

Planning to Implement Service Management (PISM)



itSMF Hungary Budapest - March 2011

Colin Rudd *FISM, FBCS, CITP, CEng, FIIT*

IT Enterprise Management Service Ltd.

ITIL lead author and mentor

Colin.Rudd@itemsltd.co.uk



Agenda

- *The structure, sections and content of the book*
- *The main concepts and principles within the book*
- *The blockers and enablers*



Contents

Ch 1: Introduction

Ch2: Achieving cultural change

Ch 3 to 8: The CSI model

Ch 9: Relationships, roles, organisation and culture

Ch 10: Enablers and blockers to successful service management

Appendices including:

- Business case, EPMF, cost benefit analysis, approaches, a case study

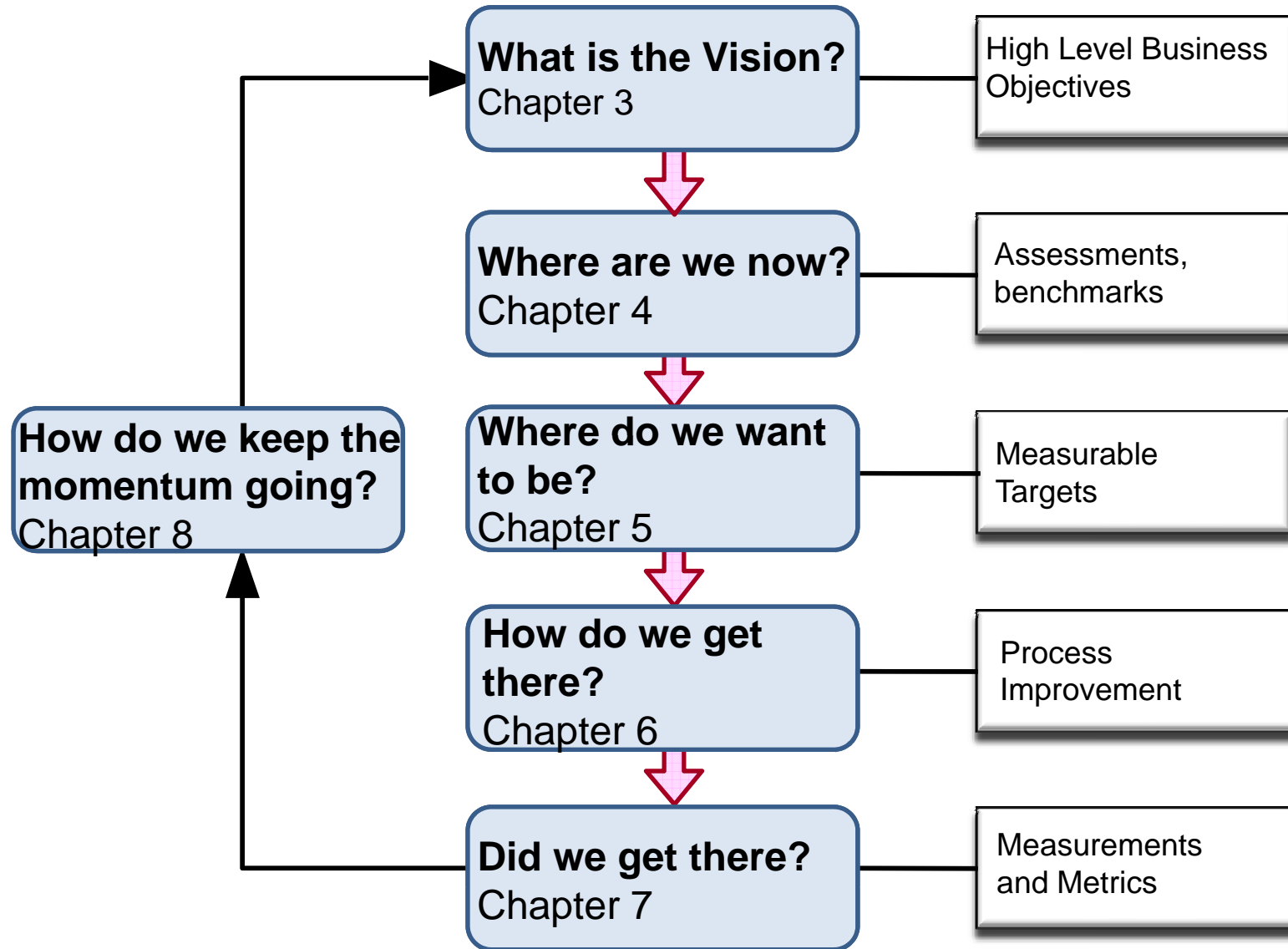


The purpose of PISM

“ The main purpose of planning and implementing service management is to develop an environment within the service provider organisation that is integrated with that of the business it serves, to deliver the desired outcomes at the agreed level of service.”



Service improvement





What is the vision?

- *Creating the vision*
- *Communicating the vision*
- *Empowering others to act on the vision*
- *Setting direction*

“Management is efficiency in climbing the ladder of success; leadership determines whether the ladder is leaning against the right wall. “

