Designing services for employees' wellbeing: principles for an improved employee experience

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ABSTRACT

    This research proposes a set of design principles that designers and managers responsible for the design of organizational support services could adopt to improve employees' wellbeing. Through a qualitative study, based on semi-structured interviews, we carried out a cross-context analysis of wellbeing initiatives developed in three organizations. Adopting the perspective of science-based design, we drew seven design principles. We also experimented within an organization operating in the Infrastructures and Cities, Energy, Healthcare, and IT industry to validate the design principles' use and their effects on a design process. We emphasize the importance of including these principles in the process of designing services oriented to employees' wellbeing in organizational contexts using the Design Thinking approach, and their application in broader contexts where services may play a crucial role.

Keywords: Design principles; design thinking; employee experience; employees wellbeing; service design.

INTRODUCTION

In the past decades, there has been an increasing interest from scholars and managers alike in employees' wellbeing. Top managers, human resources and line managers try to increase employees' wellbeing through the provision of several initiatives, varying from healthcare benefits and dependent care arrangements to flexible work arrangements and professional development (Danna and Griffin, 1999; Grant et al., 2007; Grawitch et al., 2006; Ungureanu et al., 2019). Such initiatives aim to improve performance through wellbeing and increase the organization's capacity to attract and retain employees (e.g., Van de Voorde et al., 2012).

A report by Deloitte (Trends, 2016) based upon 7,000 executives from 130 countries shows that 92% of the HR Directors have mentioned as a top priority the need to re-think and re-design their organizations to improve employees' wellbeing. Nevertheless, the growing attention to wellbeing initiatives is coupled with evidence that conceptualizations and experiences of wellbeing are often ambiguous or even contrasting (Soitu, 2005). Such puzzling evidence makes it paramount for companies to fully understand what people's needs are and investigate the organizational context elements that affect their wellbeing more than others. At the same time, the previously cited report shows that 79% of the CEO's and HR Directors consider a priority the integration of the

Design Thinking approach in people management (Trends, 2016). Design Thinking refers to a human-centered approach to problem solving and innovation that places people and their needs at the early stage of the innovation process (Kleinsmann et al., 2017). According to this approach, organizations should consider employees as their "humans," framing the right problems and designing the right solutions around them. Design Thinking enables us to think about actual employee experience, enriched by the constant search for concrete needs rather than ideal, general, and hypothesized ones.

This study aims to integrate different research streams (design, management, and human resources) to explore the relationship between service design and employees' wellbeing, adopting a design thinking approach. We focus mainly on the design of business support services (those functions of an organization that provide internal support to the business) to understand how they could address employees' wellbeing needs in their daily functioning. Because service design represents a human-centered, creative and iterative approach to the creation of new services (Blomkvist et al. 2010) with a holistic approach to understand the system and its actors (Mager, 2011), and services affect our lives and wellbeing as individuals, employees, families, and communities (Anderson and Ostrom, 2015), we submit that designers operating in organizational contexts have the possibility to deliberately consider employees wellbeing as a target in their service design process (Desmet and Pohlmeyer, 2013). According

to this perspective, wellbeing would be considered in the same way as needs and problems when conducting design research and explicitly taken into consideration throughout the entire process of development of support services. This way, the "Design for Subjective Employees Well-Being" presents itself as the "activity of designing with the explicit intention to support people in their pursuit of a pleasurable and satisfying life and, even more important, in their desire to flourish" (Desmet et al., 2013, p. 1). Designing support services able to convey wellbeing to employees is consistent with the experience-driven innovation aim of Design Thinking (Kleinsmann et al., 2017).

Our research provides to designers that operate in the organizational contexts a framework to explicitly consider employees' wellbeing as one of their designed support services' outcomes. We do so by developing a set of design principles that connect people's needs to the organizational context-person relation rather than promoting standard categories of services.

