Are you Implementing or improving what you have?
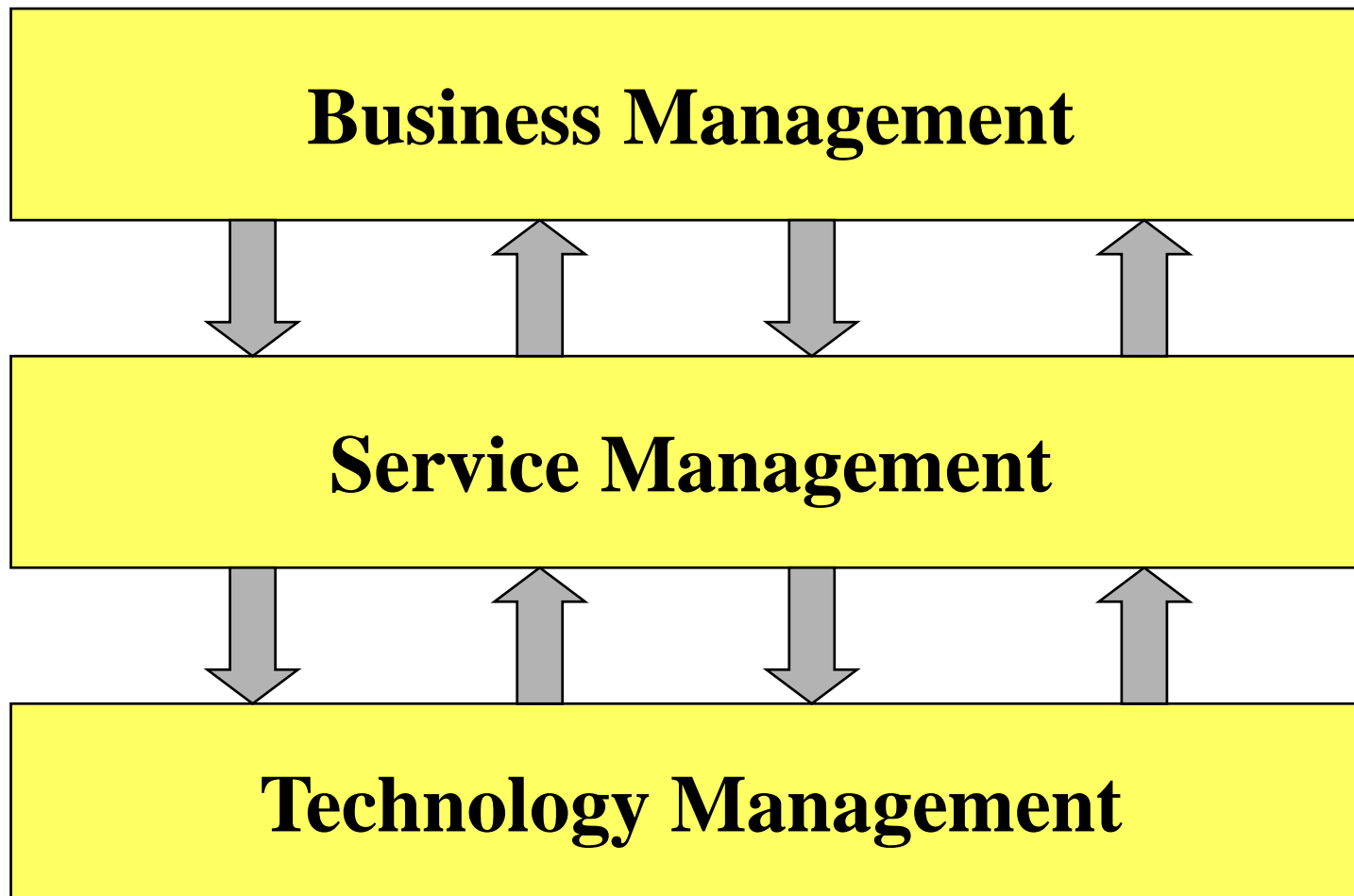