Stephen Covey

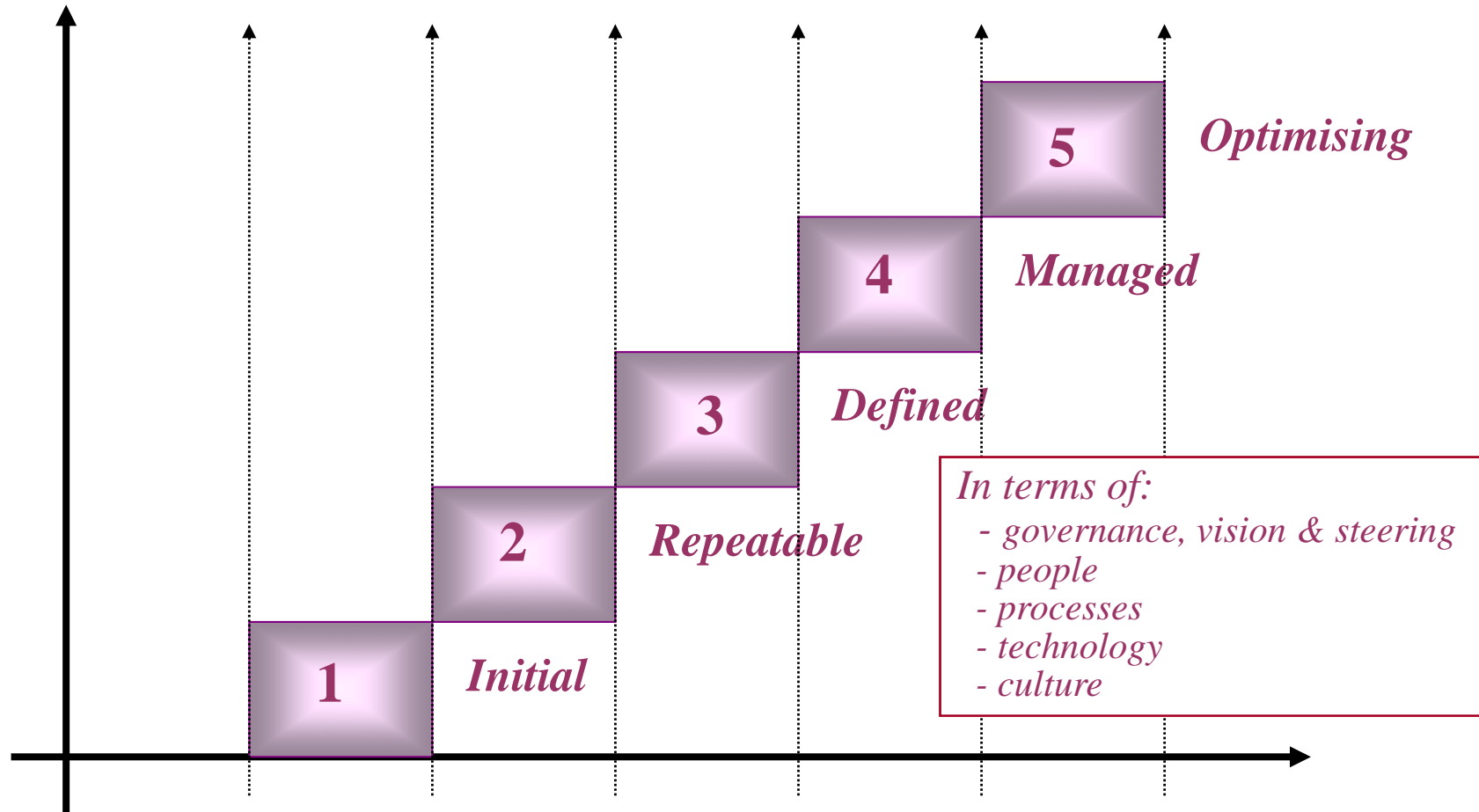


Where are we now?

- *Capability and maturity*
- *Understanding where we are now*
- *Stakeholder analysis*
- *Benchmarking as a steering instrument*
- *Assessment of the 7 aspects of capability and maturity:*
 - Vision and governance, steering and strategy, processes, people, technology, culture and service, structure and relationships

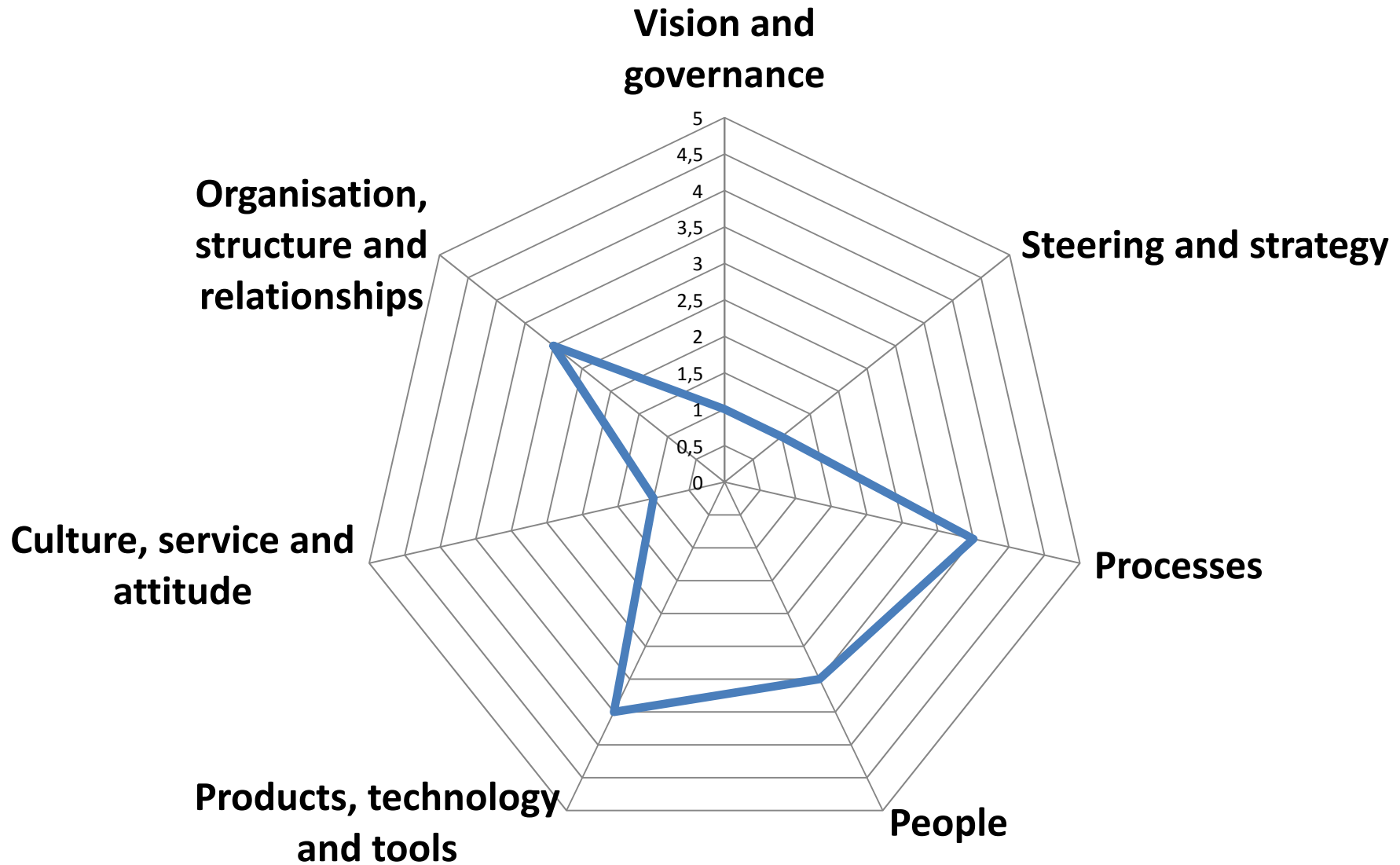


Current Process Maturity Framework (SPMF)





Extended Process Maturity Framework (EPMF)





Where do we want to be?

