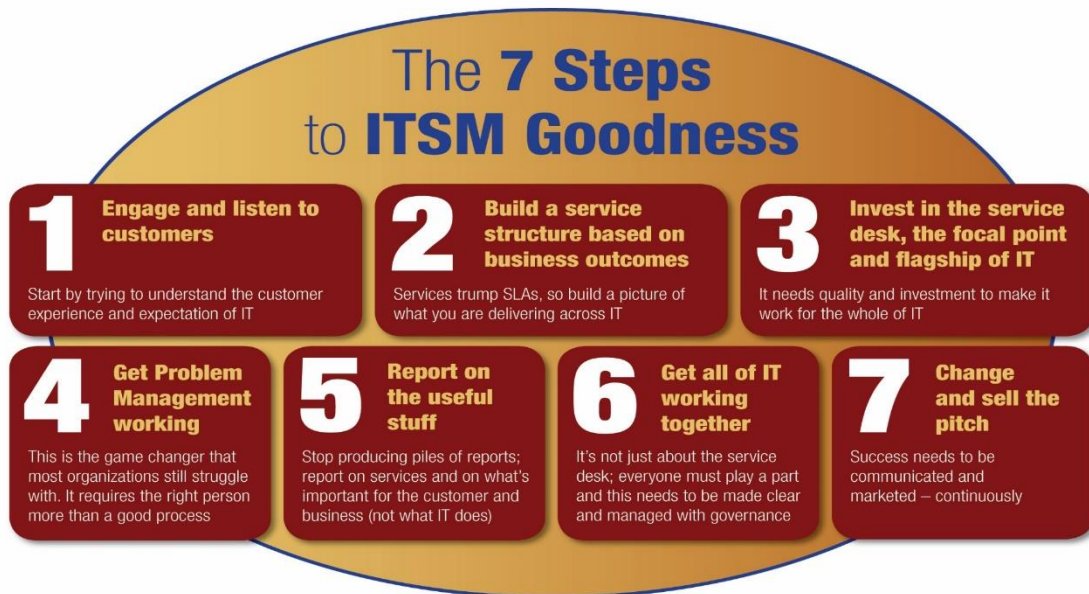




ITSM Goodness



Getting started and getting the basics right

Simple to understand and straightforward to implement, ITSM Goodness is simple, inclusive and leads you to fast, successful results.

Getting the basics right means:

- 'Getting real' – delivering practical successful solutions
- Ensuring ITSM focus is on customer experience and business outcomes
- Delivering value from ITSM projects and operations
- Making sure that IT is able to protect as well as innovate for its customers
- Cutting through the mass of industry output to focus on key messages



The 7 Steps:

1. Engage and listen to customers

Start by trying to understand the customer experience and expectation of IT.

Why do we need to do this?

It should be obvious really – we are in a service business so we really need to have a close understanding of our customer's needs and priorities, in order to ensure that we are delivering them what they need in a manner that delivers value.

In my experience, I have found many IT organisations simply make judgments and decisions themselves about what is important and how a service is to be provided. That might work you may think for some large corporate technology organisations, who simply provide offerings, and customers can take it or leave it – but of course, that's based on extensive research and testing.

However, within retained IT organisations, the 'customer' also directly pays IT's salaries and therefore one of the key values that an IT department can bring is business knowledge!

So in fact the IT department must work closely and engage with its customers to identify and agree on the services and service levels that are required.

How do we do this?

We need to put aside our pre-defined ideas of services and SLAs and Service Catalogs and simply arrange to meet with some customers to have an informal chat and to ask them to say (in their own terms) what is important to them about the technology they use.

DON'T try and suggest talking about SLAs or go in with a pre-canned list of what YOU think is important – ask them in to tell you in their words, and listen... My experience is that 2 new things always happen as a result of this:

1. You and the IT organisation you represent will learn some new stuff about your customers that you didn't know before – and which will help you to be more responsive when it matters
2. The customer will say something like 'that's the first time IT has actually asked me for my opinion on this' – they too will learn something about you and IT that they didn't know. and which will help your relationship.

The key element here is that you need to engage — not just go and talk, but actively listen. Give your view and input of course, but also hear the customer's view too and be ready to make changes and act upon it.

Key Questions.