Through a qualitative study conducted in three organizations operating in different industries, we applied a science-based design approach to understand how wellbeing initiatives were perceived by employees and how human-centered design could improve the workplace experience related to business support services. The data collected with semi-structured interviews allowed us to derive seven design principles that explicitly consider wellbeing since the beginning of the design process to inform and guide the different design choices. Such principles were also validated through an experiment in a different organization.

Overall, this research explores influential factors affecting well-being in organizations, and it highlights opportunities for the Service Design discipline to improve the impact of human-centered solutions. The research suggests the importance of adopting a perspective that takes well-being as a central objective in the disciplines of design interested in enhancing employees' experiences in the workplace.

THEORETICAL BACKGROUND

Wellbeing is a popular concept in organizations and society at large, and it has been studied by several streams of literature like, for instance, psychology, management, and transformative service design that often developed in parallel.

The psychological state and the cognitive sense of satisfaction with life seem to be of primary importance to influence one's wellbeing. A person's physical health, personal beliefs, social relationships, life conditions (e.g., wealth, safe context), and the relationship to the environment are other fundamental variables that characterize wellbeing. Interestingly, Dodge et al. (2012) define wellbeing as something that occurs when individuals have the psychological, social, and physical

resources needed to face particular psychological, social, and physical challenges.

Particularly relevant for our study is the contribution of Grant et al. (2007), specifically focused on employees' wellbeing. The authors distinguish three critical dimensions: psychological (related to a subjective positive experience at work), physical (related to physical health), and social (related to the quality of work relationships). These dimensions are aligned with the model proposed by Rath and Harter (2010a, 2010b), who theorize wellbeing as composed of five elements: Career, Social, Financial, Physical, and Community. These elements can suit the purpose of the study and frame the boundaries of our inquiry. We deliberately excluded Financial Well-being (and other monetary aspects) to focus on the aspects more challenging and insightful from a design perspective.

We submit that, to introduce wellbeing intentionally in the organizational context, it is essential to consider the transformational role of support services in their intrinsic element of co-production in the joint development of the employees and the organization (Sangiorgi, 2011). Transformative service research (TSR) focuses on creating "uplifting changes" aimed at improving the lives of individuals (both consumers and employees), families, communities, society, and the ecosystem more broadly (Anderson et al., 2013). The designer's role in designing services to support the emergence of a better economy and society is also to address issues of organizational and behavioral change (Sangiorgi, 2011). Anderson et al. (2013) suggested that services, given their embeddedness in the social space, have the potential to transform individuals, families, and communities through new behaviors and forms of interaction. Given the transformational aim of services, it appears crucial to consider the concept of wellbeing and open up to other disciplines as sources of inspiration.

A transformation project requires the capacity of collaborating between and across disciplines, employing participatory design techniques, building capacities for change in the organization, considering a holistic perspective, and creating change that lasts (Burns et al., 2006). As these characteristics bring high complexity in the design world, when addressing TSR projects, Sangiorgi (2011) calls for "an understanding of appropriate methodologies and an articulation of *key design principles* (p. 31)".

We respond to this call by integrating different literature streams (psychology, management, and design) to contribute to TSR by exploring the relationship between service design and employees' wellbeing.

This study adopted a science-based design perspective currently emerging in organizational (Romme, 2003; van Aken and Romme, 2009) and management research (Van Aken, 2005) to reduce the gap between managerial practice and academic research (e.g., Baden-Fuller, 2008; Heracleous and DeVoge, 1998; Ungureanu and Bertolotti, 2020). A science-based design approach connects the

emerging body of research to managers' practical, action-oriented knowledge (Romme, 2003). Research and practice are linked through needs and design principles grounded in research to create solutions to be subsequently tried out and implemented in practice (Romme and Endenburg, 2006).