Vernon Lloyd
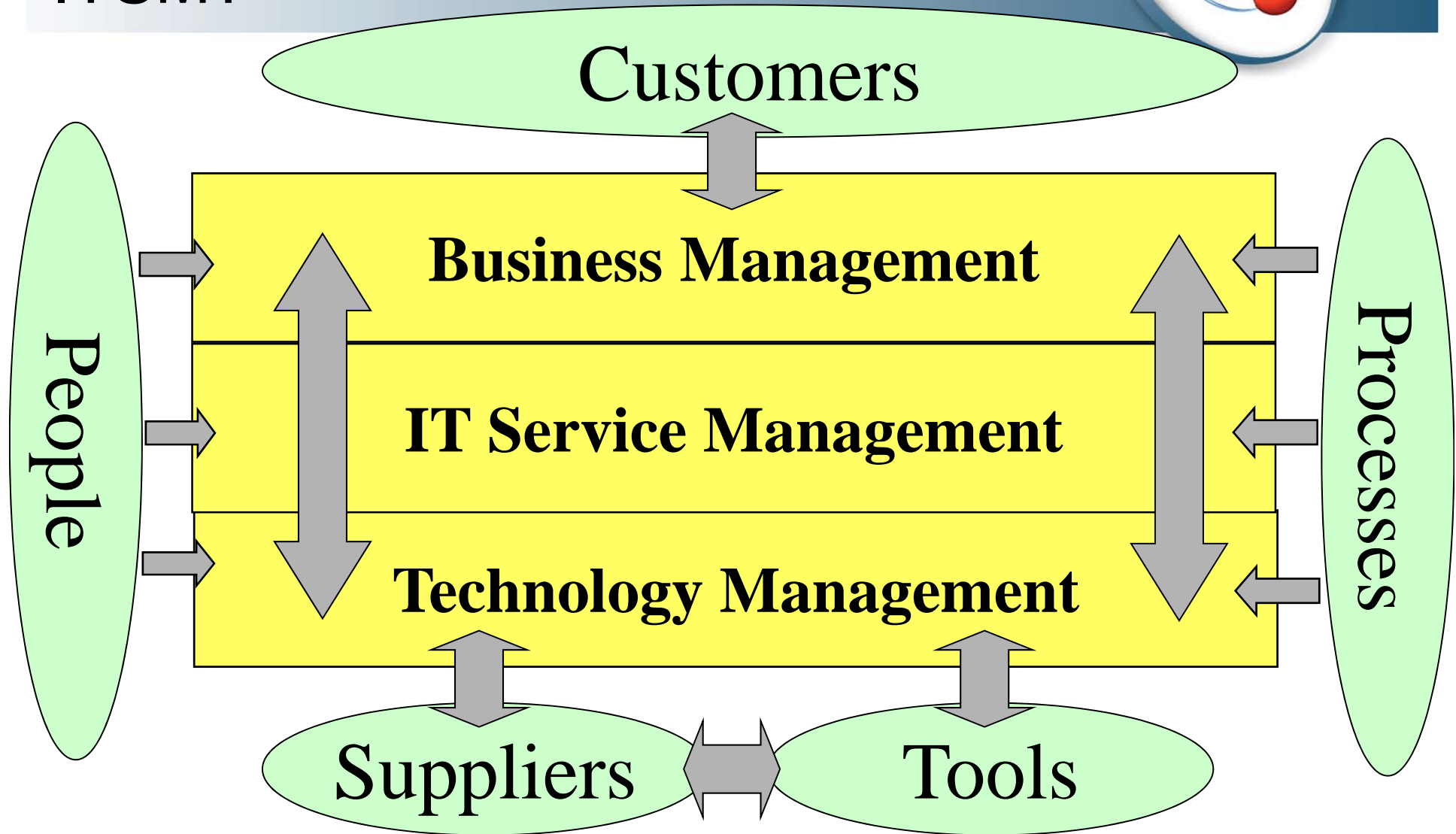
www.foxit.net

