

itSMF®

The IT Service Management Forum

AT YOUR SERVICE

The Official Magazine of the IT Service Management Forum (*itSMF®* International)



Inside:
Why Certify or Qualify?
Dealing with ABC Head On
Supercharge your MIM
Managing CSI

Volume 1, Issue 4, June 2011

From the Editor's Desk

We have an exciting couple of months ahead for itSMF Publishing.

Our first book, "Greening Service Management" will hit the shelves in early August followed in September by "Creating and Sustaining Service Excellence: The Executives Guide to IT Service Management" by Sharon Taylor.

Also launching, at the itSMF Belgium Tooling event in September, is our book by Robert Falkowitz: "IT Tools for the Business, when the Business is IT - Selecting and Integrating IT Service Management Tools."

You will find information on purchasing these books later on in this edition of "At Your Service".

If you are going to be at the Australian, US or Finnish Annual conferences this year, please stop by and see us at our publishing sessions. We are going to be sharing information to help you get into print and telling you how you can help the itSMF publishing effort progress.

2011 has seen the world cope with an unprecedented number of natural disasters - Earthquakes, Tsunamis, floods, tornadoes....All these events bring home to our profession, the need for strong Business Continuity Planning. We would like to hear your stories...good or bad about how your BCP worked in the face of disaster. If your business has been impacted by any of these recent events, we are looking for articles to share in the next edition of "At Your Service". [Email me](#) for submission details and deadlines.

Our International Whitepaper submission contest closes at the end of this month, local chapters have been organising their own competitions, with the best entries from each chapter being submitted to itSMF International. The international winner will receive an iPad2. All international finalists will be hosted on our whitepaper platform at www.itsmf-whitepapers.org.

I hope you will enjoy the selection of articles we have for you this month, I look forward to receiving [submissions](#) for future editions.

Kirstie Magowan

Chief Editor, itSMF International

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At Your Service is the official magazine of the IT Service Management Forum
ISSN: Pending

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Certify? Qualify? Why Bother?

By Phyllis Drucker

Why train?

Why get certified? ... more importantly:

What's the difference between certification and qualification?

I sat the MALC (Managing Across the Lifecycle) Exam on Friday. With that, a brief but intense effort to bring my "paper" credentials current to my years of experience in IT Service Management. In this article, I'll bring our readers some of the insights I gained during this journey.

To start, I've been involved in Service Management for about 15 of my 20+ year IT career although I delivered Service Management before I knew what it was. I saw first-hand what Service Management could bring to an organization first-hand when working for a Fortune 100 company that didn't use any good practices at all, making my job as a help desk manager incredibly difficult. Just a few short years later I had an opportunity to become the ITIL® champion as my company, one of the early US adopters took on implementing the framework. For us, it gave the IT organization for our start-up company a path to mature our processes quickly and effectively, making it possible for the company to continue its neck-breaking growth to a \$50 billion company in less than five years. It did, however, leave me with loads of great experience but nothing to back it up on paper as we brought in ITIL® v1 training right before the shift to v2, but we didn't include any certifications along with it.

We did a great job of implementing v2, using

books and documentation as well as networking through itSMF USA conferences and our South Florida Local Interest Group. We implemented most of the core processes as well as the CMDB, making a few mistakes that we corrected along the way. Once we reached the level of having a good, solid implementation we knew something was missing: our development activities and other projects were not tightly integrated into the support and service practices we had implemented. One of our senior developers attended MOF (Microsoft Operations



Framework) training and brought back some great ideas about integrating some of the development lifecycle and pieces of MOF into our existing ITIL® practices. We worked to build a program management office that did just that, giving us a complete service lifecycle that many organizations would envy today. We completed this implementation several years before ITIL® v3 was released.

So looking at this history, I've always felt that I

could write the book on v3, so why should I certify? Friends even offered me the opportunity to take the Foundation test at no cost. Later, they offered me the opportunity to train on v2 then bridge to v3. I still politely declined, saying I'd rather train into v3 and learn it the way it was designed, but never made the time to do so.

The result was an opportunity to become a trainer and a consultant and no paper to qualify me to do either, but a world of experience under my belt. With that, I began my journey towards v3 Expert.

I "got it" during my Foundation course. Foundation training is not about teaching you how to implement ITIL®. It does, however, give our industry a common language and way of discussing service management processes and good practices



es in a way that we all understand. I could now have conversations with people and actually assess whether they had a strong implementation or one that missed the mark. When I consult in a major corporation, I can easily assess what processes the organization is missing and which would provide the greatest result if implemented first and I'm able to discuss this with the practitioners in a way they understand. We share a common language and a common set of good practices that enable us to lay the "foundation" for the changes they're seeking to

implement. They enable me to apply my experience without having to recreate the wheel. If the client's organization isn't ITIL® trained, it's easy for me to get their key stakeholders trained enough to lay that foundation. Certification gives our industry the ability to talk to one another, just like A+ and Cisco certifications enable the technical folks to work more effectively.

The other thing I got out of my Foundation training was how closely aligned with the framework our cobbled-together lifecycle really was. It opened up realization that while there were areas of our implementation that could use improvement, ITIL® v3 really was about a natural maturity and progression that occurs when a v2 implementation is complete and moving towards the next level. I really appreciated the brilliance of the v3 authors when they built v3 out of the processes mature organizations were using.

This still left me with a gap:

If Foundation wasn't about being able to implement ITIL® v3 when you were done, what was the point? Where did you gain that knowledge?

Over time as I continued my journey, I realized that the capability and life cycle courses provide the deeper dive into the remaining areas of knowledge you'd need to implement the framework, but they too are not quite enough.

Don't get me wrong. These intermediate level courses

brought a much deeper understanding of the theoretical portions of the framework to me, and deepened my ability to deliver Foundation training more effectively. The case studies and exercises even provided some of the practical knowledge you'd need to implement the framework, but even sitting on the edge of "expert" I realize they are not quite enough to call yourself an "expert". Experience counts for so much!

When I train Foundation, there are the stories I tell to drive home a point. When I consult, there's

the life experience I use to gauge how quickly the culture of the organization will enable me to move. I can assess where to begin and how to communicate (even when communication should begin). I can sense when the organization's own culture and attitudes will slow down the effort. I can adjust and diagram processes, develop documentation from templates I already have to speed up their implementation process. I can create the types of reports the CIO and business executives need to see. None of these skills was gained during my certification efforts.

This is where qualification comes in!

Over the last few years, itSMF has been working to release the priSM credential. Before last year's Fusion event, I sought my own credential. I had the 10 years of experience needed to gain the DPSM or Distinguished Professional level of the credential, but only one certification. That certification gave me the ability to gain the Associate level in priSM, not the "expert" level that I felt I was.

Or was I? Without the language and depth of understanding I've gained during my journey to MALC was I truly as expert as I thought? I've

learned a tremendous amount during that journey and could even take that knowledge back to my old organization to tweak some processes and implement others that would make them more effective. Yes, even with my years of experience, I did learn a few things during my training and certification. So while I felt my combined experience and knowledge made me an expert in my field, I'm clear now that I did have room to grow and how well the priSM credential was designed. Soon I'll even be able to apply for my upgraded qualification as a DPSM, a more accurate depiction of my abilities.

priSM also works well in the converse situation: the one where someone has sailed through the certification training and tests to become an ITIL® v3 Expert, but is just out of school with no experience to back up their knowledge. You wouldn't put their knowledge up against the type of experience someone like me has gained over the years. Thus, they would also be an Associate in Service Management until they gained enough experience to qualify for a higher qualification.

In this way, a professional qualification is so much more than a certification. By combining education

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and experience only a qualification tells the true story. It levels the playing field so you know much more about an individual's level in the industry. You may still need to determine whether they reached this through experience or training but you know their level on a fast glance. In addition, it insures we're all able to relate to one another easily. When I'm working with someone, knowing their qualification enables me to know what I might need to explain vs. what they already know. It lays that foundation of shared industry knowledge that enables us to work easily together, share stories and move organizations. Without a credential, we're just a bunch of IT folks looking for common ground. With it, we can reach for the sky...together!