METHODS AND DATA

By combining qualitative and design research techniques, we conducted an exploratory study. It developed through five stages that we describe below (see Fig.1).
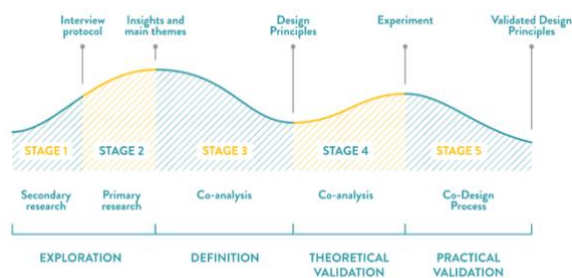

Fig. 1 – Science-based design approach used for this study

Stage one – Secondary Research

The literature on wellbeing provides various models to articulate what is meant by employees' wellbeing and what are the dimensions to best describe it, and its consequences in organizational contexts (e.g. Ashkanasy et al. 2014; Dodge et al. 2012; Nieuwenhuis et al. 2014; Grant et al., 2007; Rath and Harther, 2010a; Sturges, 2012; Van De Voorde et al. 2012).

Tosi and Pilati (2011) describe wellbeing and organizational health as those conditions within an organization that promotes, improves, and maintains the psychological, physical, and social wellbeing of people. This description centers around the complex interdependencies between different aspects and how they should be taken into account when evaluating wellbeing. Accordingly, organizations try to improve employees' wellbeing by providing a constellation of initiatives and services, ranging from healthcare benefits, to professional development, to assistance programs. For our research, we clustered the categories that scholars and professionals were referring to in their studies in three macro-categories of reference:

- **Spaces**: how and to what extent the physical space of the workplace affects the wellbeing of individuals and groups (e.g., Ungureanu et al., 2018), what initiatives are taken to protect the physical health of people in different places and non-places (Augé, 1992), and what kind of experience people have in different contexts.

- **Interactions and Relationships**: how they affect the perception of wellbeing, how different socialization moments can be promoted or managed by the organization, and what role is played by the technology (both in its collaborative dimension and in the support and coordination of services).
- **Services and Work-life Balance**: how current services respond to people's needs and what opportunities are there to improve working life and the ability to manage the interface between work and life.

These categories should not be considered as mutually exclusive; in fact, there are areas of interdependencies that influence one another to various degrees depending on a specific context.

Stage two – Primary Research

We carried out three case studies in three organizations operating in the insurance, consulting, and mechatronic industry. We choose companies from different sectors because case studies too similar would have limited the ability to identify recurring needs, behaviors, and patterns that do not depend on the type of work or industry, or organization.

The Insurance company is a leading global company with franchised offices in 60 countries. We conducted our study in one Italian franchise that employs approximately 65 individuals. The consulting company is a knowledge-intensive firm specialized in the design of data warehouse management, business intelligence, big data analytics, and performance management. When we collected our data, the company was undergoing intensive expansion, and it employed 130 employees. The mechatronic company is a leader in designing and creating advanced mechatronic systems for power transmission in agricultural and industrial machines. We conducted our study in the main Italian production plant, which counts for approximately 200 workers.

We selected our informants in the three companies with the organizations' HR managers' help to have a comprehensive collection of information on several internal points of view that reflect different behavioral patterns. The professional role has been divided into junior employees (0-5 years of experience in the industry), senior employees (5-30+ years of experience in the industry), and Managers. 42 % of interviewees were female and 58% male. In terms of organizational tenure, they had worked on average for 12.1 years in the Insurance company, 4 years in the consulting company, and 11.9 years in the mechatronic company.

Regarding employees, we conducted 60 individual semi-structured interviews (20 for each case study) at each organizations' site. Interviews lasted between one and two hours, and they were recorded and transcribed verbatim. We asked our informants to tell us how they defined wellbeing in the workplace and to talk extensively

about which initiatives were implemented in their organization, the extent to which they were involved in their design, and how they found them fitting their needs. We also interviewed human resource managers and company founders in the three sites to reach an overall number of 74 interviews.

The concept of human-centered design is fully applied at this stage in which the focus moves entirely on people by actively listening to them and empathizing with them to interpret their thoughts, quotes, and emotions.

