

Planning to Implement Service Management (PISM)



Colin Rudd FISM, FBCS, CITP, CEng, FIITT

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

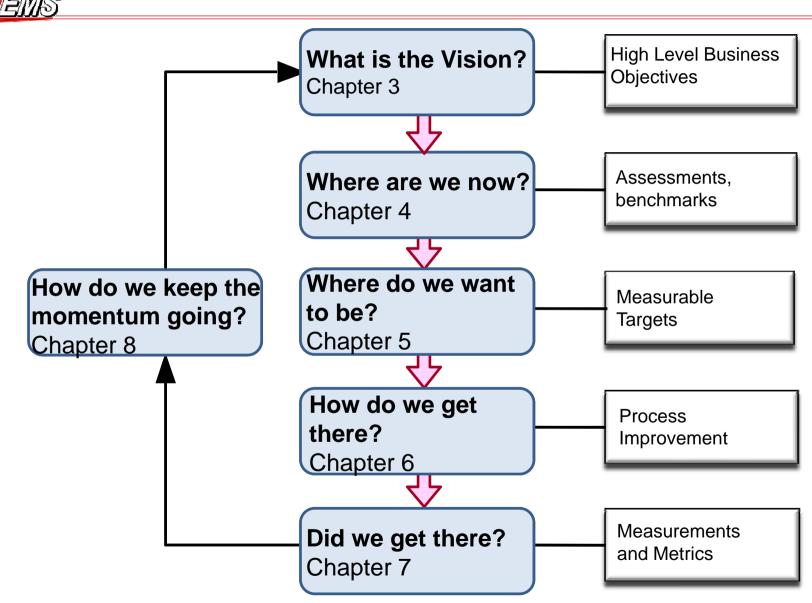
Appendices including:

 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

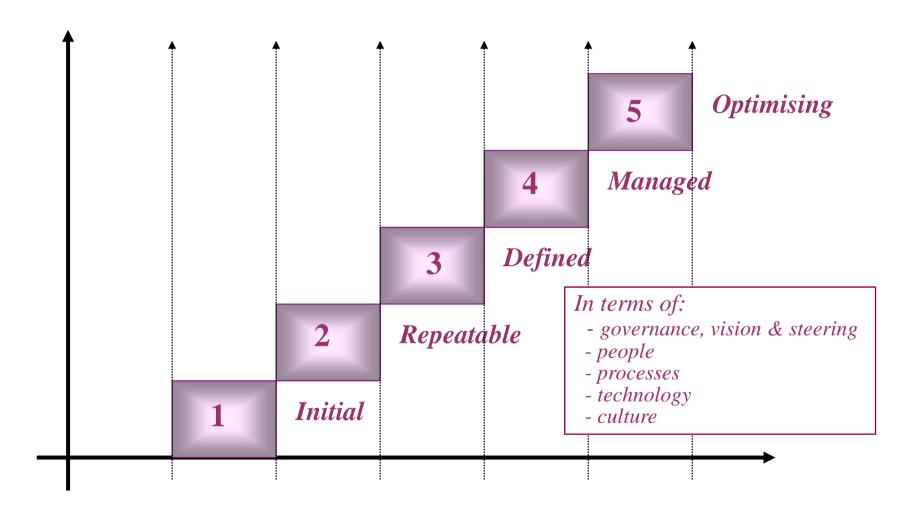
"Management is efficiency in climbing the ladder of success; leadership determines whether the ladder is leaning against the right wall."