By the way, for those of you that are curious, I passed. My paper certifications are now an accurate representation of the knowledge I've gained through substantial on the court experience and nine months of study. Onward to priSM DPSM (10 years of ITSM experience and Expert level certification)!

About the Author

Phyllis Drucker, co-founder of SoDoIT Pro and accredited ITIL® trainer through VSM, is an experienced and accomplished leader in the IT Service Management industry. Prior to her current career as a Service Management Consultant and Trainer, Phyllis was Director of Consolidated Service for AutoNation, Inc., where she built their technical support program and was the company's ITIL® champion, owning many of the core processes and the PMO office. Phyllis left AutoNation to become the Operations Director of itSMF USA, where she was able to put her ITSM knowledge to use, building content and services available to the members.

Phyllis has presented both nationally and internationally for itSMF, HDI and Pink Elephant and has written a number of articles and white papers about Service Management good practices. You may contact Phyllis at drucker.phyllis@gmail.com or via the company's website www.sodoit.pro.



Oh no... Not another Service Management initiative!

Sam Evanson

Thanks to Best Practice frameworks, technological progress and improved knowledge of the potentials of IT, a lot can be done nowadays at Service Desk level to reduce cost, speed up operations and improve service quality – all things that can contribute to achieving business success. However, Service Management initiatives such as role changes and redistribution, adoption of new tools and technologies and the implementation of new processes to follow may not always be welcome by who in the end has to accept and embrace all these changes – Service Desk staff. Do you take into consideration what they think about Cloud Computing, Best Practice and self-service software before you sign off your projects?

Although it may seem unnecessary to seek IT staff involvement, this is actually very important, as the new tools and techniques adopted may not work at all without staff collaboration. Analysts working at your Service Desk might refuse to endorse the project as they may see it as impractical or unfit

for your specific environment or just a needless complication when things are fine the way they are. It is essential, then, to think about how the organisation can get IT staff to collaborate and, perhaps, if it should listen to what they have to say before embarking on any projects and taking decisions they might later regret.

'Change' seen as a threat

A move from Lotus Notes to the fully ITIL-aligned Remedy or embracing the new technology potential of server virtualisation could seem sensible from a business and Service Desk manager's point of view. However, any change can be seen as a potential threat by analysts – not only to their day-to-day work routine which they are more than happy with as it is, but often to their positions. They fear they might not have the skills to use new technology or that the tool may easily do their job at no hourly cost (i.e. self-service software) therefore making their position redundant.



And virtualisation is perceived as the biggest threat: as it enables remote support, potentially centralised in a Service Desk located in another city or country, many in-house positions may be in danger. Although not unfounded, this fear shouldn't become pure terror: it is still early days for complete virtualisation, so there is still place for an IT department within the office,

plus some companies will want to keep their 'virtual team' internal anyway for extra security and control. This can also be seen as an opportunity. A need for analysts specialised in VMware, Hyper-V, Citrix and the like will arise, giving engineers a chance to acquire and practice new skills and the exciting possibility of working at a centralised, often global Service Desk.

Furthermore, as can be found in many other departments and roles, seniority has an impact on analysts' willingness to accept change, creating a harder challenge for management. Engineers who have been working there for a long time and have gotten used to their old methods normally find it more difficult to accept innovation, especially when this is proposed by a new manager or an external consultant. More junior professionals or those who have only recently joined the company, instead, tend to be more willing to collaborate and curious to see new technologies and innovative processes in action. In fact, they might think working with new tools is a great chance to expand and update their skills, which is hopefully what the Service Desk manager will try to communicate even to the more institutionalised analysts.

This could also be a cultural issue: junior members will have grown up with a larger use of complex technology from an early age – the so-called 'digital natives' – whereas older personnel will have seen the origin of computing, and might find it more comforting to stick to the old ways of working.

Don't impose – involve

If change is difficult to accept for many people, it can be even more unwelcome when it is forced into the system without previous communication, a good amount of explanation regarding its reasons, benefits and consequences on people's roles, and perhaps a chance to express their own views and raise questions. In order to reduce resistance to change, the first step is to discuss the possible modifications with technical staff and people that

will ultimately be involved in its use before taking a decision, giving engineers a chance to think it over and raise any concerns or doubts.

This can work to the business' advantage as well. Current Service Desk employees can actually be a good source of information that you can learn from, as they might have suggestions and thoughts based on their practical experience at your company and in your specific environment. What works for one company, in fact, might not work for another, but it may be difficult to see some practicalities from a non-executive position. Instead engineers, being in direct contact with the IT system, might have



reasons to believe the project you wish to carry out may be impractical or impossible to implement in your specific environment.

Listening to their doubts and fears, as well, is an important part of the process. Moreover, just by asking their opinion and interacting with them, you will make them feel that you value their opinions, that they are being considered and are therefore important.

Getting the best out of analysts

Even if you manage to convince IT analysts that the new changes are sensible and advantageous or have come to an agreement on what to implement and what not, adopting the new tools and following new procedures in a robotic manner is not enough to deliver a good service. Motivation is key to make

any part of the business, the IT Service Desk included, work at its best and without it not much can be achieved. Invest in your employees and they'll invest in you.

Reward schemes in which hitting targets can lead to some type of benefit, for instance vouchers or prizes, are a good idea to keep the atmosphere competitive. However, if you do not have a budget that justifies this sort of expenditure, a monthly recognition for the best performing engineer can be sufficient. An 'engineer of the month' competition can increase staff's motivation to try and reach the targets set, not just for the prize, but also for fun.

You must be careful, however, when deciding which metrics to use to evaluate a good worker: number of calls may not coincide with incident resolution and call length might not be a symbol of quality, so you would have to make a balanced assessment taking various criteria into consideration before you award one engineer over another.

Adopting a holistic view

It is important to stop seeing IT as a service to the business, and adopt a more modern view where it is part of the business. If managed correctly, in fact, the IT Service Desk can be a great ally that will create strategic advantage and help companies improve their business and reach further success. This is why organisations should invest in IT staff and try to



create a positive can-do attitude among them.

Managers can encourage skills improvement through workshops, training or further qualifications (for instance, ITIL V3) and turn challenges brought on by new technologies into opportunities. The introduction of new devices – iPad, iPhone etc – within the system, which might seem like an annoyance to some, should be taken as a great chance to be exposed to the latest technology. Although managers shouldn't expect all analysts to be able to support all types of devices, they may chose some engineers to specialise in supporting the latest ones in the market.

There is no need to train everyone - a good Service Desk or Service Delivery manager should be able to identify those engineers that are best suited for specialising in these technologies or teaching others, and have them trained accordingly.

It is not always IT's fault

Often it is not analysts, but non-IT managers and C-executives that may be opposed to change – for instance, when the implementation of new Best Practice processes could eliminate prioritisation of calls based on 'rank' rather than the incident's characteristics. Although it might be ok to adopt some level of flexibility, it is also important to ensure that the possible 'executive exceptions' don't have a negative effect on the Service Desk's

efficiency. To do this the whole organisation, and not just IT, needs some sort of education to Best Practice.

Another difficult change could be the introduction of new software. Moving from Windows XP to Windows 7 or introducing a self-service tool to deal with simple and repetitive incidents such as password reset could throw non-technical personnel into a crisis. Again, preparation and education are essential for them to accept change. They need to understand why the change is being made, what are the benefits and how it will affect – possibly improve – their work. Guiding them in the discovery of the new tools, as well, will increase their acceptance, as not being able to use the new application properly will not make the company achieve the benefits they were aiming at with its introduction.

With some good Change Management processes in place and the right communications means, it should be made clear across the whole organisation what changes will be made at the Service Desk and the user levels and how they will affect them, what exceptions to the standard processes can and cannot be accepted and the consequen-

es of not using a tool, not doing it correctly or making too many exceptions, not just on the Service Desk, but on the rest of the business as well. Only by communicating changes, explaining results and benefits and setting rules and exceptions it is possible for an IT Service Desk to function properly and meet efficiency targets while still keeping senior management happy and allowing the business to work fluently.

About the Author

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With 10 years' experience working in an IT Service Desk environment, his background ranges from Desktop Support and 3rd line support to Service Desk Manager and Service Delivery Manager, experiencing both the executive and managerial side of IT.