We grouped different insights across the case studies into recurring themes and reorganized them based on the three macro-categories identified in the first stage (Spaces; Interactions and relationships; Services and work-life balance). During the interviews, other topics that could not be traced back to the three categories emerged spontaneously. These have been investigated and grouped separately. The following pages summarize the different categories, themes, and insights that highlight all the elements mentioned by the informants as more relevant to their wellbeing, helping to maintain a pleasant organizational climate, and representing emerging needs and some critical aspects that suggest opportunities for improvement.

As already underlined, the different themes should not be interpreted as if they were independent. The themes do not rule out the importance of other aspects and other unquoted good practices that are already adopted in organizational contexts. Instead, they reflect those implicit, explicit, and latent needs that were most relevant for the people within the organizations explored in this study.

Each theme incorporates those fundamental concepts that inspired one or more design principles.

Stage three – Definition

We shared the data gathered from the research and the method used with two key informants in each organization and asked them to discuss some of the insights from the semi-structured interviews. This step was useful for setting a basic level of shared empathy with the informants and possibly identifying new insights from multiple perspectives.

Subsequently, starting from the map of needs, the most significant insights, and the most recurrent themes, we organized a first co-analysis workshop of the data collected to define and validate the design principles. Management and organizational behavior experts, project managers, and service designers were involved in this activity. Overall, the workshop involved eight professionals. The discussion allowed us to deepen the concepts that emerged from the field, analyze them from different points of view, and select the most interesting ones using the dot voting technique. We provided each participant with three dot-stickers to vote on their chosen options and sorted the results by cumulative voting. We identified ten themes and 16 insights based on what the

informants depicted as more meaningful to their wellbeing.

During this workshop, we adopted a convergent process to isolate the key ideas and revealed the connection between critical elements: the quotes have been analyzed to look for recurrences and differences and to extract needs and insights; the insights were then clustered into sub-themes and themes at a more abstract level, in order to synthesize the main findings. This synthesis allowed us to focus on critical needs and factors that may affect wellbeing in the organizations, at a level more abstract than the specific case studies and respond to these themes and insights with a series of design principles. According to the findings of this research, we developed seven initial design principles that define the essential aspects to consider when designing services for employees' wellbeing.

Stage four – Theoretical Validation

Following the above described first workshop, we organized a panel of discussion with a Multi-disciplinary Scientific Committee, expressly set up at the beginning of the research project, to implement a first validation of the design principles at a theoretical level. The Committee was composed of organizational behavior scholars, behavioral architects, services designers, practitioners operating in space design, and corporate organizations. The Committee highlighted the importance of some critical concepts and better define the design principle that could be used as complementary to those already existing in the service design discipline.

Stage five – Practical Validation

We conducted the first experiment to validate the design principles' use and the effects they can have on a design process. The experiment involved an organization operating in the Infrastructures and Cities, Energy, Healthcare, and IT industry, using a design thinking approach (Figure 2) to explore and address possible issues negatively affecting workplace wellbeing. Qualitative research techniques such as observations and semi-structured interviews were used in two different branches located in two different cities to identify employees' needs. We conducted 16 hours of observation in the two workplaces and interviewed 11 people, among employees and managers. The most critical needs identified were clustered based on their connection to the seven design principles of wellbeing.

The project's central insight was the discovery that services were invisible until they created issues affecting employees' wellbeing. A manager of the main location, talking about a re-designed maintenance service with the Design Principle of Communicate and Create awareness reported: "I really appreciate the warning before an intervention with an indication of how long it will last and also how much annoyance it could cause". The experiment highlighted that using the design principles

since the beginning of the design process helped the team frame the research scope quickly, define the area of intervention, and create a coherent service proposal that addresses specific issues related to employees' wellbeing. In this service proposal, all support services were redesigned through the lens of making the invisible visible but not invasive by nudging at every interaction the service provider's presence. "Taking care" in this context means that the service makes employees' lives easier. Also, it makes tangible the employer's attention, and it provides all relevant information required to make the best decisions for employees' wellbeing. Figure 2 shows a picture a co-design activity and an example of the Design Principles Validation.