Stephen Covey

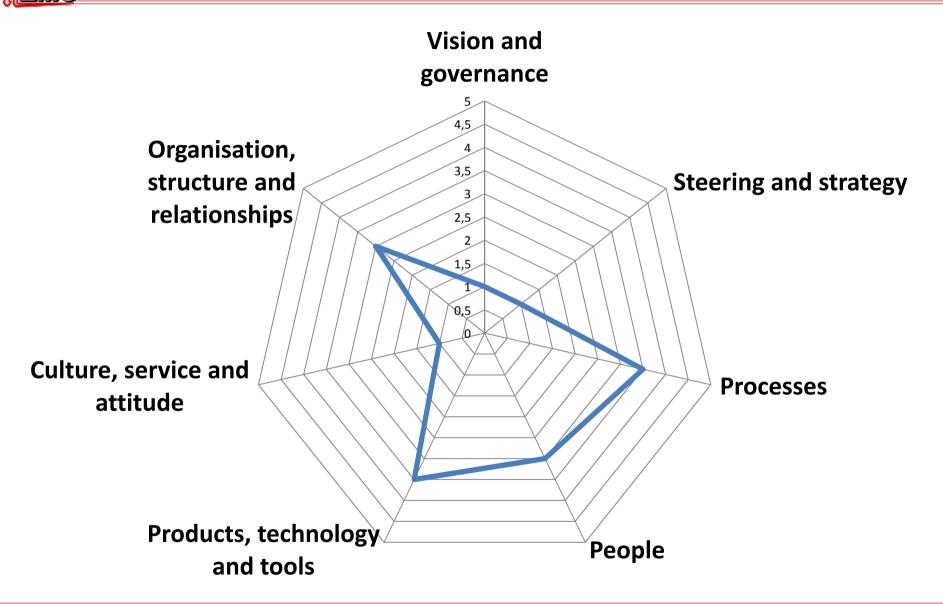
Where are we now?

- 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?

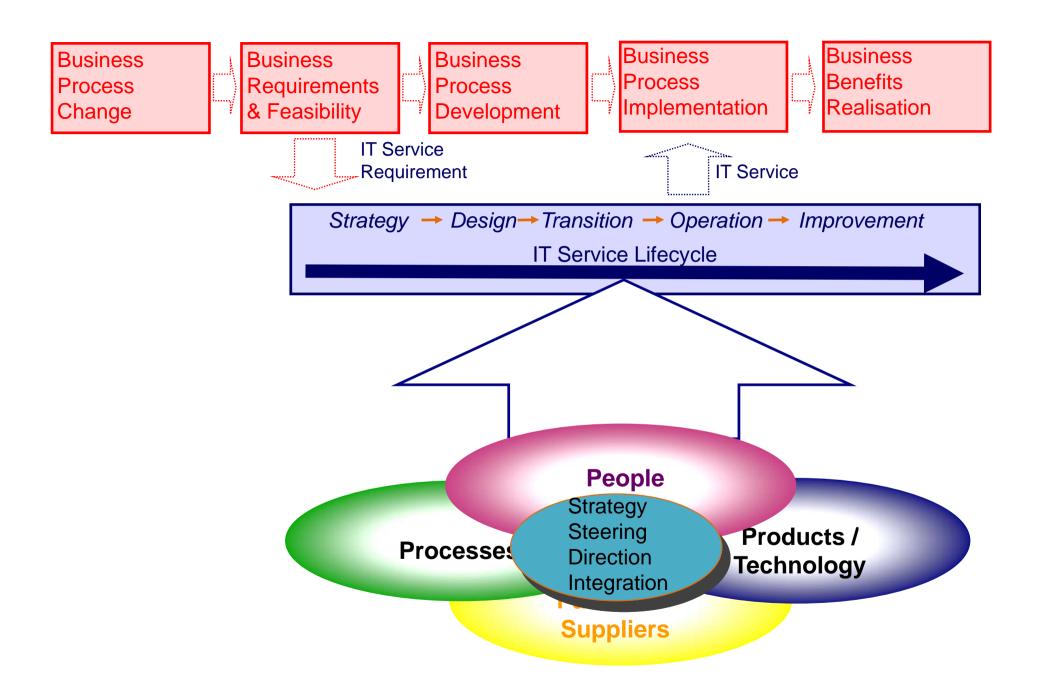
Targets, CSFs and KPIs

Organisational drivers

i ens

How do me 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

Business Centric

Level 5

Strategic

Business value chain focus

- IT is measured in terms of its contribution to the business
- All services are measured by their ability to add value
- Technology is subordinate to the business function it enables
- Service Portfolio drives investment and performance targets Contribution
 - Technology expertise is so entrenched in everyday operations IT is viewed as a utility by the business

Level 4

Service

Provision

Business focus

- Services are quantified and initiatives aimed at delivering appropriate levels
- Service requirements and technology constraints drive procurement
- Service Design specifies performance requirements and operational norms
- Consolidated systems support multiple services
- All technology is mapped to services and managed to service requirements
- Change Management covers both development and operations