www.askthefox.info

Why do we need to worry about ITSM?

Business Management

Vision
Mission
Business Plan

Operational Plan
Work
Programme
Applications

Technology Management

Business Management

Service Management

Technology Management
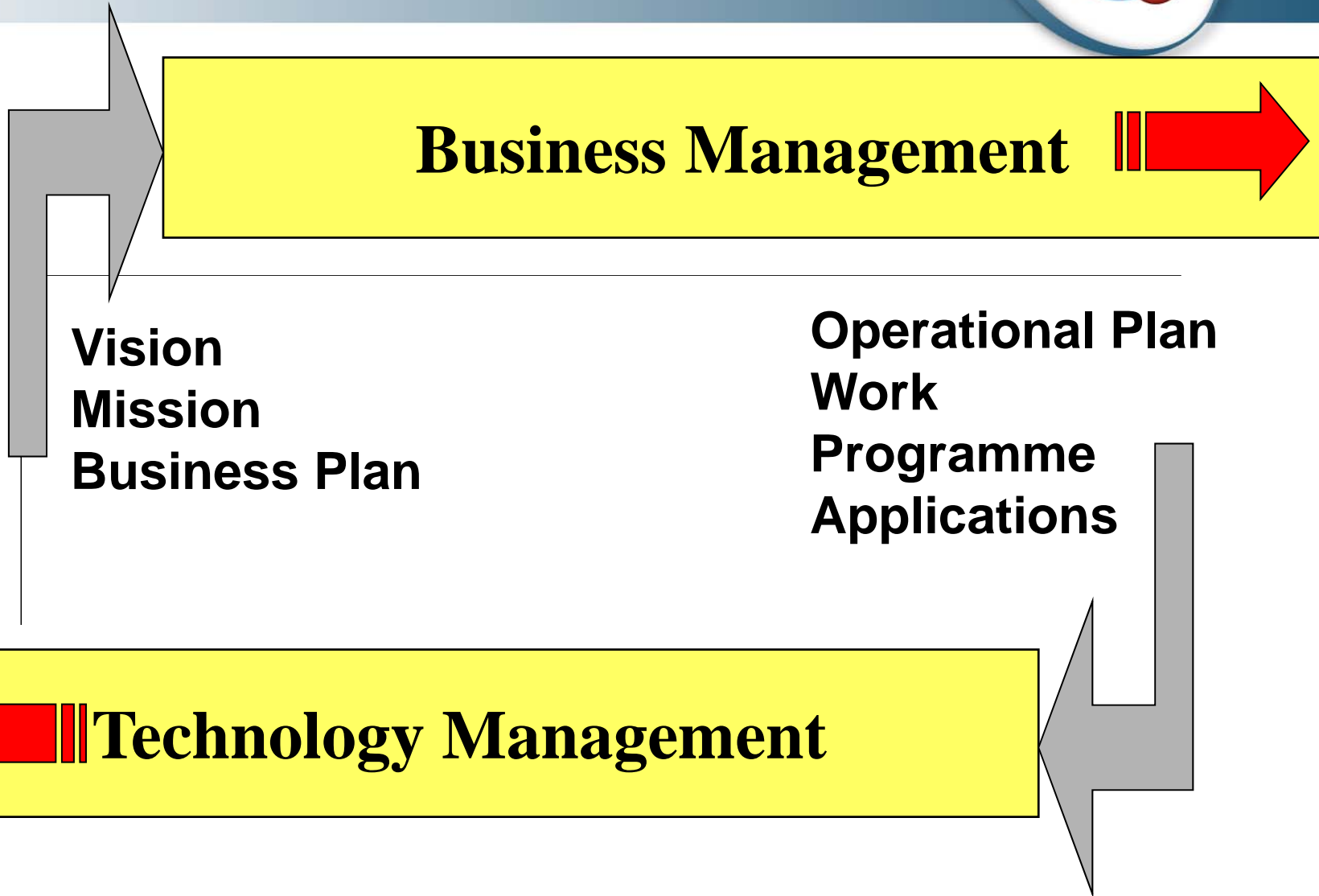
Why do we need to worry about ITSM?

If you don't change something - nothing will improve

HERE is Pooh Bear, coming downstairs now, bump, bump, bump, on the back of his head, behind Christopher Robin.

It is, as far as he knows, the only way of coming downstairs, but sometimes he feels that there really is another way, if only he could stop bumping for a moment and think of it.

AA Milne

Planning for implementation or improvement

Where do we start?

Well it all depends.....

The ITIL® framework

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Set the strategy

- Important that the IT strategy adopted is aligned to the overall business needs and will enable the overall business to be successful
- It could include different sourcing options including cloud computing

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Set the Design

- See first that the design is wise and just: that ascertained, pursue it resolutely; do not for one repulse forego the purpose that you resolved to effect
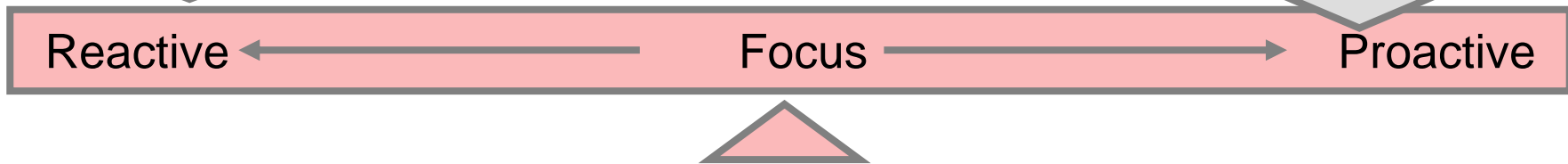
William Shakespeare

Achieving balance in Service Operation (cont.)