Fig. 2 – Co-design session and Design Principles Validation

The study considered the needs and issues that were more relevant for this context and identified facility services as the central area of interest to investigate. Figure 3 shows more in detail the tools used throughout the experiment.
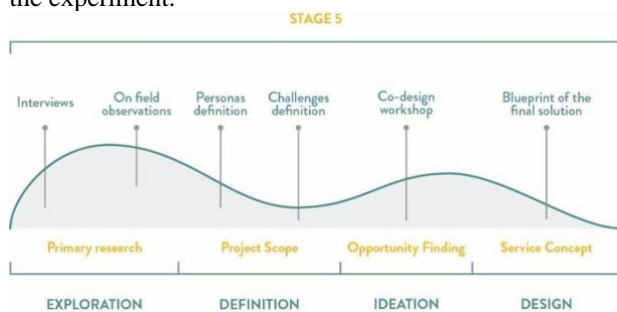

Fig. 3 – Design Thinking process used in the experimental stage of the study

RESULTS

Based on the whole process of data analysis and validation, we confirmed the set of seven design principles and refined them further to provide actionable guidelines that can extend the opportunities to enhance organizations' wellbeing. We found that several factors characterize the employee's wellbeing experience. Table 1 reports, respectively: exemplary interview excerpts, how they suggested emerging needs and insights, how these latter were grouped into themes, and finally how themes inspired the design principles' development. The

design principles guide the design of better support services able to configure better moments of interactions, space use, and balance between the work and private life spheres. These principles should be seen as complementary to those that already guide the service design process: User-Centered, Co-creative, Sequencing, Evidencing, Holistic (Stickdorn et al., 2011). Besides the agreement on the general service design principles, as reported by Legner and Vogel (2007), different authors emphasize different design principles, that are defined at different degree of detail with partial overlap and unclear focus. In this scenario, it is critical to provide sets of Design Principles, ready to use for specific uses like B2B (Legner and Vogel, 2007), Quality (Chase, 2004), Productivity in Public Sector (Karwan and Markland, 2006), Value Co-creation (Blaschke et. al, 2019), Business Model Service Systems (Kleinschmidt et. al, 2016), and our work on Wellbeing.

The Design Principles

The seven design principles suggest the critical features that organizational support services should have to produce positive effects on wellbeing. Besides wellbeing initiatives that are already part of a total reward system, we argue that we should also redesign support services such as cleaning, food, and IT to address employees' wellbeing needs. In this way, employees would feel cared for by their organizations in any interaction and touchpoint. Such principles should represent a guide for those who design or are responsible for the choices that concern wellbeing as a service - WaaS (e.g., HR Managers, Real Estate Managers, CEOs). The design principles represent a first answer to the question: *How might we design support services and experiences that create wellbeing for people within organizations?*

Design Principle n.1: Understand needs, engage in the choices

Providing people with the opportunity to be involved in the ideation of support services, initiatives, and tools means making more conscious choices that consider real needs and positively impact wellbeing. The co-design level should vary depending on the problem an organization is facing and may require different levels of involvement for the employees. The critical aspect is to communicate the various implementation phases of a particular project, whether related to facility or people and to return feedback that would justify the organization's final choices.

Design Principle n.2: Communicate and create awareness

Communicating with clarity the information, values, and results that pertain to various service initiatives is crucial. If a service meant for employees is poorly communicated, it may have adverse effects rather than

positive ones (e.g., it may result in an underutilization of the service or even discourage employee participation in co-design activities). Awareness, designed as a component of a service, can also explicitly address the promotion of good behavioral habits directly related to people's physical wellbeing (e.g., prevention campaigns, healthy nutrition, posture).

Design Principle n.3: Anticipate expectations

It is essential to know people's expectations not to disappoint them and develop a plan that might even be able to exceed such expectations.

Design Principle n.4: Encouraging human interaction

It is essential to develop relationships inside and outside the work environment. The services designed within an organization should facilitate the interactions among people and consider this a priority even when digital touchpoints are part of the employee experience.