Level 3

Customer focus

Technology Integration

- Critical services have been identified together with their technology dependencies
- Systems are integrated to provide required performance, availability and recovery for those services
- More focus on measuring performance across multiple devices and even platforms
- Virtual mapping of Configuration and Asset data with single Change Management for operations
- Consolidated Availability and Capacity Planning on some services
- Integrated Disaster Recovery Planning
- Systems are consolidated to save cost

Technology Centric

Product /service focus

Technology Control

Level 2

- Initiatives are aimed at achieving control and increasing the stability of the infrastructure
- IT has identified most technology components and understands what each is used for
- Technical management focuses on achieving high performance of each component regardless of its function
- Availability of components is measured and reported
- Reactive Problem Management and inventory control are performed
- Change control is performed on 'mission critical' components
- Point solutions are used to automate those processes that are in place, usually on a platform-by-platform basis

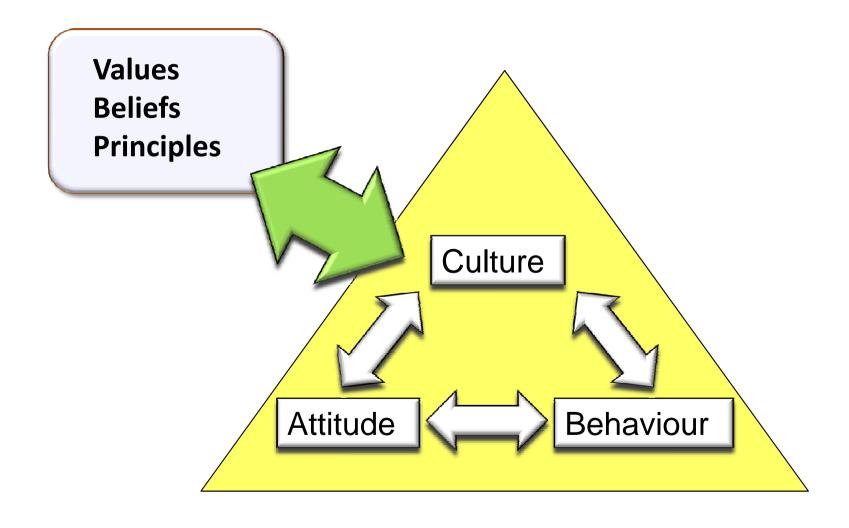
Level 1

Technology focus

Technology Driven

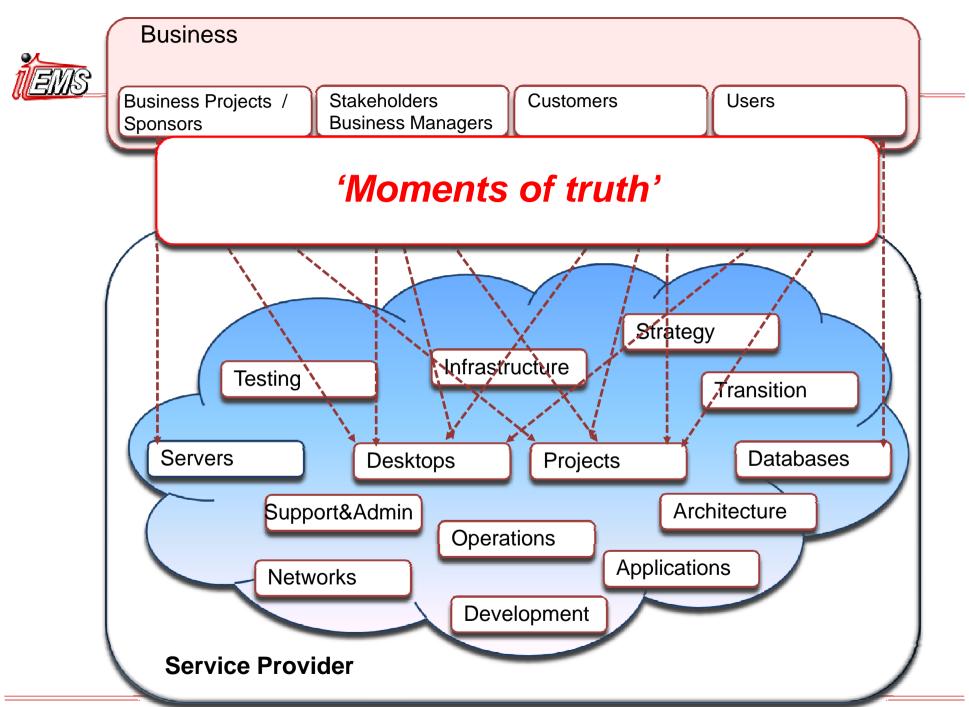
- IT is driven by technology and most initiatives are aimed at trying to understand infrastructure and deal with exceptions
- Technology management is performed by technical experts, and only they understand how to manage each device or platform
- Most teams are driven by incidents, and most improvements are aimed at making management easier not to improve services
- Organizations entrench technology specializations and do not encourage interaction with other groups
- Management tools are aimed at managing single technologies, resulting in duplication
- Incident Management processes start being created