Too busy putting the fire out	Building firewall instead of dealing with the fire

Reactive ←———————— Focus ————————→ Proactive

May not support business strategy	May introduce change that is not required

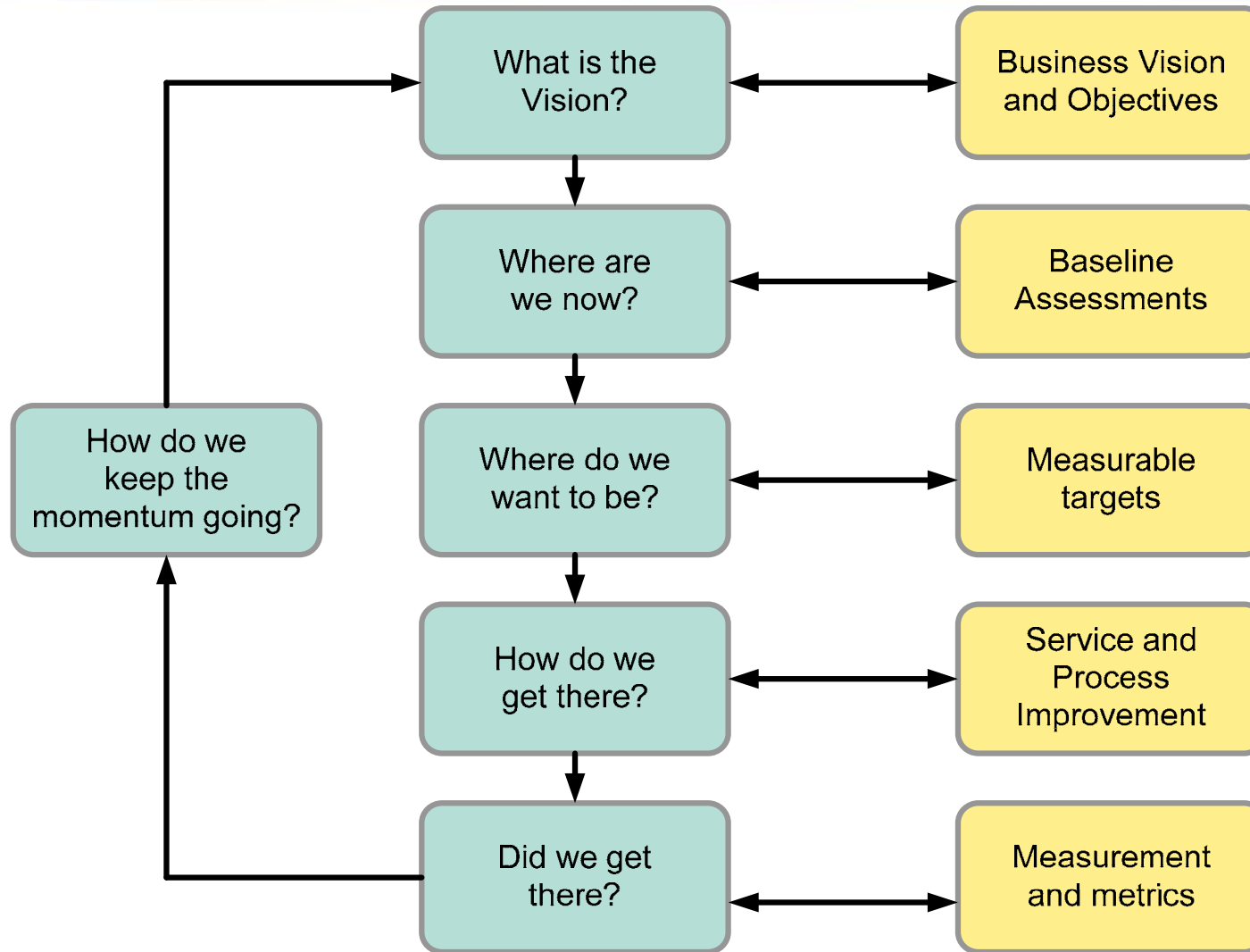Reactive ←———————— Focus ————————→ Proactive
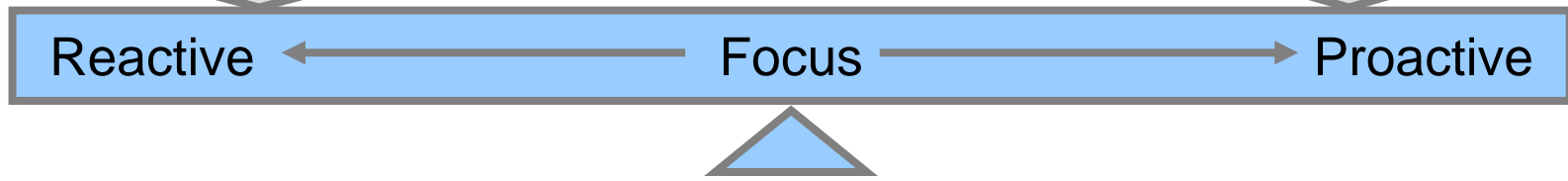
So what do you need to implement ITSM?

- You will need a strategy
- You will need a plan
- You will need to prioritise
- You will need processes
- You will need organised & skilled people
- You will need the right suppliers
- Most importantly you will need to understand the business outcome requirements

and you need to continue planning….but also doing

The Continual Service Improvement model

Green boxes	Yellow boxes
What is the Vision?	Business Vision and Objectives
Where are we now?	Baseline Assessments
Where do we want to be?	Measurable targets
How do we get there?	Service and Process Improvement
Did we get there?	Measurement and metrics
How do we keep the momentum going?	

Where are you now?