- *Defining the 'desired future state'*
- *Gap analysis report*
- *The business case for service management*
- *Identifying and managing risks*
- *Planning quick wins*
- *Defining actions and goals*
- *Expectation setting*
- *Conformance against the requirements of a standard or framework*



How do we get there?

- *Governance and strategy*
- *Where to start and finish*
- *Producing the plan*
- *Objectives, targets and metrics*
- *Awareness*
- *Managing cultural change*
- *Roles for implementation and use of tools*



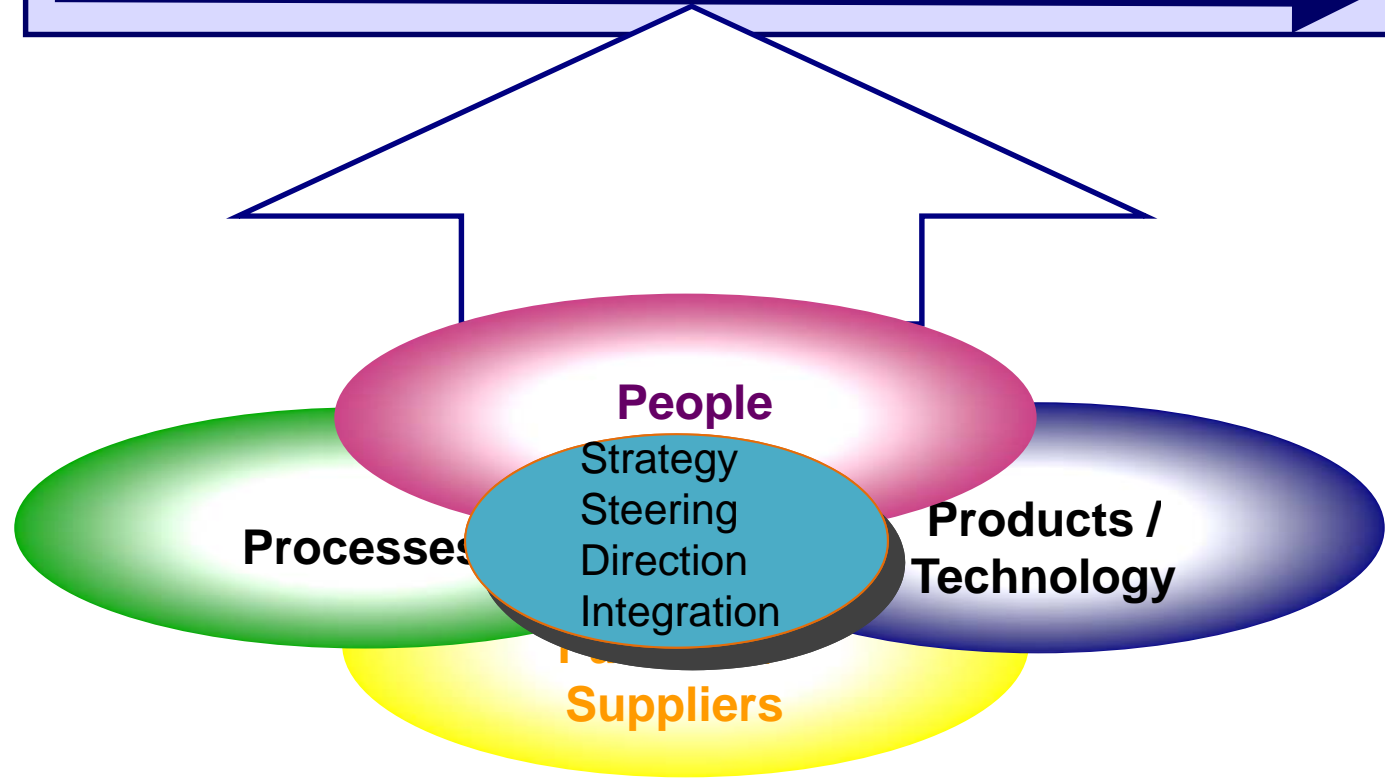
Did we get there?

- *Targets, CSFs and KPIs*
- *Organisational drivers*



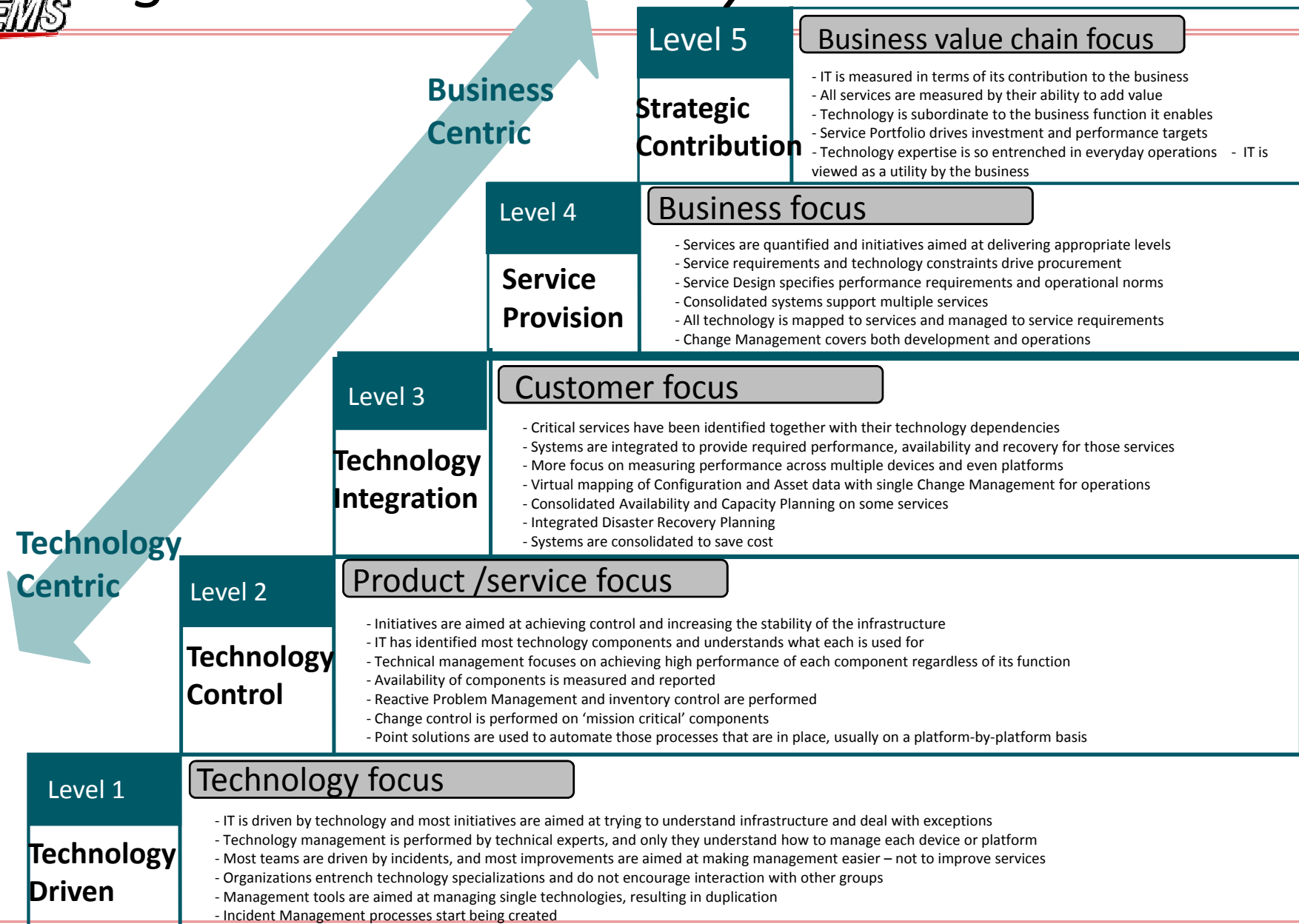
How do we keep the momentum going?