Design Principle n.5: Adapting over time

It is crucial to design for the entire service life-cycle, which means taking into account the changing factors that may occur over time: (a) the experience of use that the service produces, (b) the individual priorities, and (c) the

individual and group expectations. Closely related to this aspect is the design of systems to monitor the services' intensity of use over time.

Design Principle n.6: Consider that delegation and control are context-dependent

When designing services, it is necessary to consider the need for people to delegate some services in certain circumstances and, on the contrary, to maintain ownership and an active role in managing them in others. Preferences may vary depending on the service and context. For example, cleaning could be delegated most of the time but controlled carefully before an important meeting. The proposal of service should allow the employee to choose whether to use the service and when.

Design Principle n.7: Differentiate the accessibility to services

Services should be easily accessible in terms of costs, timing, and personal needs. It is crucial to understand how the same service can meet the same needs through the different modalities of delivery (e.g., an agreement with an external gym rather than using the corporate gym). Thus, access to a service can be different according to specific individual needs.

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Designing services for employees' wellbeing: principles for an improved employee experience
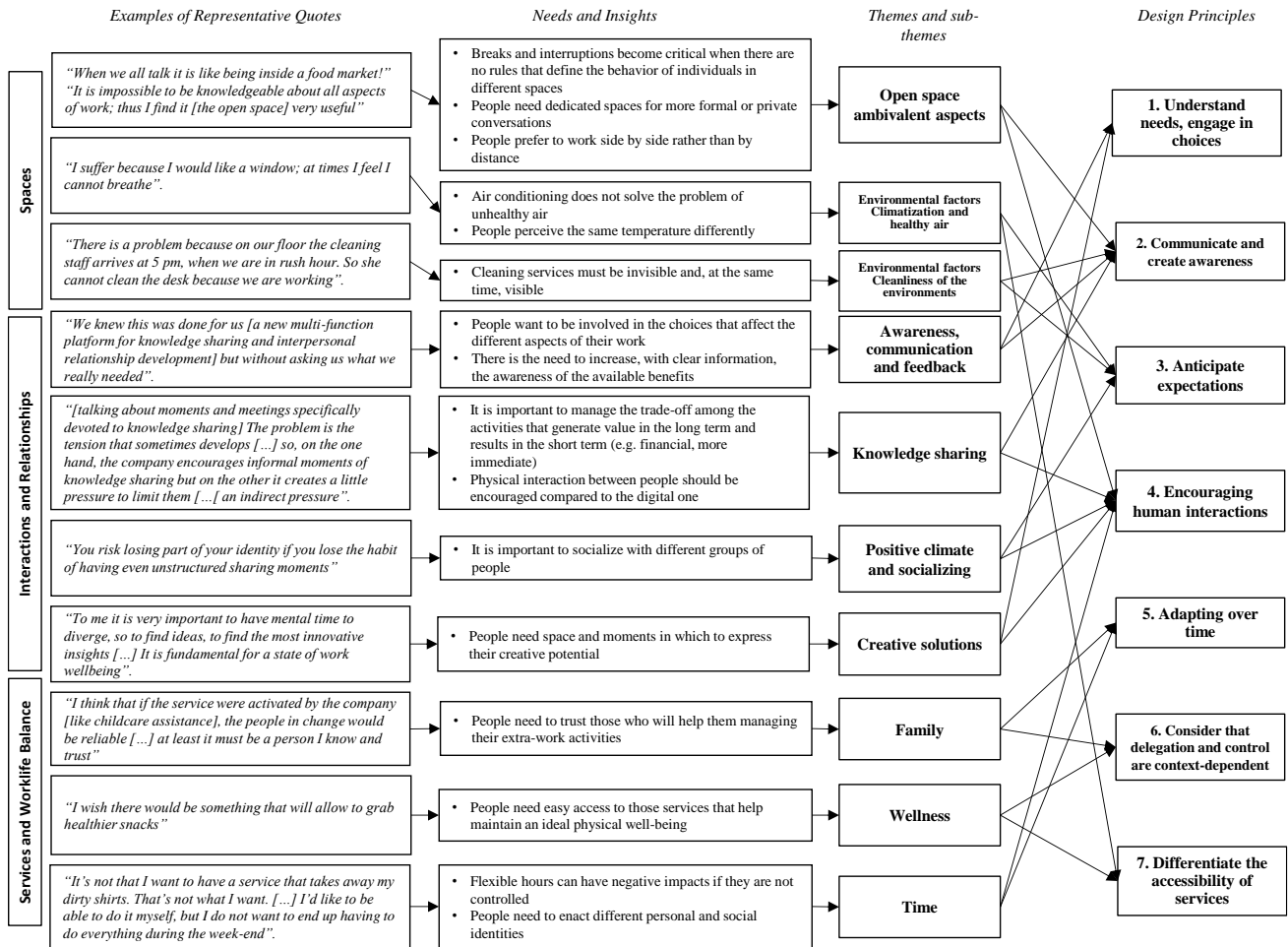
Examples of Representative Quotes	Needs and Insights	Themes and sub-themes	Design Principles