Infrastructure drives services

Services drive infrastructure

Best Effort

Agreed targets/ certainty

Assessments

- Assessments are formal mechanisms for comparing the operational environment to the performance standards
- Assessments can:
  - Measure improvements that have already been made
  - Identify potential shortcomings that could be addressed
- Talk to all relevant stakeholders
- You can assess yourself or use others

You need to ask the right people the right question in any survey or assessment

|	yes	no
Have you, or are you involved in espionage or sabotage; or in terrorist activities or genocide?	❑	❑
Have you ever been, or are you a trafficker of controlled substances	❑	❑

IMPORTANT: If you answered "yes" to any of the above, please contact the American embassy BEFORE you travel to the U.S.

….how many people do you think have answered yes?

Process assessment results

Maturity Results
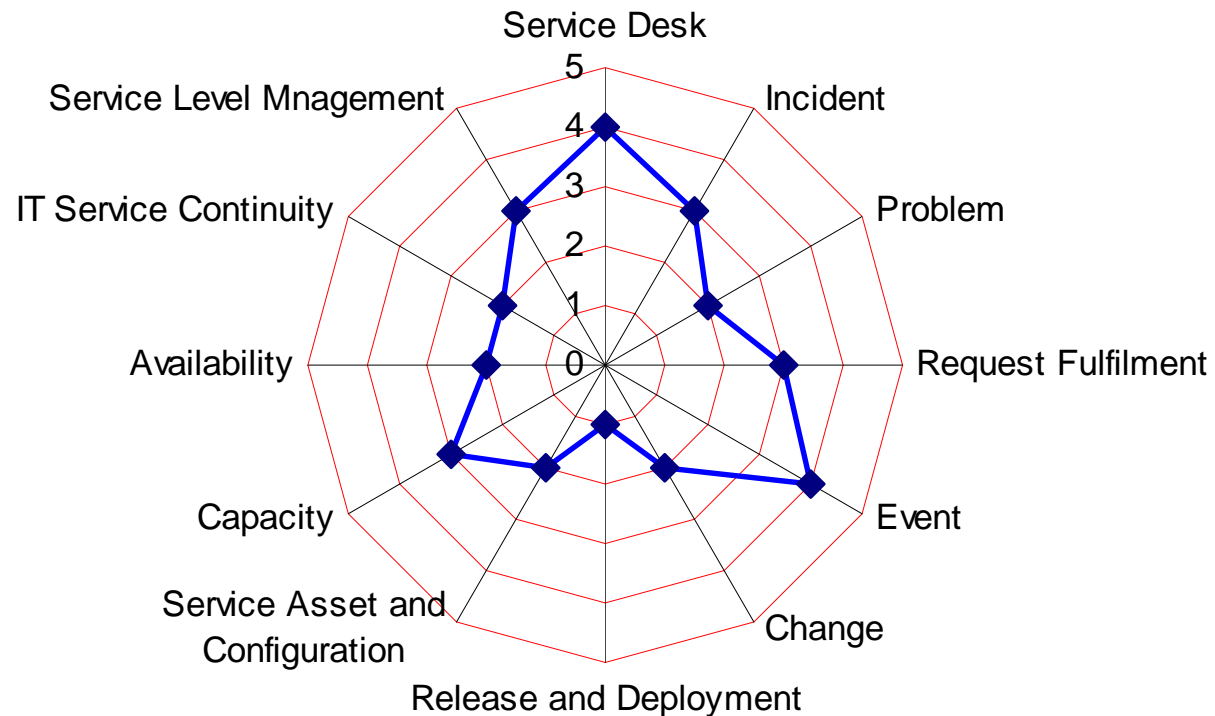
Not just processes – technology, people, suppliers

People Make the Difference Between Success and Failure!

Why service Management implementations fail?

- Not enough urgency
- Underestimating the difficulties
- Lack of effective strong leadership
- Inappropriate vision
- The vision hasn't been communicated
- Failure to empower others to act on the vision
- Failure to plan for and create short term wins
- Failure to consolidate improvements and produce more change

Essentials for success

- Organisational structure
  - Right people in the right roles
- Involve others in the decision making
  - IT Steering group or focus groups
- An appropriate strategy
- A perfect design – to meet the requirements
- An implementation plan
- Good communications
- Monitoring and measuring

Organizational Change

- Help people to see the bigger picture
  - Perhaps move people around for cross-skilling but also to give them a different view
- As always communications is the key
  - Everyone needs to know why, when, benefits of change especially organisational change
- Work on teams, interactions and relationships
- Culture
  - Define and demonstrate new values

Organizational change

- Improving service management means embarking on an organizational change programme
- This must involve people and the way they work
- It is generally accepted that people do not like change
- For implementation to be successful in an organization then those managing and steering changes must consider these 'softer' issues or the programme may fail to achieve the desired results

If implementing or improving

- Journey, not a destination
- Give the project a title
    - Everything that improves is as a result of "the project"
    - "it would have been even worse without the "the project""
- Produce a road map for improvement
    - With short, medium and longer term gains

Timeline header:

| 0-2 months | 2-4 months | 4-6 months | 6-8 months |

Left column (vertical):
- Assessment Update
- Define Tools Strategy
- Define ITSM Strategy