- *Consolidate changes and produce more changes*
- *Institutionalise the changes*
- *Ongoing monitoring and review*
- *Reinforce business integration*
- *Knowledge management*
- *Knowledge management and continual learning and improvement*



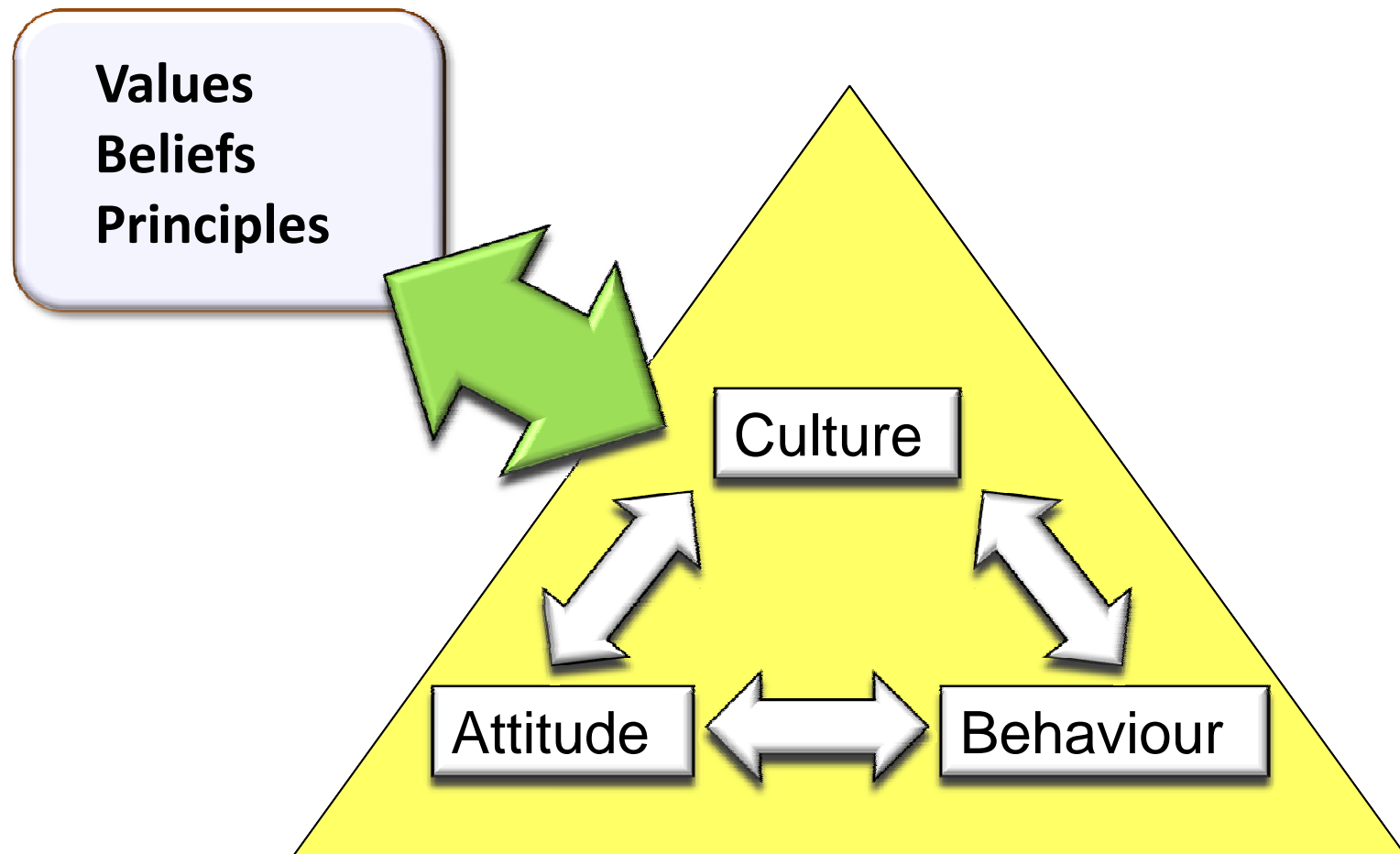


Organisational maturity





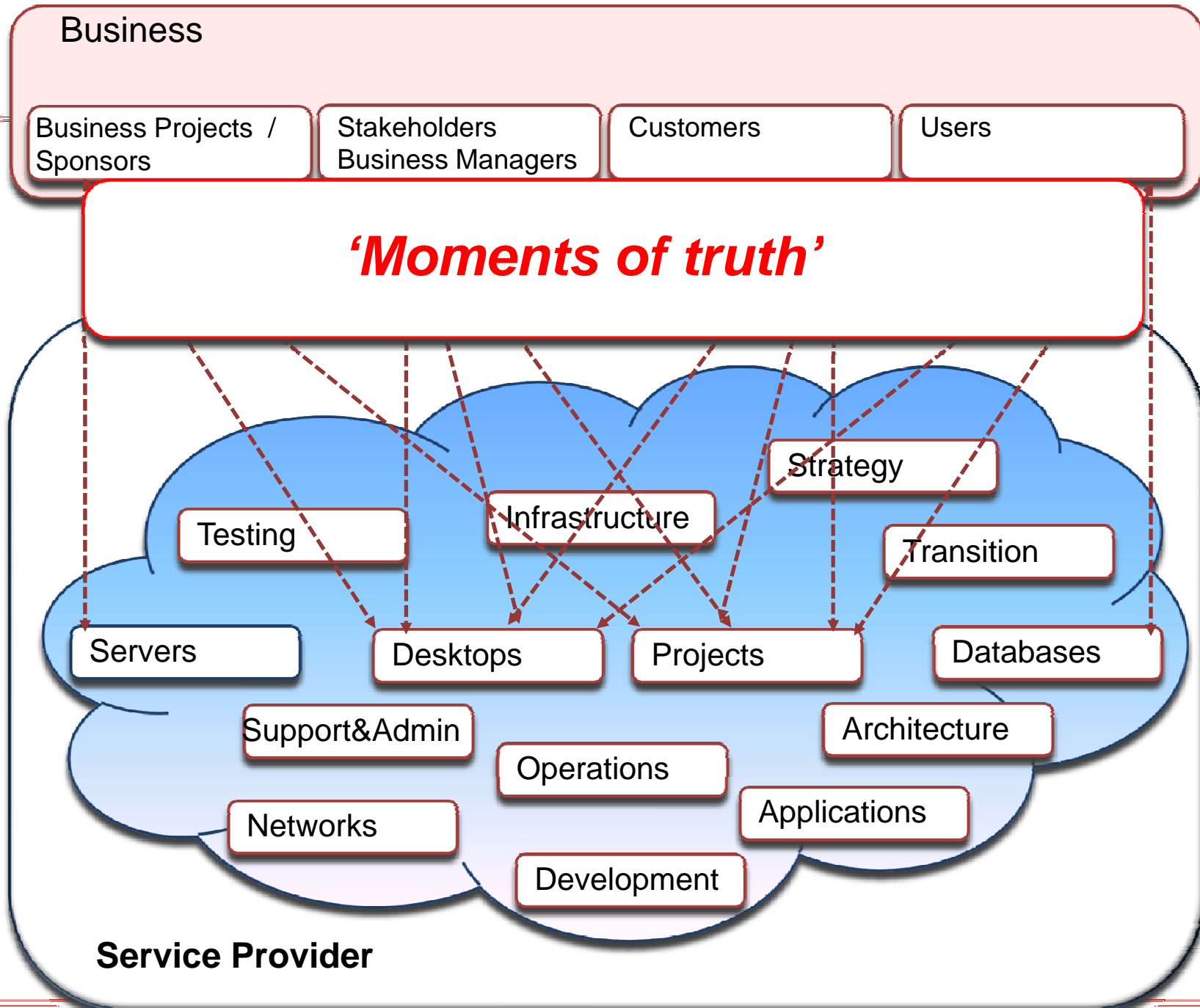
