IF WE'RE DOING "DESIGN THERAPY" CREATE SPACE FOR LEADERS TO FALL APART TOGETHER

SERVICE DESIGN METHODS:

1. Workshop Best Practices
2. Everyone's Commitment ACROSS ALL ROLES
3. Service Blueprinting
4. Voice of the Shipper IN THE ROOM
5. Momentum

60 REPS FROM ALL TEAMS PARTICIPATED

- CO-CREATED 2 SERVICE BLUEPRINTS
- IDENTIFIED 6 SYSTEMIC "BIG ROCKS"
- IDEATED 150+ POTENTIAL SOLUTIONS
- VOTED ON 9 INITIAL CONCEPTS

I was so proud of us!

LEADERSHIP SAID "Zoom in - pick ONE USE CASE. PILOT an IDEA. SEE if IT WORKS. SO WE DID!"

SEE VIDEO & SLIDES FOR WORKSHOP DETAILS

SKETCHNOTES: @mjbrodbent