Right column:
- Re-assess Maturity

Education and Training
- Produce Training and Education Plan
- Define Services
- Document Service Catalogue
- Change Control Awareness Program
- Release Mgt Awareness Program
- Release Mgt Toolset Tng
- Config Mgt Awareness Program
- SM&C Awareness Program

Change Management
- Process Definition Workshops
- Produce Change Mgt, Code Control and interim Release Mgt Definitions
- Integrate Change Mgt with Rational
- Implement Change Mgt, Code Control and interim Release Mgt
- Integrate with interim Config Mgt
- Establish Change Mgt and Code Control
- Ensure integration of Change Mgt and Full Release Mgt
- Ensure integration with Config Mgt, Change Mgt and Release Mgt

Release Management
- Review existing Release Mgt Toolset
- Enhance/Add to Release Mgt Toolset
- Implement Release Mgt Process & Toolset
- Establish Release Mgt

Configuration Management
- Identify End to End FAST Configuration Items
- Review existing CI data stored
- Agree interim CI controls
- Integrate with Change Mgt
- Identify CI data Gaps and extend tools to fill
- Develop CMDB interface
- Implement CMDB interface
- Implement full Config Mgt
- Establish Config Mgt

Service Monitoring and Control
- Integrate with Incident Mgt
- QA existing Monitoring
- Tune existing FAST monitoring
- Establish enhanced FAST monitoring
- Define Config Mgt and Full Fast Monitoring
- Ensure Integration with Change Mgt
- Implement full FAST monitoring
- Tune full FAST monitoring
- Establish full FAST monitoring

Tools
- Integrate Change Mgt with Rational
- Integrate Code Control with Test Director
- Integrate Release Mgt and Tool-set
- Integrate Config Mgt and CMDB

Organisation
- Consolidate Monitoring Resource
- Consolidate Release Resource

Key:
D — External Co. Task	G — Config Mgt Stream
E — Education Stream	H — Service Monitoring Stream
E — Change Mgt Stream	I — Tools Impact
F — Release Mgt Stream	J — Organisation Impact
K — Timeline L — Pre-Project Actvity	M — Post-Project activity

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Think about your communications

- At all times but especially when implementing changes
 - What
  - Who
  - When
  - How

You can't stay in your corner of the Forest waiting for others to come to you. You have to go to them sometimes"

AA Milne

How do we check our milestones have been reached?

- In a study less than 50% of IT directors, who had strategic IT plans aligned to business strategic direction, said they measure results

- Need to understand the Critical Success Factors (CSF) and set and measure Key Performance Indicators (KPI)

- Focus on a small sub-set of CSFs and KPIs at any one instant. The required CSFs and KPIs should be set at the beginning of the improvement initiative
    - Include Customer Satisfaction
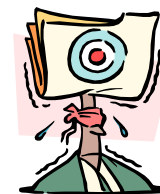
Return On Investment

- "Sounds like a good idea" is no longer an acceptable way of making a decision of whether or not to proceed with an improvement

- Organizations today want to see a solid business case for expending resources on improvement

- This, however, can present some challenges:

  - Limited experience in identifying measurable benefits
  - Lack of understanding about the difference between a benefit and ROI
  - Tangible and intangible benefits are difficult to distinguish
  - Success criteria are inadequately identified or measurement is not straightforward
  - Failure to progressively measure and monitor benefits and returns

Creating ROI

- Investment costs – what is paid out to make the improvement:
  - Internal resource costs
  - Consulting costs
  - Tool costs
  - Required equipment costs
  - Training costs

- Normally all very easily identified

- Gains – what the organization can gain from the investment:
  - Revenue and productivity gains as a result of less downtime
  - Gains associated with less rework
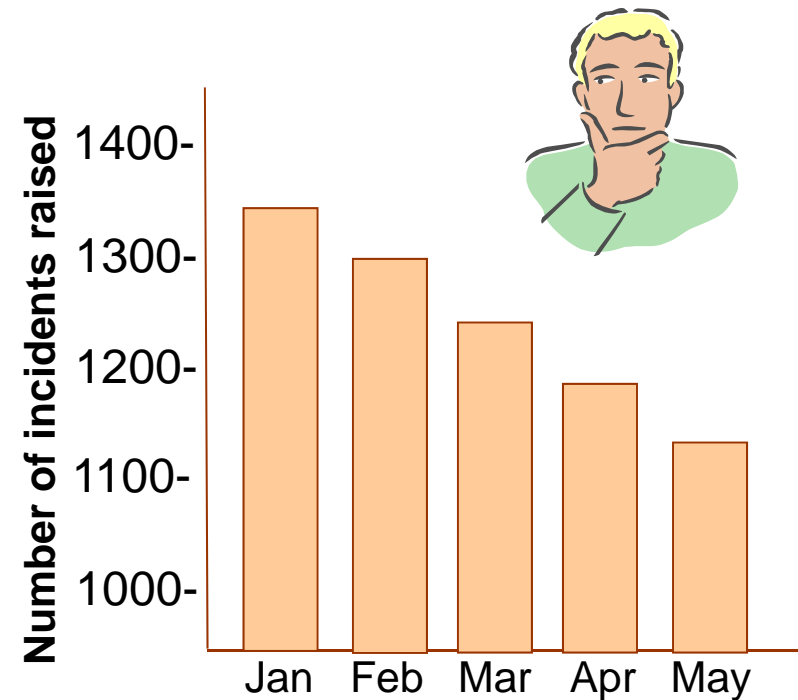 - Gains from a reduction in, or the elimination of, redundant work