Factors affecting culture

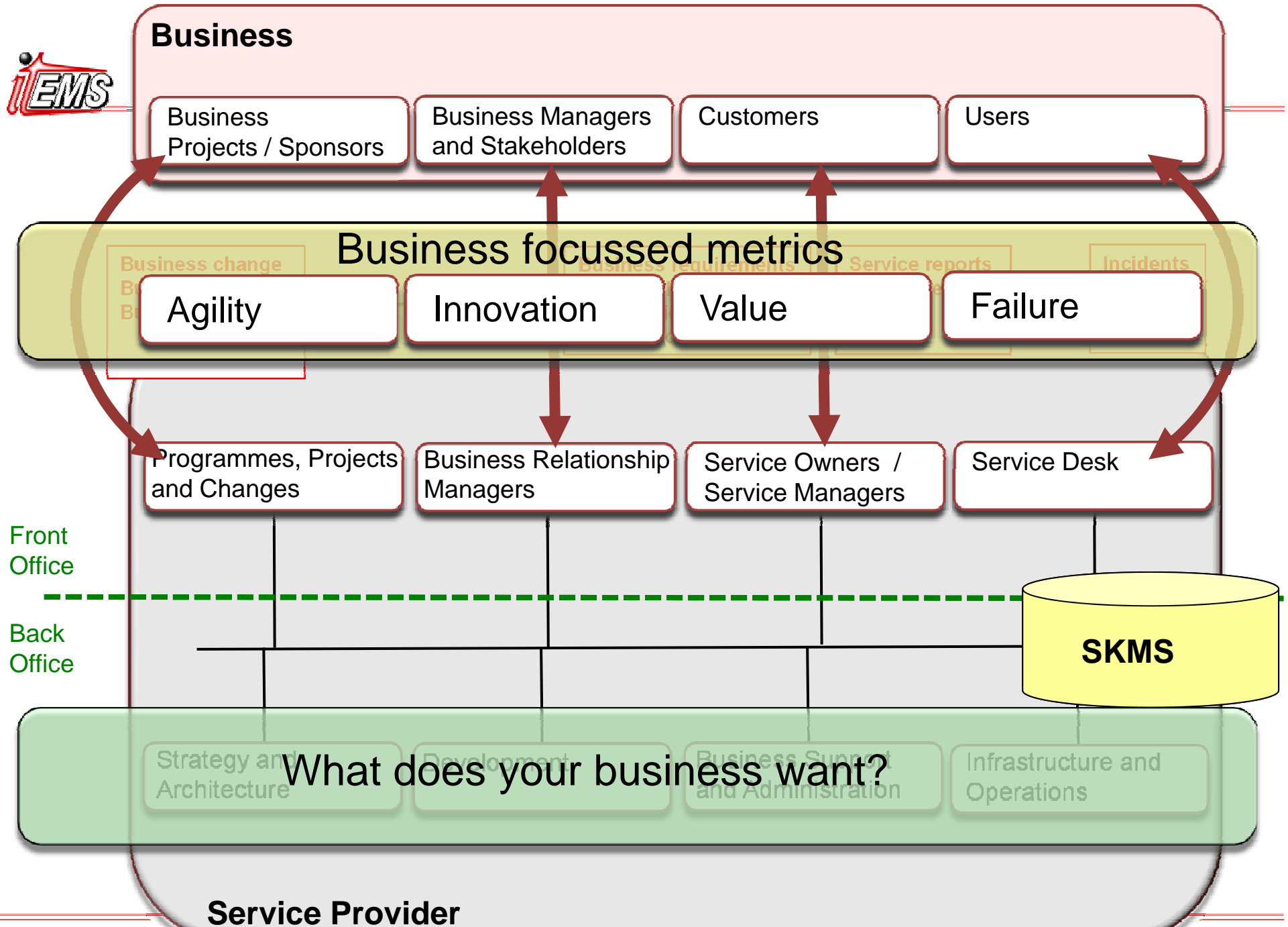


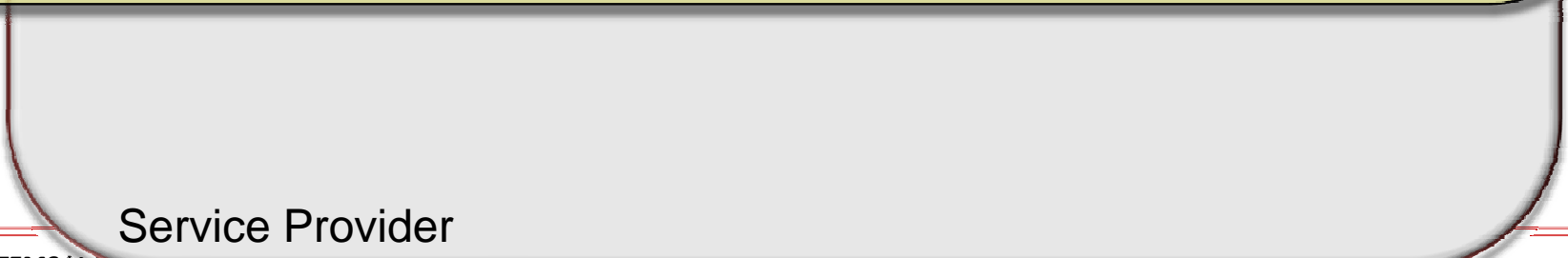
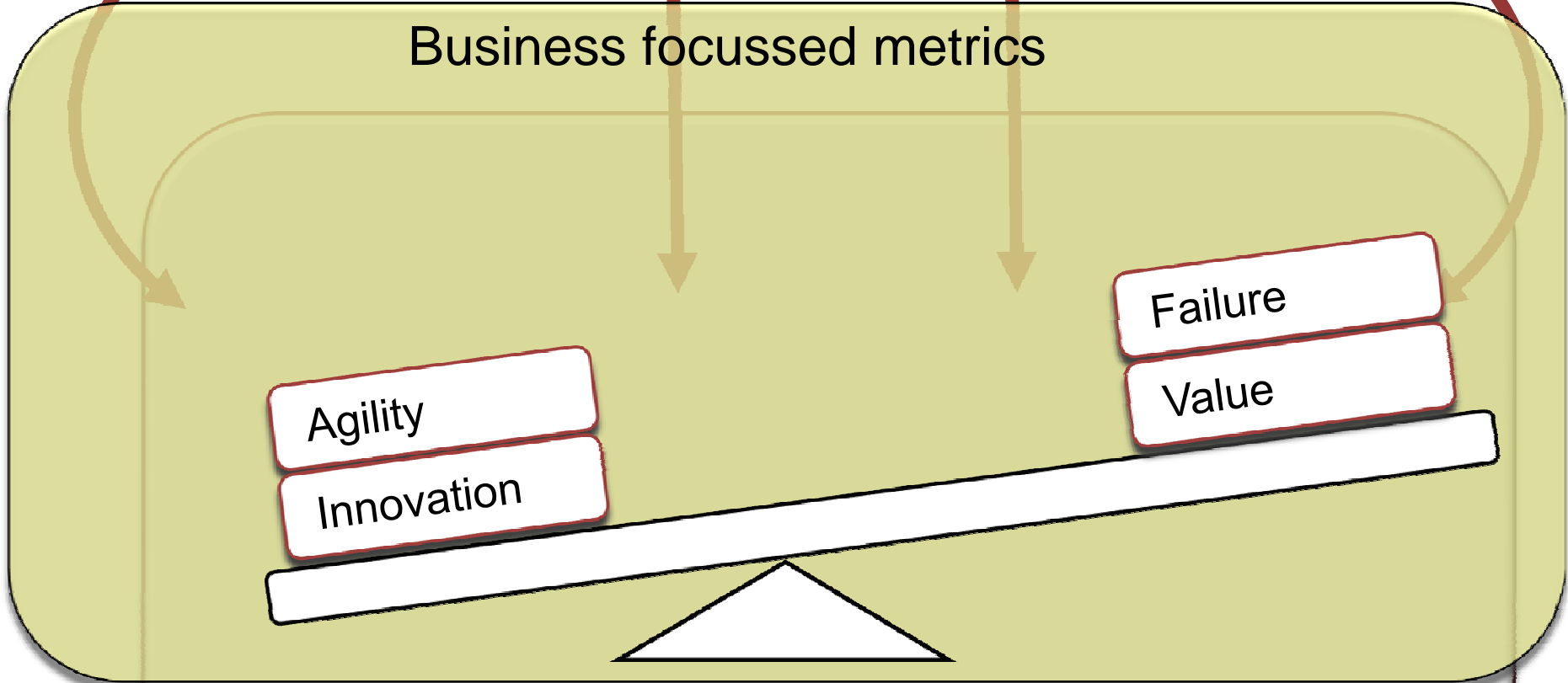
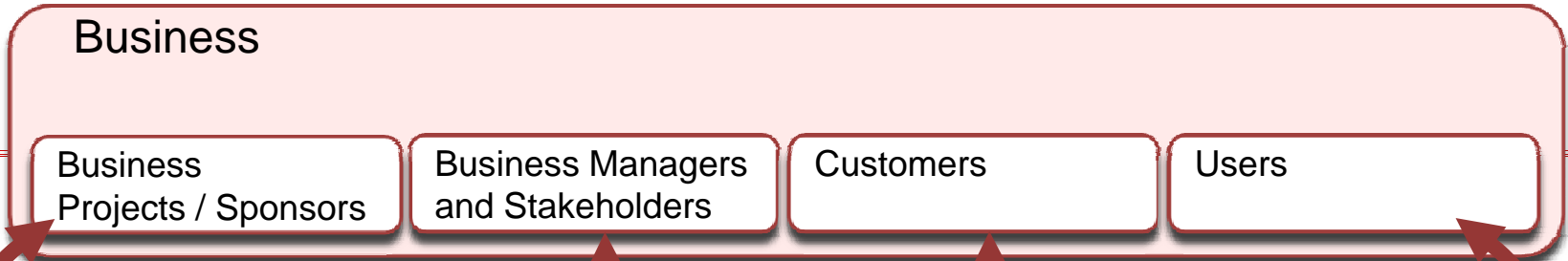