Spaces

- *"When we all talk it is like being inside a food market!" "It is impossible to be knowledgeable about all aspects of work; thus I find it [the open space] very useful"*
  - Breaks and interruptions become critical when there are no rules that define the behavior of individuals in different spaces
  - People need dedicated spaces for more formal or private conversations
  - People prefer to work side by side rather than by distance
  → **Open space ambivalent aspects**

- *"I suffer because I would like a window; at times I feel I cannot breathe".*
  - Air conditioning does not solve the problem of unhealthy air
  - People perceive the same temperature differently
  → **Environmental factors Climatization and healthy air**

- *"There is a problem because on our floor the cleaning staff arrives at 5 pm, when we are in rush hour. So she cannot clean the desk because we are working".*
  - Cleaning services must be invisible and, at the same time, visible
  → **Environmental factors Cleanliness of the environments**

Interactions and Relationships

- *"We knew this was done for us [a new multi-function platform for knowledge sharing and interpersonal relationship development] but without asking us what we really needed".*
  - People want to be involved in the choices that affect the different aspects of their work
  - There is the need to increase, with clear information, the awareness of the available benefits
  → **Awareness, communication and feedback**

- *"[talking about moments and meetings specifically devoted to knowledge sharing] The problem is the tension that sometimes develops [...] so, on the one hand, the company encourages informal moments of knowledge sharing but on the other it creates a little pressure to limit them [...[an indirect pressure".*
  - It is important to manage the trade-off among the activities that generate value in the long term and results in the short term (e.g. financial, more immediate)
  - Physical interaction between people should be encouraged compared to the digital one
  → **Knowledge sharing**

- *"You risk losing part of your identity if you lose the habit of having even unstructured sharing moments"*
  - It is important to socialize with different groups of people
  → **Positive climate and socializing**

- *"To me it is very important to have mental time to diverge, so to find ideas, to find the most innovative insights [...] It is fundamental for a state of work wellbeing".*
  - People need space and moments in which to express their creative potential
  → **Creative solutions**

Services and Worklife Balance

- *"I think that if the service were activated by the company [like childcare assistance], the people in change would be reliable [...] at least it must be a person I know and trust"*
  - People need to trust those who will help them managing their extra-work activities
  → **Family**

- *"I wish there would be something that will allow to grab healthier snacks"*
  - People need easy access to those services that help maintain an ideal physical well-being
  → **Wellness**

- *"It's not that I want to have a service that takes away my dirty shirts. That's not what I want. [...] I'd like to be able to do it myself, but I do not want to end up having to do everything during the week-end".*
  - Flexible hours can have negative impacts if they are not controlled
  - People need to enact different personal and social identities
  → **Time**

Design Principles

1. Understand needs, engage in choices
2. Communicate and create awareness
3. Anticipate expectations
4. Encouraging human interactions
5. Adapting over time
6. Consider that delegation and control are context-dependent
7. Differentiate the accessibility of services

Table 1 – Emerging Themes and Design Principles

DISCUSSION AND CONCLUSIONS

Our study highlights opportunities for the Service Design discipline to improve the impact of human-centered solutions. We highlight the importance of adopting an approach that considers employee wellbeing as a central objective in the disciplines of design interested in enhancing employees' experiences in the workplace. We argue that an 'excellent' experience aims to improve people's wellbeing besides satisfying basic needs and solving functional problems.