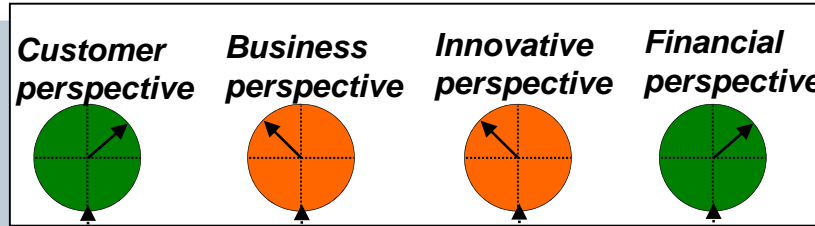- Often hard to define

Interpreting metrics

- How would you interpret the displayed information?
- What might be the cause?
- Is the graph showing something good or bad?
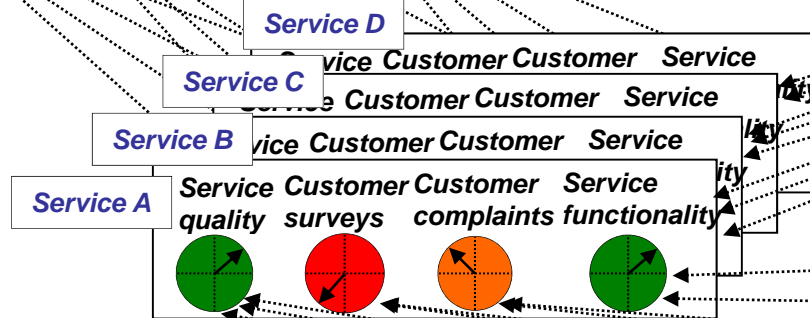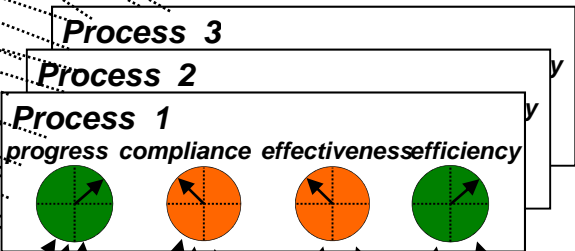- How can we make sure the right message gets to the audience?
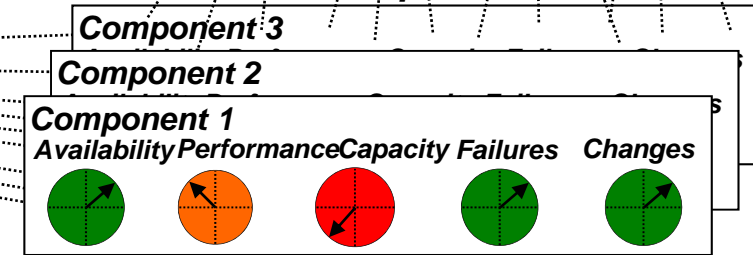
Measurements

Business objectives & metrics

Customer perspective — Business perspective — Innovative perspective — Financial perspective

IT objectives & metrics

Customer perspective — Business perspective — Innovative perspective — Financial perspective

(Customer Satisfaction) — (Process performance) — (Response & innovation) — (Financial performance)
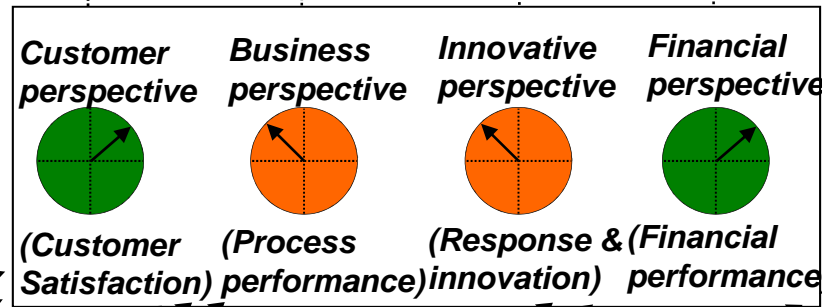
Overall service & customer metrics

Service quality — Customer feedback — Customer complaints — Service functionality