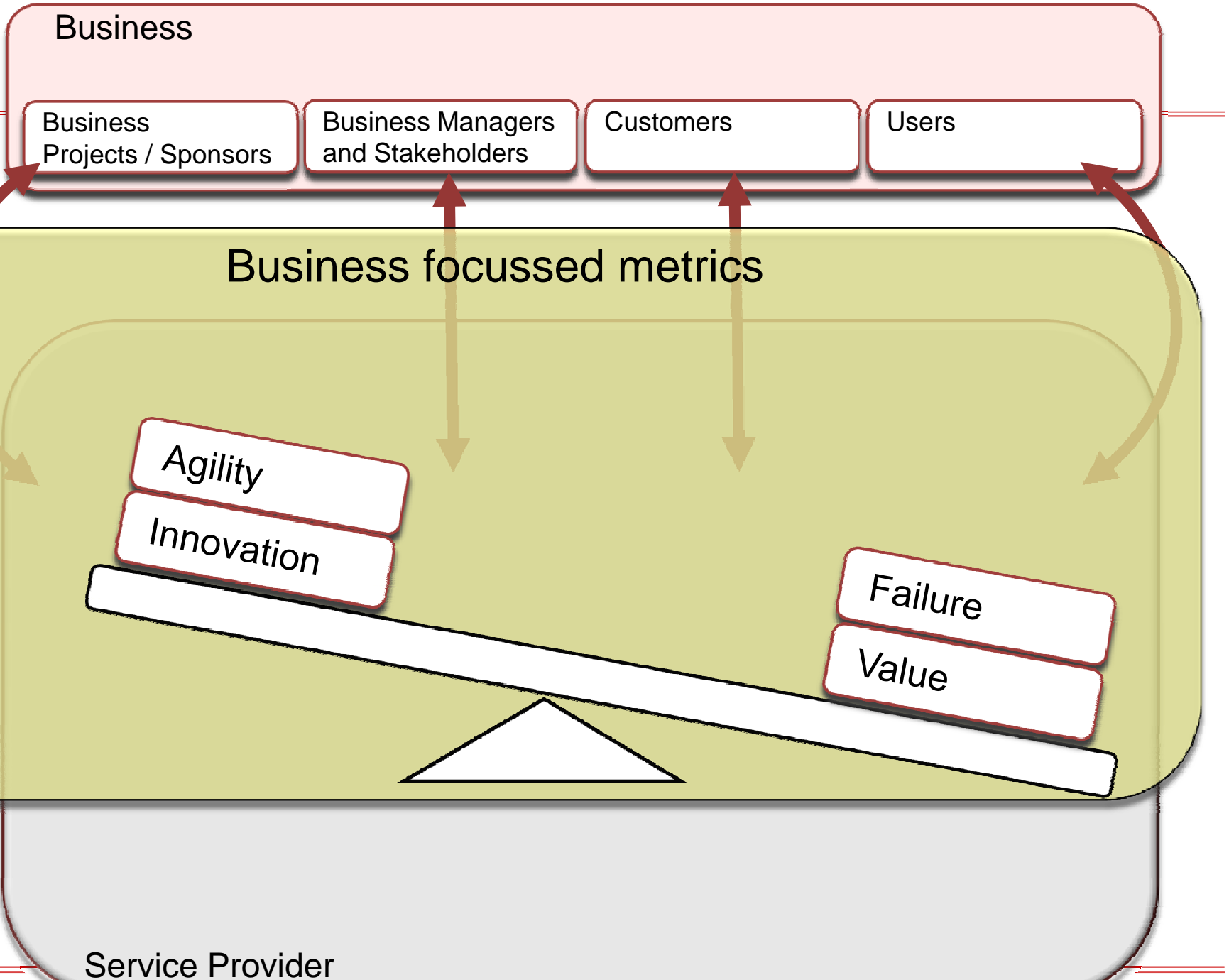
Cultural initiatives

- *Moments of truth*
- *The customer is king*
- *Business value*
- *Quality initiatives*
- *Service initiatives (including: Customer service)*
- *Improvement initiatives*
- *Customer experience management*
- *Lean and six sigma initiatives*
- *Knowledge sharing initiatives*
- *Green IT initiatives*