In the discipline of design, principles are concepts or statements used to organize and guide any choices that affect a particular project's content or message (Daalhuizen and Timmer, 2019). Design principles describe the essential elements to be considered to generate different solutions and help maintain the right consistency between the different iterative phases. The way principles are applied determines the success of a design solution. Overall, by proposing the seven design principles, we argue that the fact that support services can generate employees' wellbeing should be the result of conscious and intentional choices.

The results of our study are particularly relevant in today's organizational contexts characterized by increased complexities. The focus on improving people's wellbeing has changed and is continuously evolving. Expectations of wellbeing and job satisfaction are inevitably changing in time, too. The working population is currently composed of five generations that bring with them different values and preferences. The generational span has also influenced the provisions of incentives and benefits that have become increasingly flexible until reaching a *tailor-made* dimension (Clavarino, 2015). Thus, it is critical to pay great attention to wellbeing in the short and long term within the company's welfare policies. The design principles for wellbeing that we propose are one of the tools that can be adopted by an organization that follows a Design Thinking approach to reach these goals. It is also equally important, as mentioned before, to initiate continuous iteration processes to monitor the services developed and to understand the effects on employees' wellbeing over

time. Our findings and the associated design principles are consistent with research in the field of human resource management (e.g., Ollier-Malaterre, 2010) that calls for a renewed attention to how employees' need, use and judgment of wellbeing initiatives develop in a relational space, at the interface between personal factors, organizational factors, and environmental factors. For instance, employees could not reach the expected benefits of wellbeing or, more generally, human resource practices if they were not sufficiently involved or adequately informed about them or because employers implicitly discourage their use (Arthur and Boyles, 2007; Li, Frenkel, and Sanders, 2011). These considerations are mirrored in our design principles.

From this perspective, innovation approaches such as Design Thinking can support decisions regarding the product, service, innovation processes, and also incentives and reward systems (both monetary and non-monetary benefits). In doing so, Design Thinking is invisible, as it should be deeply embedded in the innovation processes within the organization, with the main focus on the value of services it helps to produce (Mager, 2011). It can represent a critical strategic lever for businesses that intend to increase employees' wellbeing with benefits in the short and long term.

Despite its contributions, our research is not without limitations. Even if, when conducting the primary research, we gathered a large amount of consensus from both managers and employees that our insights and proposed solutions would improve the employees' physical, psychological, and relational wellbeing, our proposal remains mainly at a conceptual level. Our experimental pilot study was a first attempt to understand if the design principles would affect the employees' experience in the organization when implemented in actual services. However, as the final solution remained at a conceptual level, we could not measure its actual impact on employees' experience. We are conscious of the importance of conducting additional experiments, investigations, and iterations on applying the design principles for wellbeing in other settings.

We suggest that there are several interesting research questions inspired by our study. Some examples include: How can we measure the impact of Service Design on employees' wellbeing? What would it take to design for short term versus long term wellbeing? What other implications Design Thinking and Service Design have on wellbeing beyond the organizational context? What other factors should we consider?

Design Principles, together with Design Values and Design Approach, form a Methodology (Daalhuizen and Timmer, 2019). We suggest that future research should involve human resources, psychology, management, and design scholars to study Design Values and Design Approach to define a Methodology to Design for Wellbeing as a Service (WaaS) and to achieve a better understanding of how organizations, managers, and designers can address new challenges while improving the quality of life in organizational contexts. This work could be applied to creative spaces like Ideasquare to enhance the experience of the space design, (see 2018 Special Issue on this Journal, Vignoli, et al., 2018) that should consider explicitly the wellbeing of scientists, researchers, and students.

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