A service driven professional, Sam has successfully developed ITIL and PRINCE2-aligned processes for clients and has directly managed large teams for companies of various sizes and sectors.

Company website: www.plan-net.co.uk

Creating and Sustaining Service Excellence - The Executive's Guide to IT Service Management By Sharon Taylor

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Dealing with ABC head on.....

Ole-Vidar Christensen and Paul Wilkinson

This article is a follow-on to the previous two 'Attitude', Behavior' & 'Culture (ABC) articles published in 'At your Service'. In the previous two articles we published the top 10 ABC types of resistance to ITIL initiatives, as well as Industry expert advice for dealing with the issues. In this edition we will be presenting a Customer case study on how ABC was used to help transform the IT organization, by mobilizing management into a committed leadership role, and by empowering teams and employees to take ownership to make their own changes.

A large Norwegian organization has been adopting and deploying ITIL-based working for a number of years. They have achieved some limited success but were not getting the buy-in or value they had expected. There was some apathy, frustration and lack of belief that ITIL was more than an exercise in bureaucracy rather than something that added value.

One of the Process Managers within the organization attended a session organized by itSMF Norway in which the ABC of ICT™ cards had been introduced as an awareness and assessment instrument to help create dialogue and change. In the session the Process Manager heard how ABC and a business simulation could be used to create buy-in, help overcome resistance, help people learn to translate ITIL theory into practice and empower teams and individuals to capture improvement suggestions. All in 1 day! Excited by the opportunities he convinced the management team to spend 1 day

in their off-site management team meeting to go through the experience.

The Process Manager says: "We started an initiative 5 years previously and at that time I stressed the need to address the organizational change issues - getting people on board. Too little was done and we failed to gain the benefits. The itSMF session showed, using results from the worldwide ABC surveys, the negative impact and key reasons for ITSM failure as well as showing how to deal with the issues. The reasons for failure were instantly recognizable. I now had additional support to help me convince managers. I arranged a session as part of the Management Team (MT) meeting. I invited external experts to tell the same messages that I had told, and to confront management with the need to change our approach. I told the MT this is what we NEED to do if we want to change the culture. I knew they were feeling the pain so I linked the session to their needs"

Gaining management buy-in

In the management team session attended by the senior IT managers, Ole-Vidar Christensen of Steria facilitated 2 exercises using the ABC cards as well as a shortened version of a business simulation, in this case the Apollo 13 – An ITSM Case Experience™.

The first ABC exercise was the Customer exercise, aimed at stimulating a customer focus and identi-



fyng customer issues. The team was given a set of worst practice ABC cards and were asked to choose: Which ABC cards would the customers choose if we asked them? What is the negative impact on business value and outcomes? Is it an acceptable business risk? It was clearly identified that the impact of the cards chosen was unacceptable and that currently no responsibilities or initiatives were assigned to deal with these issues within the organization. The MT then played the business simulation ‘Apollo 13 – An ITSM Case Experience’ to try to apply best practices to solve these issues. In the first round the team struggled and identified significant similarities in their own current approach to deploying ITIL – unclear roles, frustration, inability to steer the processes, lack of management insight, poor match of aligning processes to business priorities, people not following the procedures. The MT was getting agitated and annoyed and hadn’t learnt anything yet. The Process Manager was beginning to ask himself if this was such a good idea after all. The team was then facilitated on the right way to approach best practices. The MT then learnt how to turn this failure into success. Simple improvements and an approach that made significant performance gains.

The MT saw, felt and experienced how ITSM Best practices could make a difference when applied properly, they felt how this type of intervention helped create a real-buy in and enabled people to change themselves. This was something that EVERYBODY needed to experience! This could help energize the teams to change. There was positive energy.....not so fast!.

The MT session finished with the ‘resistance’ exercise. Many companies enthusiastically embrace an ITIL initiative and HOPE for the benefits. But adopting a framework like ITIL means that people need to change the way they behave. People do not like to change. There will be resistance. It is an unavoidable fact. The question is what type of resistance and how best to deal with it. The ABC exercise revealed significant, hidden resistance as well as recognized open resistance that could derail the program. The MT discussed ways of dealing with resistance. Many of the proposed initiatives revealed a need for leadership, management commitment as well as belief and buy-in from all involved. There was a need to engage with the employees and involve and empower them.

The Process Manager says: ‘A week or two later when the managers reflected on the session nobody could remember what was discussed on the first day of the MT get-away, they all remembered exactly what happened on the day of ABC and Apollo. They had felt and experienced the failure and the success. ‘This is the way to learn about ITIL, to make it come alive and show what it can achieve’, they realized that ABC is the fundament to making ITSM and the processes work. It is all about ownership and personal responsibility. I presented the results of the session to the CIO and explained this is what caused our previous initiatives to fail. Failing to address the ABC issues and create buy-in. The MT confirmed their experiences and were positive that this was the way forward. I created a sense of urgency for the CIO by explaining if we do not consciously address ABC then we should stop the ITIL initiatives all together as it will fail. The MT made the conclusions for themselves ‘Everybody should go through this exercise’.

Empowering for change.

Employee sessions were organized and facilitated by Steria and Paul Wilkinson from Gamingworks. These would both engage and empower employees.

The Process Manager says: ‘I wanted to create those ‘AHA’ moments. I wanted people to say ‘So this is what it is all about?’ Let people experience the fact that we could create a big impact and realize significant benefits by making small changes to the way we work together. Let them feel the need for sharing information, let them feel the need for taking responsibility, let the people discover their own improvement suggestions’. I knew there would be resistance from some managers and teams, but what helped was the CIO declaring ‘There is no excuse not to turn up for these sessions. They are an important step in the way forward and everybody needs to be involved.’ ‘

The same program experienced by the management team would be run. People from different departments would participate in the same session

and certain people would play specific roles to maximize the learning effect. For example a second line manager would play a Help Desk role so that he could experience the impact when second line staff don’t register ‘workarounds’ or follow agreed procedures.

At the beginning of the sessions it was clear that there was, to say the least, limited enthusiasm and a feeling that the sessions would offer little real value. It was clear that, although the organization was adopting ITIL nobody knew what it was expected to deliver. There was little awareness of the concept of Service, Value, Outcomes, Costs, Risks. ‘ITIL is

the goal not what it should achieve’ summed up the general attitude and approach.

The first exercise was the Customer exercise: 25 people were divided into teams of 5, each team received a pack of ABC cards and was asked to choose a worst practice card that their customers would choose as the one that most needed solving, teams were also to discuss the negative impact on Value, Outcomes, Costs and Risks to the business and present their findings.

These were the top cards chosen and the discussed and agreed impact on the business.

Cards chosen (number of times chosen)	Impact
<p>The top cards chosen</p> <ul style="list-style-type: none"> •Not my responsibility (4) •Internally focused (3) •Maybe we should have tested that change first (3) •No understanding of business impact and priority(2) •Throwing Solutions over the wall and HOPING people will use them •Process managers without authority •The solution the customer sees isn’t the one that IT sees •Neither partner makes an effort to understand each other •Plan, Do, Stop.....no real Continual improvement culture •Users not involved in requirements & testing •Avoidance culture 	<p>The overall impact of the worst practices</p> <ul style="list-style-type: none"> •Damaged Business Reputation •Lost productivity •Dissatisfied Customers •Outages of Critical systems •Needs not being met •Delays in solutions •Frustrated employees

The team concluded this represented an unacceptable business risk that needed solving.

Discovering a solution together....

The teams then took part in the business simulation. The facilitator played the role of Mission Director (Customer) and showed the results above. Explaining indeed this is unacceptable and that he expected the teams to now apply the ITSM theory such as ITIL, CobIT, ISO, they had gained. After all, IT had spent the business IT budget on ITSM training, and the business expected to see a return on this investment.

During each session a member of the MT was to

attend to explain that all the captured feedback from each session would all be gathered and seriously discussed in MT sessions. The CIO and the MT would then explain which actions would be taken up in the short, middle and longer term. Which actions would be picked up as part of a program and which actions would be the responsibility of the line organization.