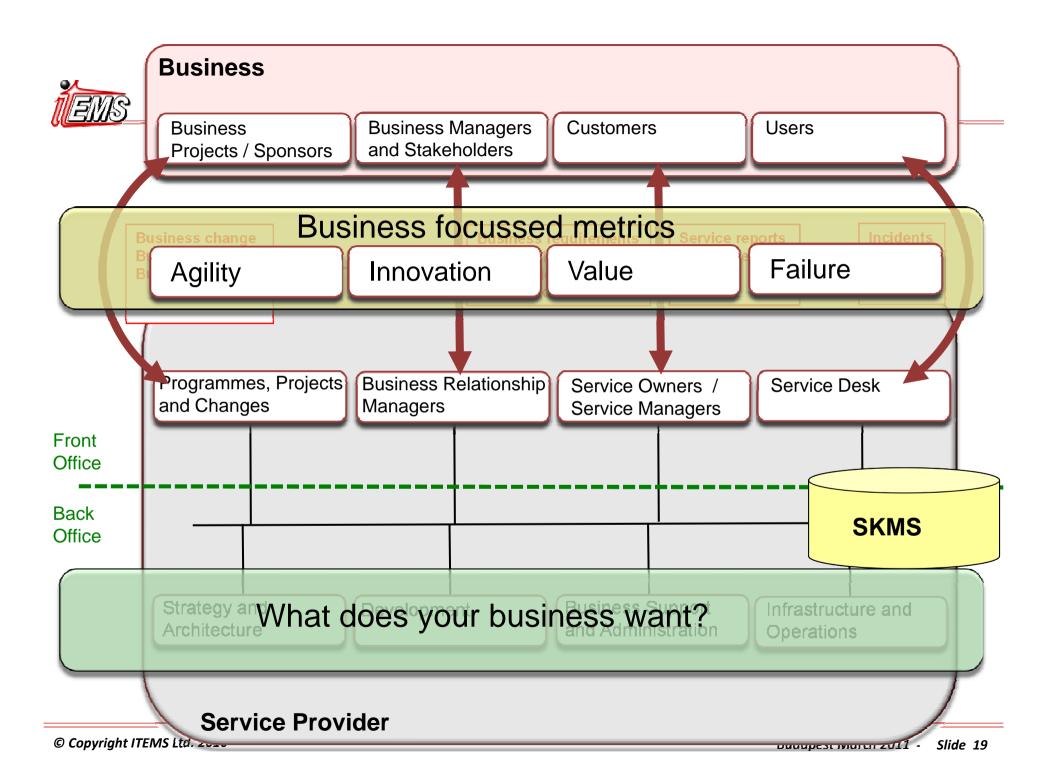
Factors affecting culture

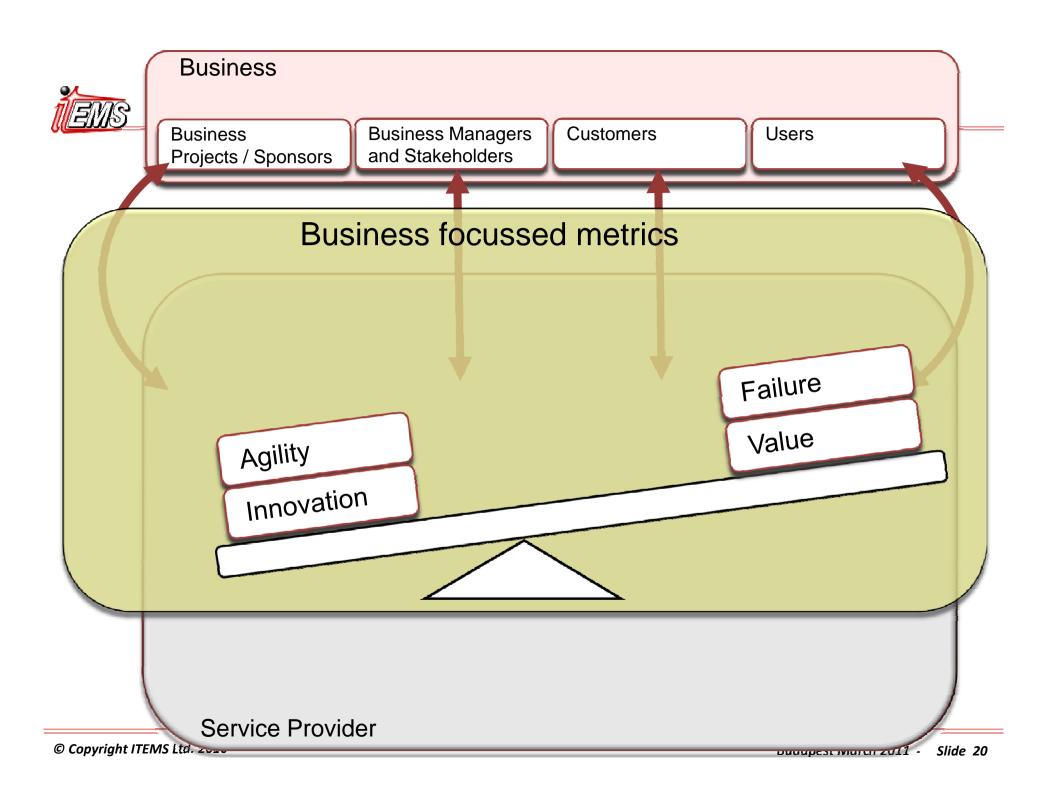


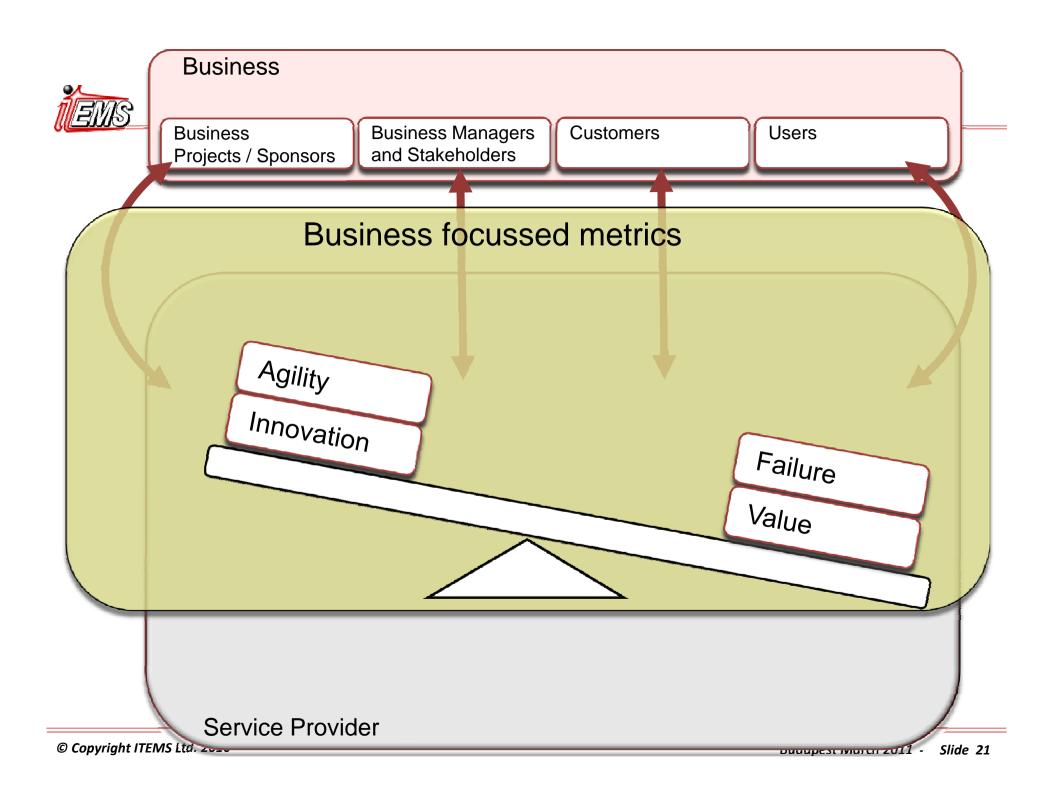
Cultural initiatives