- How do they use technology?
- What are their key business priorities?
- What services/tools are important, when, who does what in their team, when?
- What could we use as a simple measure of (IT) success?
- What reports (if any) would be useful to them?
- How do they prioritise?

A lot of what is discussed you may know already, some you may not, certainly, the point of this process is to develop the relationship – to be more than just setting and reporting on SLAs – so that you can really focus on meeting your customer’s targets and outcomes rather than some arbitrary IT-based objectives.

Most of all you are trying to understand and get a clear definition of their experience of using your service – what that is actually like from the customer’s perspective – without this how can you improve? This information and knowledge are the most important data that you can have as a service provider.

Key Points

1. Select initially some known or most friendly customers (to get the process right)
2. Ask hem for a short (30-45 minute) meeting where you want to discuss how to improve their service
3. Make it clear that this is an improvement process and that you won’t need much of their time
4. Send them the input form (see below)
5. Get as much information written down and followed up from the meeting
6. Don’t try to organise this data too much until you’ve then started to build up your service structure (Step 2) – use this as knowledge as input to your Service Strategy Workshop.

The real value of this is in the relationship building so don’t worry too much about producing structured data out of the meeting – that will come together once you then define a structure of services.

Think of this phase, and any subsequent iteration with the customers, as your chance to really step into the customer’s shoes and get a close understanding of your technology and services from their perspective.

ITSM Goodness Tips

- *Customers see ‘Incidents’ as accidents, ‘servers’ as waiters, and “architecture’ as buildings – talk to them in their language*
- *No-one cares about how many ‘incidents’ you’ve had or what your availability is – there and working when we need it is all that matters*
- *Let’s move our IT organisation from providing systems to delivering Services*



- *'We did SLAs before and no-one was interested' – no wonder if they were IT-only driven*
 - *SLM, SLAs, and Service Catalogue – all must be done with customers – otherwise, it's old IT arrogance*
 - *If you don't have a clear definition of what you do in IT, how can you know if you're doing a good job?*
 - *Let's not think of running IT 'as' a business but 'like' a business – and part of it*
 - *If you are going to do an ITSM project, clarify what it will deliver for your organisation*
 - *If you think you 'just work in IT', remember its the customers who pay your salary*
 - *IT is and should be part of the business, not a separate (necessary evil) function*
 - *It's the (project) process that counts with SLM – i.e. talking/listening to your customers*
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2. Build a service structure based on business outcomes

Services trump SLA's, so build a picture of what you are delivering across IT.

Service structure?

In simple terms, this is about defining, agreeing, and compiling service information into a usable format that you can use to build your service model and drive your reporting. So you can be assured that you are delivering the right things and also providing useful value-based information about performance. In traditional ITSM terms, this is about building a service catalogue and service model, although from the 'ITSM Goodness' point of view we don't need to get too bogged down in this terminology.

What we have tended to do in IT is to try and build SLAs (Service Level Agreements) before we have defined our services – this leaves us limited and tied to fault-fixing and internal operational measures when we could be looking at a wider and more positive definition of service.

It also means that we can't really see the bigger picture about services and the service experience, so we end up producing dull and functional IT statistics about our (IT) performance – that is of no interest or value to anyone outside of IT support, never mind our customers.

What we need to do (following Step 1 – engage and listen to our customers) is to discuss our understanding of the customer and business perspective of what we do and organise this knowledge and information into a 'structure of services'.

These services should reflect focus and objectives on the business outcomes required – so if you work for a breakfast cereal maker, then the IT services should reflect aspects of producing boxes of corn flakes or Rice Krispies, or whatever... i.e. NOT how many incidents the IT organisation has had or what the blanket service availability is.

So what do we need?

From practical experience, the simplest and most effective way to progress this service-centric approach is to produce 2 initial documents:

1. A service structure – a simple 1-page graphic view of the key services, organised into a hierarchy. This can then be used in all subsequent documents as the initial header and summary of services. Usually, it makes sense to break these into 2/3 groups – e.g. like core IT (commodity consumption) services, business services (what the organisation does), and Consultancy/Project Management/Change
2. A service database – Once the structure is defined, we can build a collection of as much relevant information and useful data about these services.