During the first round of the simulation the team experienced frustration, poor process performance and poor customer satisfaction. It was agreed that it was similar to reality. Despite the amount of people who had been on ITIL training they were unable to successfully apply best practices to realize the value demanded by the business. Steria facilitators then helped the teams successfully apply best practices, focusing on the key critical success factors. At the

end of the Apollo sessions the teams saw how THEY had successfully applied People, Process, Product and Partner capabilities to achieve demonstrated PERFORMANCE (The 5 P's). The teams were then asked to record, 'What did you apply today that made such a significant improvement that you need to take away and apply in your organization?'

kick off but for the whole session as they saw the positive energy and engagement of the employees and a clear need for managers to demonstrate commitment.

Resistance

The final exercise was to give people a chance to name the types of resistance they currently experi-



The more than 500 suggestions were consolidated into a top 10 list and presented back to the management team as 'Countdown to success..... or failure'. The following table identifies the top level consolidation of all improvement suggestions.

The teams felt engaged and empowered, they had experienced how best practices could not only improve the organization's performance but also made their own work easier. As the sessions progressed throughout the week more and more of the senior managers attended, not just the

ence or expect to meet when they try to apply the identified improvement suggestions.

The following table shows the cards identified, and what needed to be done according to the delegates.

The resistance exercise looked at the cards chosen and the consequences. The consequences clearly showed delays, lack of co-operation, firefighting and inconsistent decision making.

The teams brainstormed actions and solutions to address the resistance displayed.

Cards	Solutions
<ul style="list-style-type: none"> • Saying yes, meaning no(2) • Never mind about following procedures just do what we normally do • Not my responsibility • Avoidance culture • Process managers without authority • No Management commitment • Hierarchic culture. 'The boss is right even when the boss is wrong. • No understanding of business priority and impact • ITIL is the objective not what it should achieve • We're going to install ITIL it can't be that hard. • Throwing solutions over the wall and hoping that people will follow them. • Plan, Do, Stop..No real continual improvement focus(3) 	<ul style="list-style-type: none"> • Use of consequence management for rewards and non-compliance measures. • Ensure that all responsibilities and accountabilities are clearly known and people are given open, honest, direct feedback on responsibilities • Ownership of services and clear decision making authorities must be established • Managers must 'walk-the-talk' and display behavior that addresses resistance at all levels • Establish guidelines and rules for 'Saying No'with justification • Processes must be aligned to Customer and user needs. Involve the business in designing and agreeing and deploying new ways of working • Creating good communications channels between groups and departments • The need to involve all in designing and implementing their own processes and procedures • Managers must ensure a focus on CSI. CSI must be embedded in line manager, team and group responsibilities

Embedding in the Organization

For weeks after the sessions there was positive energy, people were talking more about ITIL and processes and were communicating a lot more, sharing information and giving each other feedback.

The final results of the exercises and the Apollo improvement suggestions were taken forward and discussed by the MT.

The Process Manager says: 'Following the sessions, full-time process managers were appointed, discussions were started about how to empower the process managers. Process managers were now in a position in which they could confront managers on their responsibilities.'

Additional workshops were organized together with the MT to define and agree actions, also to discuss barriers and how these could best be addressed including the responsibility of the MT.

KPIs, targets and actions were agreed together

er with process managers. Meetings were arranged with Customers so that Customers could express their concerns. It isn't going as fast as I had hoped but change takes time, we are making small steps and there is momentum to continue to make changes. Managers are becoming increasingly engaged but we are not there yet. My aim is to continue to confront people with responsibilities until it is embedded in normal behavior - the way we do things around here.'

The Process Manager says: 'what did I learn from this and would recommend to other process managers? Never lose sight of the need to manage organizational change and the people aspects, call it ABC or whatever. If you do not address it you will fail. You need to create a sense of urgency to gain management commitment and to confront managers with their responsibility for demonstrating commitment. The simulation type intervention is a great way to let them see, feel and experience the consequences and the benefits to be gained.'

The Three Secrets to Supercharging your MIM

Matthys J Fourie – CEO Thinking Dimensions International

Last year around Christmas “Skype” had a major outage with their on-line services, which must have been a major embarrassment to them. We do not even want to think what that outage must have cost them.

What happened to Skype happens on a regular basis in large IT companies. Most of these companies have a host of Major Incident Managers (MIM’s) and even a ‘war room’ to deal with such potential disaster situations. They have everything in place to quickly identify and deal with ‘severity one’ incidents, however they are still having a tough time dealing with them effectively and in the process losing a lot of money.

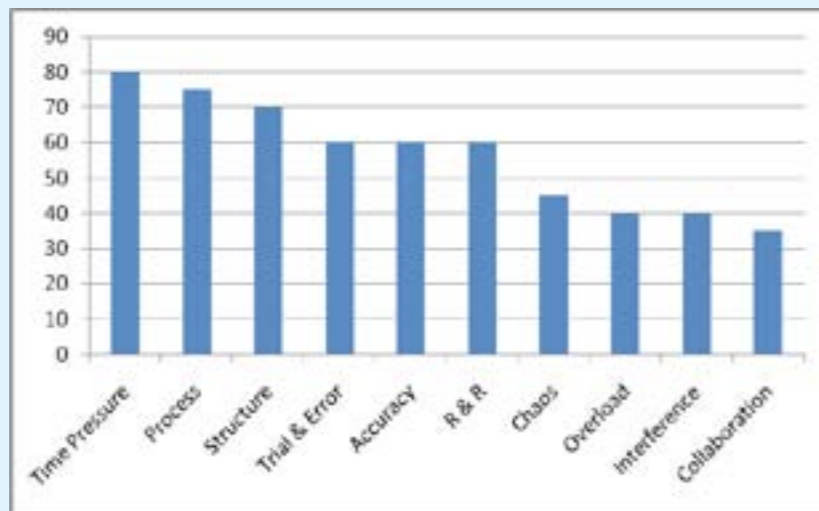
When solving an incident you need to trust the process, but what if you do not have a process?

Situation

We’ve been privileged to have been involved in some of these major incident situations and this has helped us to identify the factors that cause these companies to lose millions. We’ve asked participants involved in these situations to rate what they believe

are the contributing factors causing delays in restoring the service within, at least, a two-hour window (Summary Figure 1). We’ve summarized the survey into five categories;

1. Lack of Structure – it seems there are no clear roles and responsibilities when such an event takes place.
2. Inaccurate Information - in most cases the individuals and/or teams have to work with a suspect starting point, which has a detrimental effect on the quality of information used in the



analysis.

3. Specificity – throughout the exercise individuals would make unsubstantiated conclusions about the incident situation causing them to work within a ‘trial and error’ environment.
4. Lack of process – you get the impression that whatever comes next gets addressed first. No systematic analysis plan of how to work towards the end goal of service restoration.
5. Time pressure – this leads to rash actions, heaps of unwanted interference, and in many

cases indiscriminate back-out of changes, hoping they would stumble upon the change that caused the incident in the first place.

This does not mean that IT professionals do not have the skills to restore the situation, but more a

case of providing these individuals and teams with the necessary structure to use their skills most effectively.

A culture of “trial and error” fixes could cause your company to lose millions of dollars!

The Three Secrets

For any team to be successful and highly skilled in doing “Major Incident Management”, it would require at least three elements. They are the following;

1. Accurate Incident Statement - Make absolutely sure you have the right starting point. This has a major ‘knock-on effect’.
 2. Roles and Responsibilities - Use various individuals/teams with clear roles and responsibilities to address various independent aspects of the incident.
 3. Structure and Process - Use a process approach and stick to it!
- Let’s discuss each of these in more detail with client examples.

Accurate Incident Statement

This statement is going to be the single factor standing between immediate success and a long drawn out restoration effort. The statement consists of two components, which is the ‘object’ you are having a problem with and the ‘fault’ you are experiencing with the object. It is simple, but has far-reaching effects down the line.

Incident Statement	
Object	Fault
Servers	not communicating
	Data not reaching ABC servers
Turnover data	not received by ABC servers

Imagine having an outage and it is labeled ‘Servers not communicating’ (Refer Figure 2). This would get your team to start looking at known and typical reasons why this could be happening. The more vague and non-specific your Incident Statement is, the more you start assuming information, which is supposed to be accurate and crisp. In this case our client thought it was a nationwide problem with the servers emanating from the IT centre at Head Office. From the outset this caused the restoration team to look at the wrong potential reasons for having the incident. Referring to figure 2, the team eventually discovered that the incident statement should have

been ‘Turnover data not received by ABC servers’ and that brought them to a very different incident with a different need for restoration. This enabled them to work with more accurate information during the incident investigation.