Individual Process metrics

Process 3
Process 2
Process 1
progress — compliance — effectiveness — efficiency

Service D
Service C
Service B
Service A

Service quality — Customer surveys — Customer complaints — Service functionality

Individual service & customer metrics

Individual Component metrics

Component 3
Component 2
Component 1
Availability — Performance — Capacity — Failures — Changes
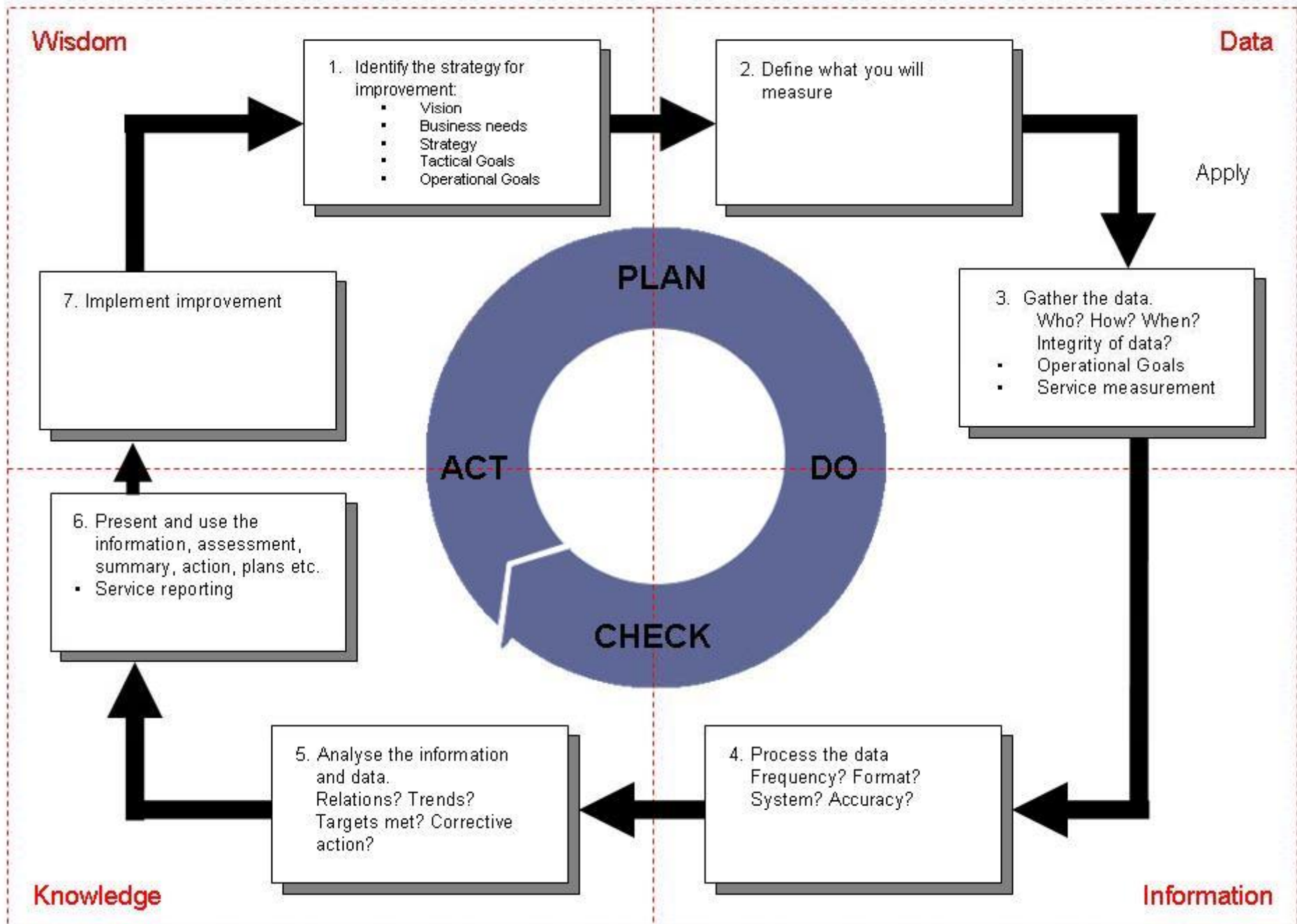
Basics for improving - summary

- Start small – do not expect to improve everything at once

- Spend time analysing data – this is where real value can be found and improvement opportunities identified

- Report the findings - reporting is a good marketing opportunity

- Look for improvement opportunities throughout the whole of the service lifecycle - it is not the correct approach to wait until a service or process is operational and issues come to the surface

Summary

- Organisations must address the management of IT Services not just the Management of technology

- Think about People, Process, Technology and Suppliers

- Ensure IT is enabling the business as a whole to succeed

- "I cannot say whether things will get better if we change; what I can say is they must change if they are to get better"

The ITIL lifecycle

- *The better the strategy the more cost effective your delivery will be*

- *The better the design the less the need for rework*

- *The better the transition the less chance of failure*

- *The better the operation the happier your customers will be*

- *The better your CSI activities the better your business will be*

Any Questions