- 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



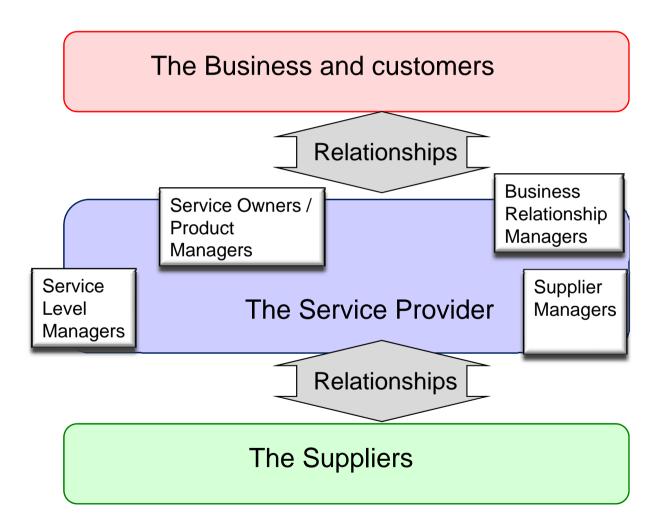




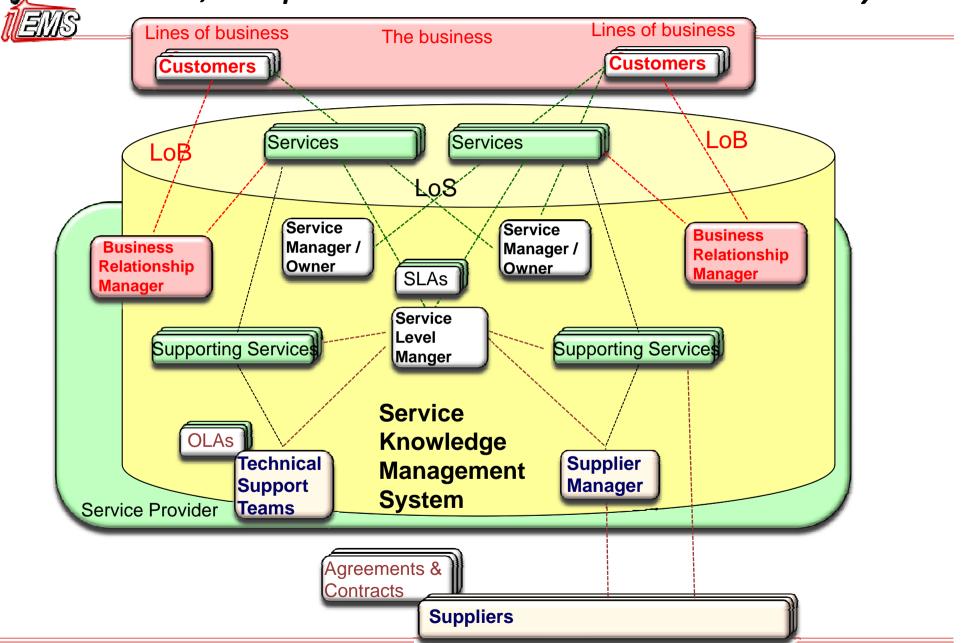




Relationships, roles, organisation & structure?



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



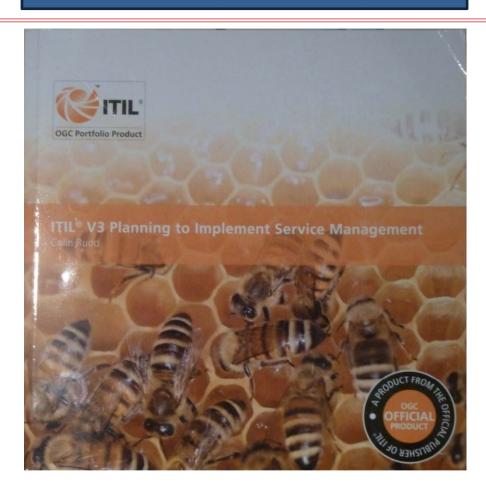
The Living Library

Planning to Implement Service Management



colin.rudd@itemsltd.co.uk





Any questions?