If your ‘object’ and ‘fault’ are incorrect, the rest of your analysis is a waste of time!

The more specific your Incident Statement, the better your chances of arriving at the correct restoration strategy more quickly.

Roles and Responsibilities

You cannot expect the MIM to keep his cool and be at his best when the walls are tumbling down around him. He needs help! The MIM is too busy interacting with Business and Technology stakeholders, trying to contain the damage. You need at least three role players in a declared severity one major incident. They are the MIM, a restoration lead, incident investigation lead and one of the three is the LEAD FACILITATOR (See figure 3).

Many companies use a 3rd party company for their infra-structure such as IBM, and that 3rd party needs to fit into one of the roles which would most probably be the ‘restoration role’. Each role would have a specific objective to achieve.

“Who is in charge?” – A simple question with major implications!

Typically the MIM would be responsible for the communications, interactions and actions initiated between Business, Technology and himself. In many cases the MIM or the restoration lead would take the Lead Facilitator role as well.

In most cases the restoration lead and his team would be responsible for the initial containment actions. At other times the MIM would take control of this until the 3rd party arrives on the scene. The restoration lead would be responsible for the workaround and then ultimately the restoration plan that would end the incident situation.

The Incident Investigation Lead would be responsible to get a team of internal SME’s together to quickly do a ‘short-cut’ RCA to see whether they are able to determine the correct cause of the incident at an early stage. Our experience is that if the Incident Statement is accurate and

Unlocking the door to let ITIL in...

The ITIL v3 Service Lifecycle poster story

When we were starting with ITIL v3 seminars in Croatia a few years ago we found ourselves preaching quite a new and a different perspective on IT for the majority of Croatian IT departments.

People were challenged to recognise the necessity of creating a layer of ITSM processes in their IT departments on top of doing things the traditional way and managing technology. They were asked to look at their jobs through concept of roles in ITSM processes as well and to start perceiving IT departments as service providers. What a change...

PROVIDING SERVICE!? Instead of playing with that cool, high tech and specialised stuff while talking in a technical language that only "IT crowd" understands?

We were actually asking people to lose a part of their tradition and identity and think like one of the "suits".

Didn't really seem like a fare trade, did it?

Well, on top of that... not only did we want them to transform their IT departments to service providers, but to actually buy and love that idea as well!

ITIL helped them to do so but when ITIL v3 replaced ITIL v2, which most of the people perceived as "blue and red book with 10 processes and 1 function", people didn't take it so well.

ITIL v3 came with this large number of processes and it scared the majority of people into giving up before they begun, saying it was too huge and that they failed to see the big picture.

We realized that we had to find a way to explain the main ITIL v3 concepts by presenting them as simply and friendly as possible. We wanted to create something that would catch peoples' eyes and bring them to "take a look at ITIL v3" at least. Than we could hope for something more.

In 2008 we decided to make an ITIL v3 poster that would initially break the fear of the unknown and serve as a map at the beginning of one's ITIL v3 journey (this proved most useful for our Foundation classes).

The less simple part of making a poster was squeezing five books, or over 1000 pages, into one single page.

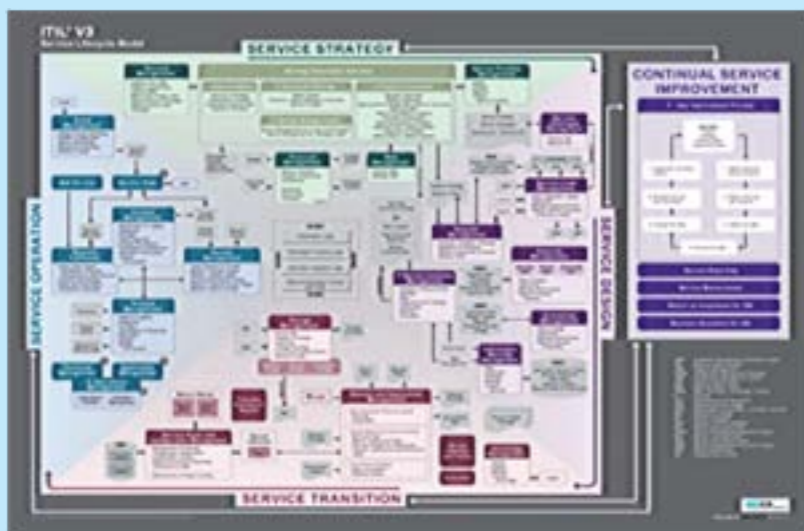
We were quite aware that posters, charts, billboards (or whatever they might be called)

covering the subject of ITIL v3 and Service Management existed already. But since each person visualises things in a different way, why not make one more? We took it as a game and a challenge.

Our vision was a simple poster, friendly and serious enough at the same time, and we were confident it would find some like-minded fans.

The poster shows the ITIL v3 service lifecycle. It is divided into five areas each representing one ITIL v3 book. Each area shows processes with their major inputs, outputs, activities and some interconnections.

And it did find fans... not only in Croatia but internationally as well. Actually, it found more than fans. It found clients.



By presenting the poster at various conferences and offering it as a free download from our company web page (www.itsm.hr), it managed to raise awareness of ITIL v3 and Service Management in more companies than we dared to dream possible.

Eventually we complemented the poster with a three hour workshop called ITIL v3 Poster Guided Tour. The Workshop was held by poster authors (Maja Jagušć and Ivana Nissen) with a simple purpose of giving people a quick start to ITIL v3. These workshops were regularly attended by representatives from most prominent companies in Croatia and it proved a great way to make the first contact.

We've had every reason to consider our simple awareness campaign a success. In a short time it directly resulted in students attending seminars and companies contacting for consulting services.

At the moment we are one of the leading Croatian companies in the number of ITIL v3 Foundation certifications and one of very few providing the possibility for students to continue their ITIL v3 education on higher levels.

Looking at areas of interest in ITIL v3 education and certification, most students are initially interested in knowing more about service operation. Specifically, they are looking for help in setting up user support in their companies and want to learn as much as possible about the

Service desk, Incident management and Request Fulfilment. In most cases this is followed by Change and Configuration Management. The same order of processes is present in most implementation projects as well.

If not Service Operation, students decide to continue ITIL v3 education by drilling deeper into the area of Service Level Management and Catalogue Management, especially in writing down SLAs, OLAs and creating a Service Catalogue.

Whether we are talking about ITIL v3 education or consulting, this simple Poster was used in many ways; raising awareness, helping in seminars as well as speeding up the definition of scope in consulting projects.

Our poster is decorating the offices of many Croatian companies ... even of some competitors. We find many people believing it to be a part of official OGC ITIL v3 publications.

Our conclusion and experience from all this is that the simplest approach is more than often the most efficient one! Using a little key can open a big door.

In this story, the poster was the key to opening the doors to ITIL v3...what we brought in through those doors is a whole new story.

Maja Jagušć & Ivana Nissen

www.itsm.hr

Greening Service Management - The Relationship between Environmental Sustainability and Service Management. By Ian Salvage, with contributing author Karen Ferris



Available now for pre-ordering (Release August 2011)

This book discusses how we can leverage ITSM and play a part in reducing the impact of climate change. Click [here](#) for preordering information.

And a Great Time was had by All!

Healing the World in Norway, 2011

In the December edition of 'At Your Service' itSMF Norway gave some pointers on how to host a great conference.

This article is a summary of the event that took place in Oslo 21st to 23rd of March.

This was the 9th annual conference in Norway. Since the start in 2003, we have experienced an increase in attendance every year and everyone was anxious about being able to continue the growth. A lot of other events around the world and also in Norway had experienced a decrease in number of attendance. The challenge was clear for the conference program-committee when they had their first physical meeting in June 2010, to put together a program that would be interesting for delegates, sponsors and exhibitors. Delegate-feedback from previous conferences was studied in detail and in the beginning of December 2010, the content and the speakers were announced, and registration could start.



