



Service Management

ITSM, ITIL

Small Organisations

Ivor Macfarlane

Big Teams have Specialists



Small Teams have to be Versatile

- Multi-skilled staff
- More than one role each
- Mutual back-up



ITIL V3 planning Findings

Scalability

ITIL is composed currently as a 'one size fits all'. The reality is that organisations of different sizes or complexity, may in fact implement ITIL process in differing ways or to different levels of depth. A common view was that ITIL should reflect this and discuss issues and practical guidance for small to large organisations.

So guidance was needed

- ITIL: Small scale implementation – ITIL V3
 - Revision of SSI on ITIL V2 –
 - Revision of ITIL-in-SITU (V1)
- Authors:
 - Sharon Taylor
 - Ivor Macfarlane



Focus needed

- Small IS different
- Appropriate roles in small organizations
- Structures to consider
- Scaling processes
- Being sensible

Is Small Different?

- Yes
- Because it feels different
- People more than technology



Where and how you live and behave

VILLAGE

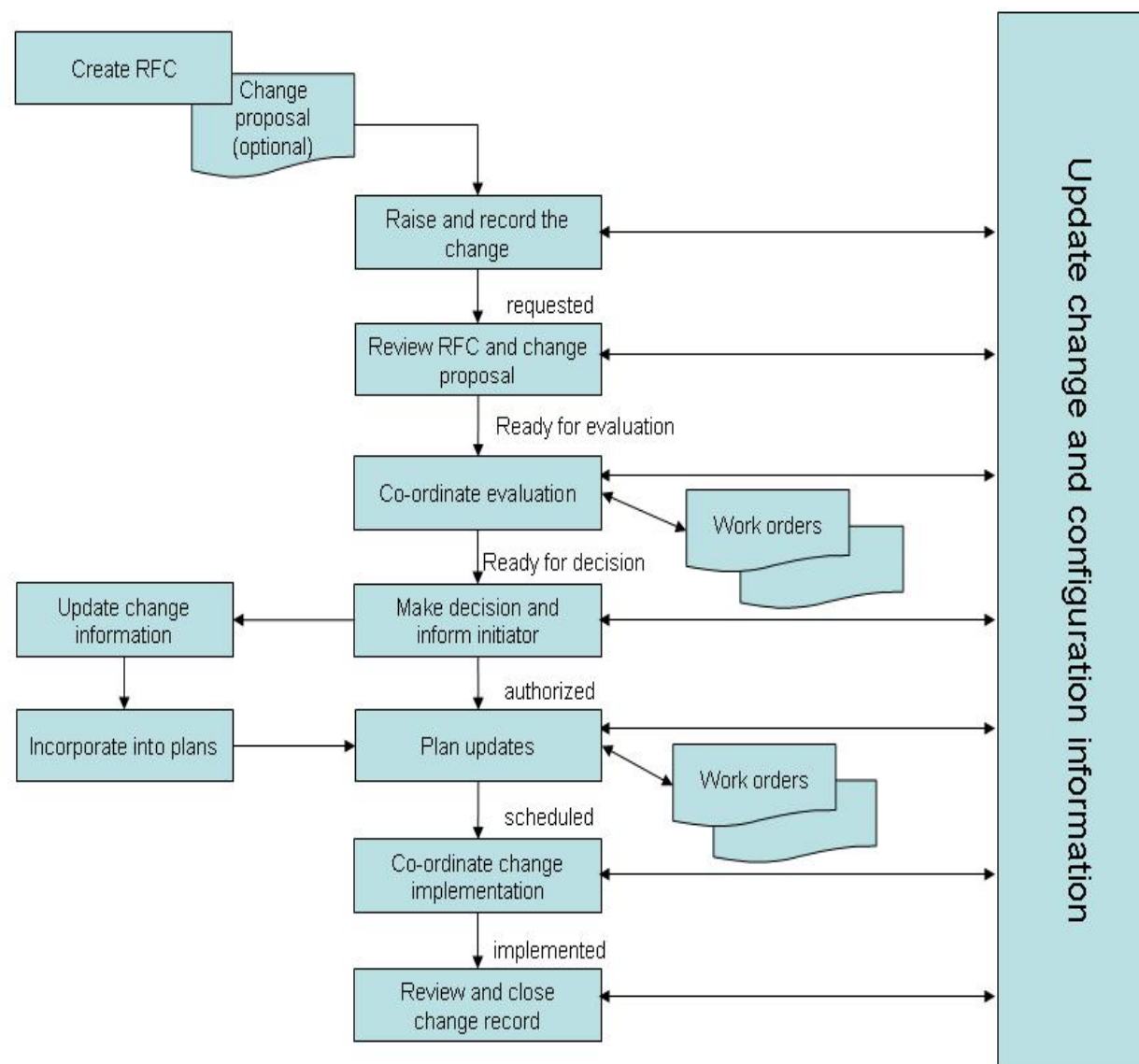
- Informal culture
- Team spirit
- Quick communication
- Responsive
- Relies on individuals
- High Unit costs