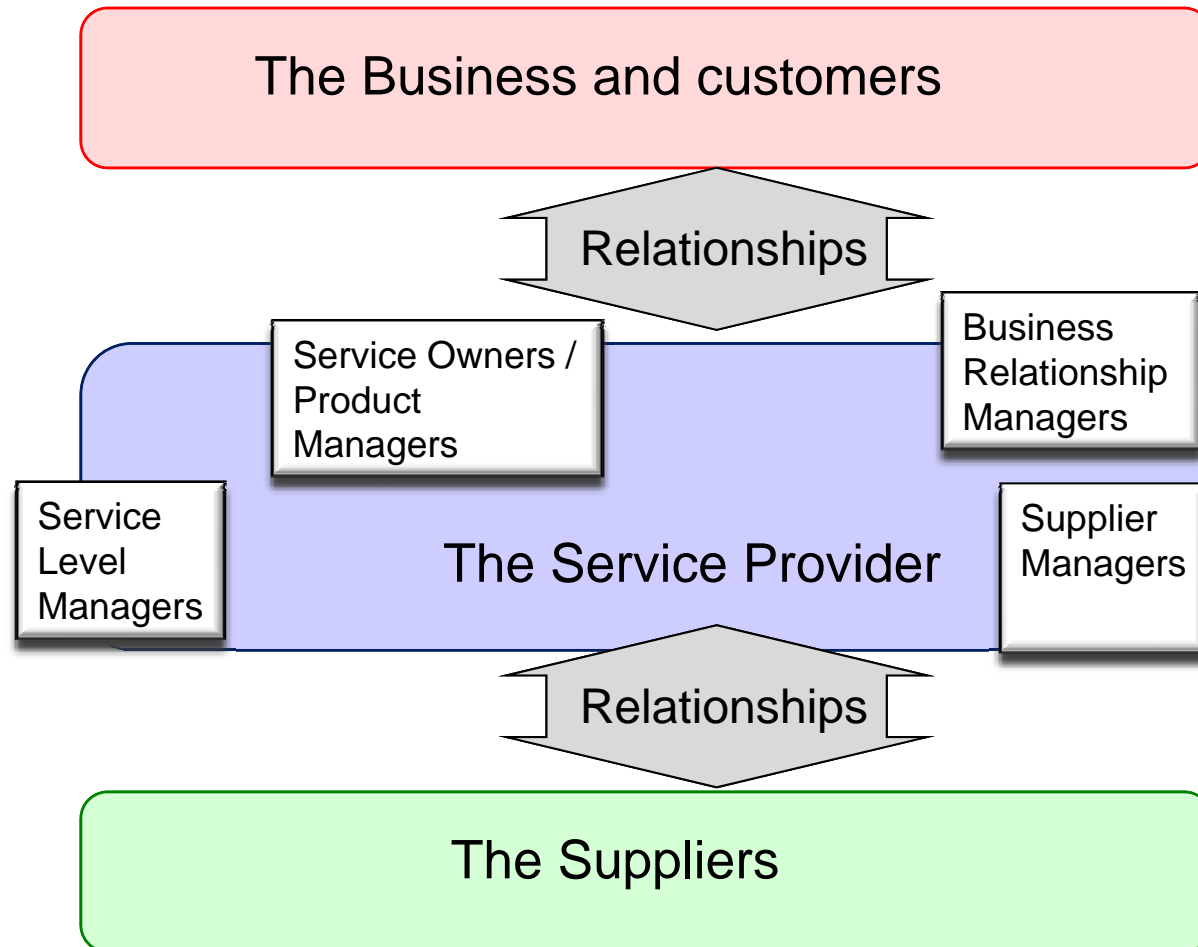




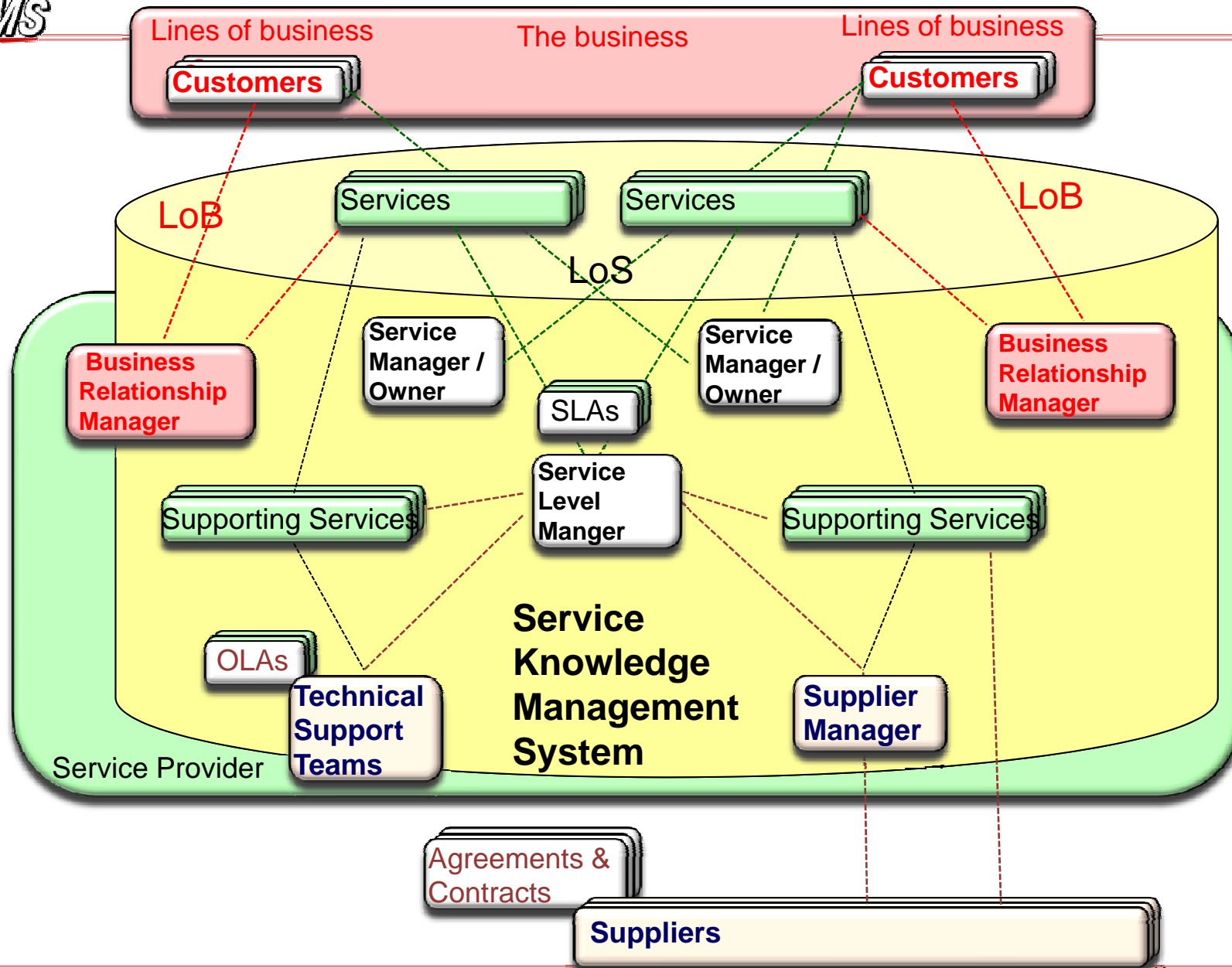




Relationships, roles, organisation & structure?



Roles, responsibilities and accountability





The main blockers including

- *Lack of strategy*
- *Lack of business and customer involvement*
- *Lack of people focus and management*
- *Poor integration – ‘silos’*
- *Wrong culture*
- *Reluctance to share knowledge*
- *A reactive or technology focus*
- *No ownership, accountability or empowerment*
- *Organisation and reorganisation*
- *Inappropriate or bureaucratic processes & metrics*
- *Theory and perfection*



The main enablers including

- *Good leadership, vision, governance & strategy –*
- *Good culture*
- *The people, their attitude, behaviour & approach*
- *Adopting the right approach*
- *The right environment – organisation, structure and technology*
- *Good communication*
- *Well structured relationships*



Summary

- *The right approach – based on the requirements (needs, wants and priorities) of the business and the customers*
- *Very practical guidance on how to approach the implementation and improvement of service management within an organisation*
- *Covering all seven aspects of service management capability and maturity*



The Living Library

Planning to Implement Service Management

Colin Rudd
ITIL Lead author and mentor

colin.rudd@itemsltd.co.uk



Any questions ?