- ITIL Strategy, David Cannon - Some insight in what will be the most significant changes in the new book
- Technical planning of the Eurovision Song Contest broadcasting, By Ina von Lukas, Vice Technical Manager Norwegian Broadcast Corporation (NRK). More than 100 million viewers, 39 countries involved, how do you make sure nothing goes wrong and how do you prepare
- The future of ITSM, by Sharon Taylor - What might happen within the next 5 years holds for our world and our profession?



Theme of the year: Heal the World - with ITIL, and the music-theme Michael Jackson.

It was possible to register for the conference with a special early-bird offer, and there were a very high number of delegates took that opportunity.

The Keynote speakers this year were:

- Fun theory by Volkswagen - Katarina Lakowitz
- Disney Institute - Mike Reardon
- ITIL approach to quality service

One of the really top-rated elements at the conference, was a panel-discussion, lead by a well known Norwegian TV-reporter, Anne Lindmo, and the panel discussed

“Why do large IT-projects within public sector keep failing?”

The panel consisted of:

Jens Nørve, one of the directors in Agency for Public Management and eGovernment (Difi)

Magne Jørgensen, professor, Simula Research Laboratory

Hans Solli-Sæther, associate professor of BI Norwegian Business School

A few comments from the audience:

“Excellent!”

“The best panel-discussion I have ever seen”

“Please repeat this at the next year’s event”

This year we had 5 pre-conference workshops



along with a session for CxO's. Almost 130 delegates attended the different workshops at the pre-conference.

It was the first time we have managed to run a CxO-session during the conference. The session gave the delegates a “highlight” from some of the speakers. The feedback from the delegates was positive, and it was seen as giving value. Some of the key take-away points from the delegates:

“This raised some serious questions we need to ask ourselves. What are we going to do with CobIT and ITIL? How can we better involve our Customers? How can we use the new Service Strategy book to help us realize this alignment?”

“We need to find out more about ABC and the Iceberg. These are definitely issues we recognize and need to deal with. These are the things that will determine success....or failure’.

“IT is spending money and is seen as a Cost, as David Cannon revealed. How can we turn it around to show value? We need to spend time on answering this question for ourselves, we need to find a way to align our services to business value and outcomes’.

“The Spider diagram, showing the need to take a

broader focus, it is more than technology and processes. We need to address issues like ABC and Strategy alignment’.

“We need to focus on ABC. There is too much focus on processes and documentation. There is a need for people to understand that this is part of Governance. We must focus more on getting buy-in to address ABC’.

“ABC clearly showed the need to develop better relationships with the business to understand their requirements and what Value means to them’.

“We are entering a new world in which the customer isn’t always visible. The customer is somewhere out there. We are one click away from losing them if they are not satisfied. We need to learn how we can cope with this?”

“We need to market the IT services internally to create more understanding that IT is delivering value’.

“There were many ‘teasers’ to take away. ABC is



something we can’t ignore

Paul Wilkinson did write about the session and its content in his [blog](#).

At the opening of the conference – approximately 600 delegates were present in the plenary-room at the opening of the conference. They could pick and choose among 37 different presentations. As mentioned in our previous article, we are extremely focused on the case studies from our members, all the lessons learned. We do know this is what gives value to the participants.

Even if the majority of delegates are Norwegian speaking delegates, we know that we have a good number of English-speaking guests and participants. This is important when we do design our program. During the entire conference, it should always be possible to attend an English presentation.

Some of the topics covered:

- Lean – in several presentations
- Service catalogue
- Strategy – what’s new and important?
- Metrics and measurement
- ISO 20000
- AGILE and ITIL
- Implementation
- Continual improvement

If you want to study the complete program, you can read it [here](#).

Chiara Mainolfi

Member of the Board of itSMF Italy and Events Chair:

“I really enjoyed the Conference organized by itSMF Norway. I learnt “best practices” in organizing events that I would like to adopt and adapt also in Italy. Most of all, I knew competent, lively and energetic ITSM people and I was delighted with the positive atmosphere and vibe generated by Elin Sande Herlovsen and the Board of itSMF Norway. Thank you for the uplifting, colourful and memorable experience!!”

Paul Wilkinson:

“This is my third time at the itSMF Norway conference. They claim it to be ‘probably the best conference in the world’.

The more I come the more I am convinced. Next year’s theme is ‘ simply the best!’ - maybe this should be their new claim! If you want to know CSI is about look at the way itSMF Norway evaluates and improves their program to ensure that speakers, sponsors, exhibitors and customers get maximum value from the services of itSMF. Good examples of what it services are all about. Value and outcomes. I get value every time I attend. The outcome is I will be back again next year. The CxO mini seminar was another great example of how

itSMF Norway innovates and challenges the boundaries bring itsm to c level attention”

Colin Rudd:

The itSMF Norway conference is always a fantastic event. It is an incredible opportunity to learn, network with like-minded people and enjoy yourself. It is probably the most fun itSMF conference in the world!

Chris Roberts

itSMF UK:

The itSMF Norway 2011 Conference was a very well organised but relaxed event with some very useful presentations. The keynote from Volkswagen was

extremely stimulating even though it was mostly in Swedish.

From the English language stream the two talks from David Cannon giving an update about the revised Strategy book were very informative and Colin Rudd & John Windebank again gave thought-provoking and interesting presentations.

The exhibition featured a wide range of companies to see their products and the hotel in general was well laid out and staff helpful.

The evening event was the most relaxed but enjoyable Chapter event I have ever attended capped off with a brilliant set from Dos Mosquitos featuring Ole-Vidar Christensen on trumpet.

Sharon Taylor:

“Having been honoured to attend numerous itSMF Norway conferences, one thing stands out for me; each year there are new surprises in store for delegates. The itSMF Norway Chapter is well-aligned in understanding what their members value and it strikes a superb balance between the need for continuing themes at all levels of ITSM audience maturity, and challenging members with new, exciting ideas. Not only is this conference extremely valuable for ITSM learning and growth, it’s just plain FUN!”

Kirstie Magowan:

The itSMF Norway Conference shows that it is possible to provide an environment where you can

learn and have fun at the same time, these things are not mutually exclusive. The event was informative, inspiring, refreshing and entertaining and I would certainly recommend to anyone who has the opportunity to go that it is well worth the effort.

Key figures:

Some key figures from the 2011 conference:

- 449 paying delegates
- 600 delegates in total
- 2 main sponsors
- 9 sponsors
- 27 exhibitors
- 37 different presentations
- 5 pre-conference workshops
- 1 CxO session

Surplus – according to budget

The Norwegian board would like to thank everyone that took part of this year’s event, delegates, speakers, sponsors and exhibitors. You are the ones making this event successful. We hope to see you all at the 10th conference in 2012, the title is “Simply the best – with ITIL”, 14-15th of March in Oslo.



The musical theme of the conference this year was Michael Jackson, and during the cocktail served in the exhibition-area, the delegates could enjoy the talent of a 9 year old boy doing Michael Jackson dances. The theme was continued during the dinner with the artist Åge Steen Nilsen delivering many of the biggest hits from Michael Jackson. The band Dos Mosquitos gave a midnight-concert based on the MJ-theme as well.

The exhibition this year was organized based on the feedback from previous years. Great effort was put into getting the attendees to the exhibition-area. A lot of open space in the middle, coffee-bar serving “ITIL-latte” and refreshments. The result - 27 exhibitors gave this year the best rating ever!!

Here are a few quotes from our international guests:



Advertise in “At Your Service” and be seen by IT Service Management professionals in every corner of the globe.

“At Your Service” is delivered electronically through our chapter network to all itSMF members throughout the world.

To find out more about our advertising and publishing sponsorship opportunities, [email us \(publishing@itsmfi.org\)](mailto:publishing@itsmfi.org) for a media kit.

Managing Continual Service Improvement

Derek Gillard

The theme of Continual Service Improvement (CSI) has always been an integral component of the ITIL framework. However, with ITIL V3 it has moved from the background to front and centre. In earlier versions of ITIL it was essentially implied or embedded within process areas.

CSI has evolved into a key discipline of its own and is critical to the success of any IT Service Management (ITSM) initiative.