CITY

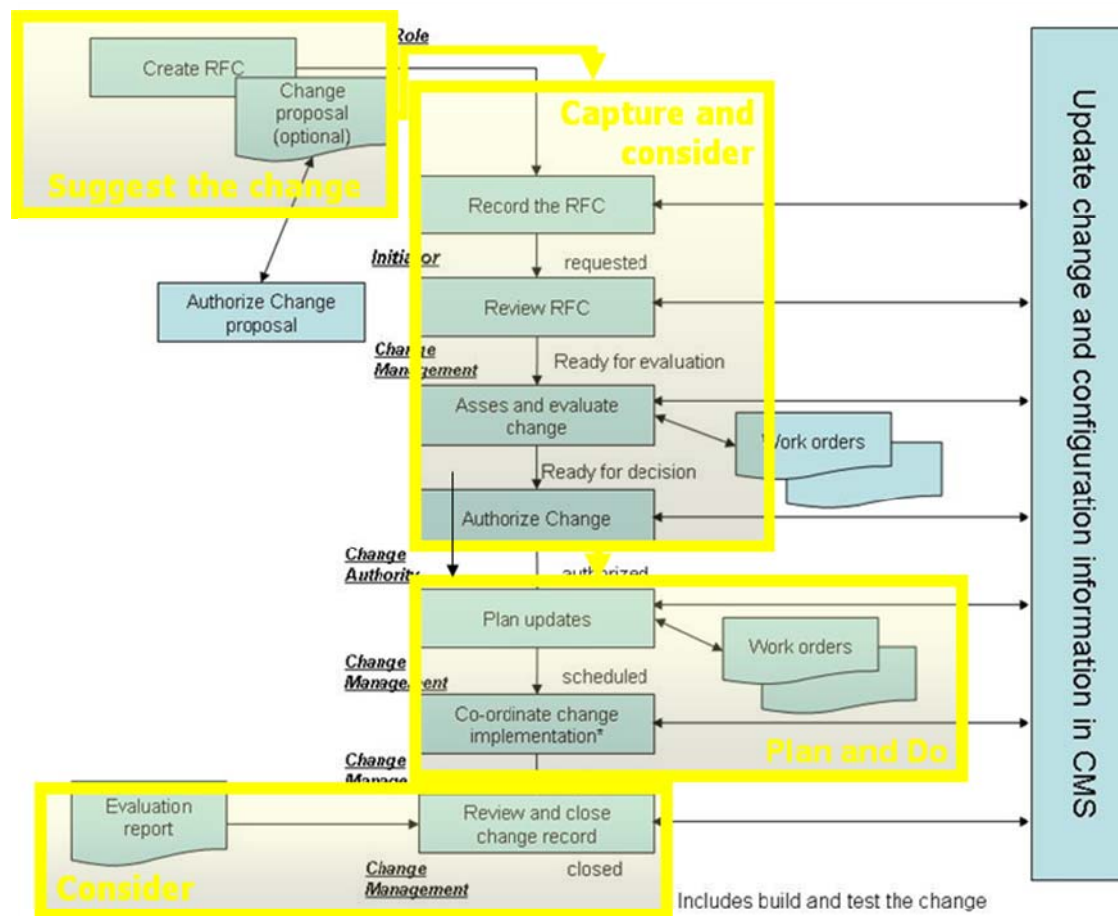
- Formal culture
- Competitiveness
- Slow communications
- Tendency to inertia
- Broad pool of knowledge
- Economies of scale