In fact, I would argue that the approach, definition, implementation, and execution of CSI may ultimately determine the fate and longevity of the ITSM Program in your organization thus it is essential to focus appropriate attention and the right resources to it.

The focus, magnitude and scope of a CSI initiative may seem overwhelming at the outset and the starting point may not be obvious. I suggest that a good place to start is with the definition of the CSI Manager Role and agreement from the Executive

Sponsor and key stakeholders in the organization on the responsibilities.

So what does a CSI Manager do?

- Establishes goals, objectives and vision for the CSI Program.
- Builds strong, strategic relationships with Process and Service Owners
- Ensuring CSI best practices are adopted and embedded in the organization for long-term sustainment
- Becomes the lead advocate for CSI activities and results.
- Is Accountable for the success of CSI initiatives.
- Ensures there are adequate people, resources, and technology to enable and support CSI
- Oversees monitoring, reporting and analysis activities

- Evaluates CSI trends in the marketplace across similar service offerings and industry verticals.

The ITIL books define CSI as follows: CSI seeks to identify and implement improvements to IT services that support business processes and ensure alignment of IT services to evolving business needs. So the question becomes 'how do we determine which services to focus our improvement efforts on and which areas of the service lifecycle of those services have the most visibility and impact on the business?'

The real opportunity here lies in identifying a couple of key, customer-facing, high-touch services with plenty of day-to-day client visibility as a starting point with an initial focus on identifying and targeting some quick wins.

Take full advantage of your Service Catalogue, if you have one. If you do not the services that fit the criteria described above will likely become more apparent as you engage key people in your organization. Let's work through a few sample scenarios using the Desktop and Messaging services as examples as both are generally very pervasive throughout most organizations and are used extensively by most clients every day.

The Desktop service will differ in magnitude across organizations so let's look at it from a practical and a theoretical perspective. First off, it's important to understand what the key elements and features are for the Desktop service and determine how well the offering is meeting business needs.

For example, does the Desktop service offer a variety of value-add options for your clients to choose from, such as desktops, laptops, workstations and perhaps even tablet devices? As technology changes (consider the introduction of the iPad from Apple), are you introducing and offering these products to your customers and decommissioning older, perhaps obsolete technologies?

A key measure around a Desktop service is likely to be the amount of time it takes from point of order to the time the desktop is received by the client. Be sure to measure and report on this end-to-end time and target to whittle it down to as small a timeframe as possible.

Start by establishing a baseline of what you are currently capable of delivering – it may be 20 business days to start, for example – and work with your Process and Service Owners, and vendors to reduce this time frame as much as possible. Imagine if you are able to shave this down to 18 days; I suspect that your business partners will view this as extremely beneficial and delivering tremendous value.

Keeping on the subject of Desktop services, consider introducing new capabilities that will help enable your business clients. Of course, it makes the most sense to engage the business on a regular basis to understand their needs and priorities but here are a few examples that I've seen work in organizations that resulted in IT being seen as a trusted, valued business partner:

- Establish a certification and testing lab and supporting processes that all new applications and significant changes / upgrades to existing applications must go through prior to being released into production to help ensure the availability, reliability, and performance of the desktop.
- Prepare a brief, high-level Orientation Kit and User Guide that gets delivered to the client with each new desktop. It would contain easy-to-follow, step-by-step procedures including, as examples, how to install standard applications (if they have not been loaded prior to shipping), to migrate email and folders, to connect to network printers, to migrate data, and to preserve existing Internet book marks.

- Another approach to this could be to offer a desk side support service where an IT staff member meets with the customer on the day of delivery to step them through all the processes required to get the new desktop up and running quickly and smoothly. This may have additional cost associated with it but may be valuable to your customers because, as they say, time is money!

With respect to Messaging services, improvement opportunities may exist in expanding available service options, such as offering a variety of mailbox quota sizes at varying price points. The reality is that email is a critical business service in most organizations and the volume of email continues to grow. Today, the cost of storage is relatively



cheap as compared to several years ago, so this may be a viable option in your organization.

Another service improvement opportunity may be to reduce the time frame required to provision a new email user account, which will make new employees more productive faster.

There are likely many opportunities for service improvement in your organization. Start by creating and staffing a CSI role and then follow that up by engaging the Process and Service Owners in parallel with your business partners to estab-

lish a quick, valuable starting point and delivering on some improvements in the short term. The business will love you for it!

Derek Gillard is the ITSM Practice Principal with Integritas Solutions Inc.

www.integritas.ca



Book Review

Management of Risk: Guidance for Practitioners" (M_o_R)

Author: OGC

Publisher: TSO

ISBN: 9780113312740

Reviewer: Peter Brooks

Review Date: June 2011

I don't think that many people think of themselves as being 'at risk' of winning a lottery, if they've bought a ticket. The book, M_o_R, makes it clear, however, that a 'risk' is an unexpected development, it may be positive or negative, but it has to be managed.

The ITIL books cover risk in a number of areas, and the temptation is to come to the conclusion that

most of what is important about risk and Service Management is to be found there. This is actually far from the case.

Risk is a corporate matter and its management is part of corporate governance. According to the governance process, this means that risk must be a top-down process, with the overall management being the responsibility of the board Risk Commit-

tee. The book M_o_R covers the necessary processes very well, and also considers the documents necessary for managing risk and the risk register.

Service Management Practitioners will be aware of where risk must be considered in detail – Business Continuity Planning (and IT Service Continuity Planning) and Service Availability come readily to mind. These involve exactly the analysis of risk and consequent management of the risk outlined in M_o_R. That is not to say that M_o_R is a 'how to' technical guide to filling in those boxes – a view that might come from reading the brief introduction to M_o_R at the start of the ITIL books.

ITIL programmes often founder because of a lack of Senior Management support and sponsorship. Partly this can be addressed by embedding the M_o_R practice of the organisation into IT Governance, so that IT risks can be properly driven by Corporate Risk Policy and be part of the corporate Risk Register. With this in place, it is natural that senior sponsors for ITSM (IT Service Management) implementation will be found on the Risk Committee – so a virtuous cycle can be created by Service Managers providing a business case for the adoption of an M_o_R based programme that will, in turn, provide support for Business Continuity, Capacity Planning, Availability Planning as well as, less directly, but more importantly, the Management of Programmes, Portfolio Management and, ideally, the Management of Value.

The book provides excellent guidelines, in the appendices, for techniques of risk analysis and management, the documents necessary for managing a Risk Programme and a maturity model. Service Management professionals can use their IT skills to work with the Risk Committee to ensure that these become part of the SKMS, allowing a better control and visibility of risk documents throughout the organisation. This should allow the Organisational Risk policy to be embedded in strategic, design, transitional and operational service management – and, jointly, manage the continual improvement programme across these as well as risk.

M_o_R provides a very useful appendix describing a maturity model for risk management and, even more practically, it provides an M_o_R 'health check' that can be used to establish how well risk management is embedded in an organisation and consequently how to improve it. These are areas where Service Management can get involved to provide expertise and tools to help the organisation improve its risk management and produce board-sponsored projects to embed these practices across the organisation.

Importantly, M_o_R is aligned with ISO 31000:2009 and corporate governance principles.

One area that is not well covered, and this may be a reflection of the maturity of risk management globally, is the management of risks generated through the Requirements Analysis and Service Development phases of product and service development – the connections are well described in ITIL V3 Service Design and the Business Analyst Body of Knowledge (BABOK) and it would improve a future edition of this guide if this source of information on risk were to be included and the process of collaboration between Risk Management and these two areas was described and good practices demonstrated.

Many organisations would benefit greatly from adopting M_o_R as corporate practice creating a programme to move up the maturity model. A good programme would involve, as well as Business and Financial managers, Service Managers, Business Analysts, Capacity Managers, Availability Managers and Business Continuity Managers. The book provides the necessary advice, templates, and measures to mount such a programme effectively.

The Reviewer:

Peter Brooks (FISM) is an independent Service Management consultant and trainer, based in Cape Town. Last year he completed a three-year term as the Marketing and Development Director for the itSMF International Board. He is author of the book 'Metrics for IT Service Management' and is currently working on writing more books on aspects of Service Management.

The Adventures of Bob and Sue

Part 4 - Help when you need it?

Sue looked out of the window to see the sky beginning to brighten up, as the sun struggled, one more time, to light up a wet and windy winter's day. She asked herself, for the umpteenth time, why she was out of bed – it had been so warm and comfortable, but instead she was up before work, trying to get down, once and for all, some record of how all this had come around. Armed with the reflection that a cold morning forces on weary souls, Sue tried to look back and analyze what had triggered the big issues. Once the coffee had meshed the gears in her brain into some kind of structure, she sat down at the keyboard and began to type.

“I’ve written a lot about how we (IT as a whole and imho Bob in particular) have gotten things wrong. And I do accept that we had a big role in our own downfall and the problems caused. But fair’s fair, we had help from elsewhere – it felt like the guys in the business let us lead them into some of this trouble, when they were well placed to see another way. Sometimes we needed them to know what they wanted, or at least be able to tell us, what would make their work easier.”

A thought struck Sue, was she making excuses for Bob? And if so, why would she? But she shrugged, knowing that in the end others would decide what was true, who got shot and who survived. So she determined just to plough on, write it down and generally do all she could to get her own life back as soon as she could. So, on she wrote.

“Despite the diversions and alarms, despite the in-fighting, even despite the multiple approaches – we had been getting better and better at delivering services. Unlike most others in IT, I used to live out there – getting the parcels in and out again – to the right place and on time, so maybe I am a bit more sensitive about it. What the hell, maybe I am just clearer about what matters. Whatever, I know what needs to be done and I get so frustrated when people – IT or business – lose sight of why we come to work everyday.

Now, if you have children, you will be familiar with the old conflict – you want to do what they want – but you sometimes feel you know best. And I guess with kids you pretty much have to disagree with a lot they ask for and

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First published by itsMF USA



give them what they should have – on some things anyhow. If you didn’t, then they would be vitamin-free, you would be dollar-free, and the schools might be pretty much empty.

But you do have to factor in what they do actually want because, if you give them what they don’t want then, they will not use it, they’ll turn on you and blame you for everything going wrong. My experience is that children are sometimes better at saying what they don’t want than what they do want. And some of those guys in the LEDout corporation are like children in lots of ways – finding out what they really want isn’t that easy. They have to stop and think before they will know what they even could have, let alone what they would choose if they could. We needed our customers to sit down with us and talk through what they had to do, what we could do to help them and make decisions together about how we change things. But to our shame, I don’t think we were able to get the message across?

We had the best of intentions of course – but we were so distracted by our internal divisions that we let things get away. Much of the problems stemmed from the things I have already covered – especially our multiple approaches – like all those different incident management processes. We got preoccupied with how we were doing things – fighting amongst ourselves, and meanwhile the customers must have got real confused about what – if anything – we were asking them.”

Sue got up for more coffee, drew back the drapes to let the sunlight in and realised she was wondering around the subject, maybe because after all that had happened she really didn’t want to face this bit again. Once you write it down, it seems so simple and Sue thought of that Jackson Browne line, “a thing so simple and so huge”...she went back to her keyboard.

“Ok, let me try and explain what actually went on, specifically caused by all those incident management approaches.

Like I said before, we got ourselves into a situation where every team delivering a service was able to do it – more or less – their own way. Now of course those guys out there in the business didn’t see us as different groups, they just got on with their jobs.

Those guys out there have a ‘get on with it’ attitude, and so they might curse sometimes about the services (IT and others) that they have to work with, but then they just knuckle down and get on, best they can. I remember from my days in the real world sometimes thinking we worked in spite of the guys helping us rather than because of it.

I can see now that what we should have done was to find a way around all our internal fighting, because, since no-one won the fights, each group went off and built its own approach. If instead of all of us each trying to do what we thought was right *for us*, maybe we’d spent time working with

those customers on what they actually needed, it would have given me the ammunition to impose something consistent. It might not have been the approach I wanted but it would have helped get one single way that delivered consistency. Or at least one that didn't build those big gaps that we fell so deep into. But accountability and measurements drive behaviour...and I'm ashamed to admit, mine too.

Actually, thinking back on it and in my own defence here, I did go back to my contacts and try and get a view from the business as to what they needed. But – isn't it amazing – I hit much the same issue inside the business that we had developed inside IT. The despatch guys didn't really want to sit down and talk with finance, the contract guys had their own views, and no-one was positioned to get them to talk and compromise. And when you think about what that gave us – multiple independent ways to report anything that went wrong – and multiple different ways of seeing what it meant to the business – the combinations were so huge that this company had no real chance of seeing the things that actually mattered most.

And – I would really like to scream this out so loud – nobody in the business thought it was worth telling us that things were confusing them. No-one there had the courage to say, 'I don't understand, so it must be confusing' instead of thinking, 'will they consider me a fool for not getting it?'

Thinking back to customers behaving like children; that one big joke my parents never stopped telling at my expense – the time I made my parents breakfast in bed for their anniversary. So you tell me how clear it is whether 'tsp' means tablespoon or teaspoon – or even which is which – spoons aren't for tables, and we never drink tea. OK, so they had very bad coffee – but because they didn't give me honest feedback, they got it several times. And then when they did tell me, it was oh so funny – not helpful. And even now when they come to my house, I don't make them coffee! But I did learn something good from that – I taught my kids how to make good coffee before my anniversary came around – and I sat there in bed feeling happy, smug and cleverer than my parents – drinking good coffee.

Sorry – back to the LEDout shambles, where we will need more than decent coffee to recover. The issue there was all about risk and security. If we had integrated our incident reporting then the damage that was going to hit



our business would have been seen so much quicker. As soon as the restricted availability to data entry was seen, we would have picked up the security risks it caused. But in the end that security risk wasn't seen until it was a security breach.

We just didn't understand the different ways people saw risk:

- To IT it was only about keeping the services and systems running. So we didn't see that by only focusing on maintaining user access (which was our 'availability metric' and made us look good) we exposed the company to a danger they didn't know about
- To the security team it was about locking everything down when they detected any possible danger. So once someone realised and logged a security incident (separately, of course) the security guys upstairs closed the whole thing down, and the business stopped functioning

The business accept that some degree of risk is OK, otherwise no-one can work, everything gets so expensive and other companies in the market are able to offer an easier-to-use service. But they couldn't articulate that – and so like silent kids they got what their elders and betters thought they should want. And, just like kids, although they said they wanted to take risks they got upset and blamed others (like IT) when the risk paid out and they got hurt.

So, the end result? Well, different parts of IT did what they thought the customers wanted. The customers got on with using whatever we gave them, and everyone lived with the gaps and said nothing useful. My conclusion is that really helping customers become better consumers does not consist of telling them what they need - instead we need to be helping them communicate their needs in a way that others, and we (IT), can understand and based on which decisions may be made.

If we had seen that, and acted on it, then we would have got one channel of communication with the customers that included all the IT. Those customers would have told us what worried them – and the incidents about difficult IT access would have rung the right alarm bells because they would have rung for security too. Instead we thought it was just a technical issue – and waaaay too late, did we find out what the hackers had been up to with our shipments.

I don't mean it to sound like I'm blaming others – because we should have made this happen – but without active involvement from the business, we will always do the 'wrong thing'. The odds are that we are very good at doing that wrong thing, but unless people work together to discover what the right thing is – then it is aiming at nothing. And just like the famous man said, "Aiming at nothing is usually successful".

Sue read it through, sighed deeply as she ran her hands through her hair and shook that burgeoning headache away, and she stood up, packed her PC away and headed briskly off to the office for another day's damage control.

What's On

August 17, 2011

itSMF Australia Annual Conference,
Perth, Western Australia



15 September, 2011

itSMF Sweden Annual Conference, Sundsvall,
Sweden



22 September, 2011

itSMF Belgium Tooling event, Affligem,
Belgium



September 25, 2011

itSMF USA Fusion 11, Gaylord Convention Center,
Washington DC, USA



6 October, 2011

itSMF Finland Annual Conference, Espoo, Finland



27 October, 2011

itSMF Spain Annual Conference, Madrid,
Spain



7 November, 2011

itSMF UK Annual Conference, Hammersmith, London, UK



9 November 2011

itSMF Czech Republic Annual Conference, Prague,
Czech Republic