Organizing in small

- Scaling the lifecycle
- The lifecycle stages for SMB
 - Strategy
 - Design
 - Transition
 - Operations
 - Continual Improvement



Chunks are SMB friendly



Use the skills you have

- Play to your strengths
- Make sure they are still strengths
- Keep your strengths
- Spot inappropriate skills
 - Do not support your needs
 - Cost more to maintain than the benefit they bring



Bring in Skills When Needed

- Regular check-up
- Response to need
- Escalation built-in
- Reduced overheads
- Slower response
- Conflict of interests



Some specific ideas

- Proactive availability
 - Concentrate proactive elements of work
 - Establish close links with sources of support, but keep responsibility
 - About where and when - not hands-on investigation and reconstruction
 - Part-time tasks – troughs in reactive work

Service Desk ideas

Possibilities

- Outsource (first line) to business
- Expand coverage to business processes and other service providers
- Consider 'part-time for routine', 'reciprocal deals', 'involving key suppliers' etc

Annual jobs

- Example - Continuity
 - Include within Business Continuity
 - Outsource development
 - Annual review (but keep eye and ear open for warning signs and strange noises)

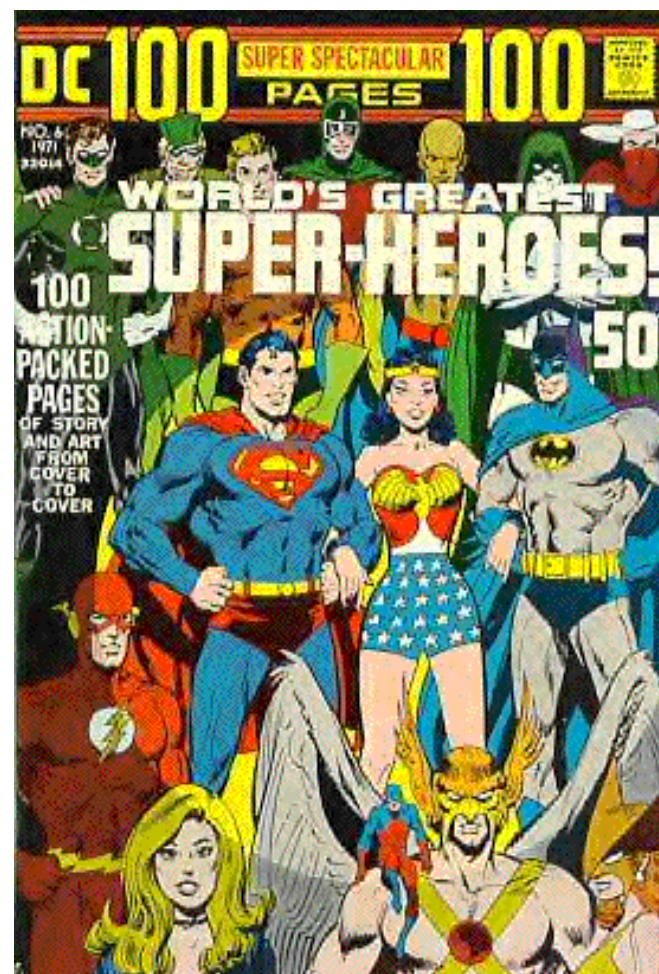


Some things you need to keep

- Own the relationship
- Accountable vs responsible
- Outsourced ITIL?

People

- Make best use of them
- Different rules
- Rethink and restructure
- Flexibility and Trust
- You need heroes but ...
 - understand the risks



Retire or Resign = Rethink

- Don't just set out to replace w
- Go to the market before you w
- Use changes as triggers
- Argue with HR (you're a custo
- Manage (think and act)



Adopt, Adapt & Improve

- Look at other organisations
- See what works there
- Will it adapt to you?
- Dare to have some ideas



Small Is Different - Use It

- Different isn't better or worse
- Try things
 - Combine - with other IT units
 - And with other parts of your organisation
 - Concentrate on real priorities
- Don't go for uniformity just because...

(Distrust beige)



Ideas we can build on

- Don't do what you don't have to
- Share things when you can
 - Back-ups
 - Consultancy
- Co-operatives – share with others to pressure suppliers
- Share with other service areas

Future ideas

- Case studies, white papers
- Templates and examples
- Sharing and supporting
- Shoulders to cry on
- Your ideas and contributions