These deliver the following:

- (1) The structure is a single and simple view of services that everyone can understand, visualise, and relate to as the framework of services. This makes it much easier to discuss and amend and develop the outputs, SLAs, reports, etc that need to be produced – everyone is also referring to the same agreed structure.
- (2) The database then provides a repository for information about these services, that can then be used to provide the content for different outputs. This could include a 'brochure', a technical view, a business view, service reporting, a user portal, etc.

The database itself doesn't or shouldn't be viewed by more than a couple of central project people – but it is the control document and 'single source of truth data source for other documents that are produced as required and in appropriate formats. (from experience it's just not possible to provide a document that works and is suitable for all stakeholders).

How can we achieve this – quickly?

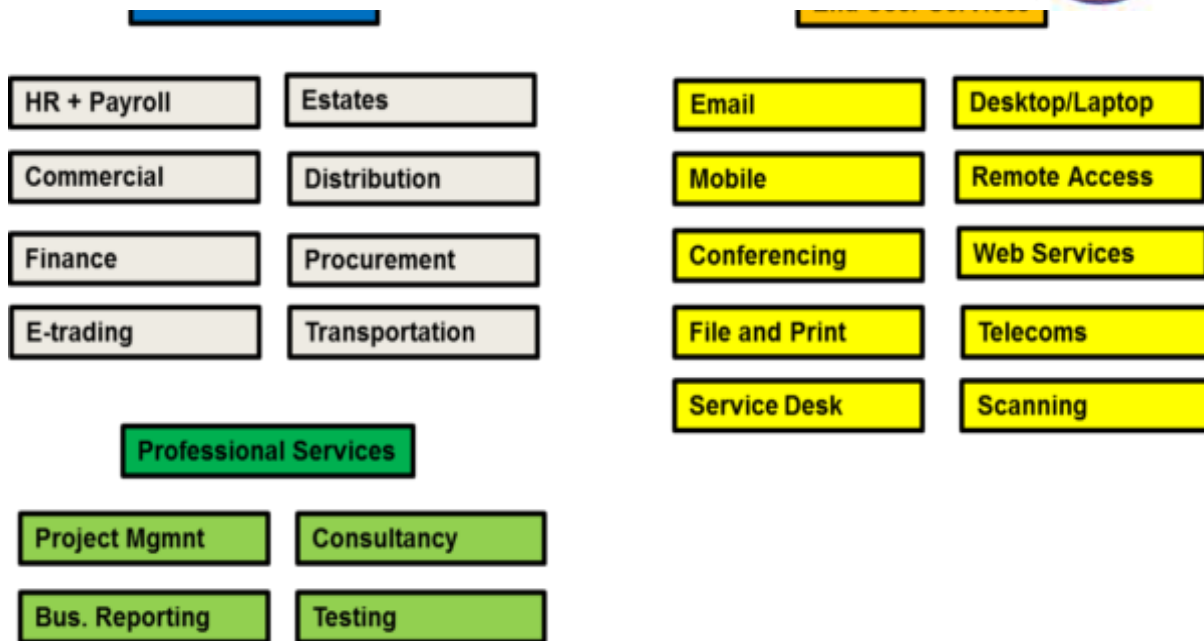
It's worth having some thoughts and writing down your ideas for the structure, once you've had some initial customer meetings.

However, the best way to move this forward with support is to run a workshop. This can build great momentum, commitment, and shared understanding quickly and effectively.

Workshop Key Points:

- Get key stakeholders together
- Start with some basic explanation/education around what you are trying to do
- Clarify the taxonomy of SLM – this is vital to avoid misunderstanding and delay later in the project
- Discuss the current service issues and how a business focus on service operations would work and improve quality
- Brainstorm current services and build the structure – usually, this involves getting all the services out on a flip chart then deciding as a group whether these are 'services' or simply system components
- Usually, it's good to invite a couple of customers along later in the day to see what they think of the work you've done – this also helps to get direct feedback and let the IT guys know this is for real...

Ideally, you will come up with something that looks like this... (but your version of course..!)



This can then be developed and used as the main image to front all your service documents – and it should be an agreed structure that is understood and ‘owned’ by all parties. What you can then do is to populate a spreadsheet or simple database with information and attributes for these services, as a basis for your other outputs.

This may take some time to compile – particularly as you will need to get information from a number of sources – but that’s OK, the main point is to have an initial agreed framework that you can use and also socialise with a cross-section of business and IT people.

Key Points

1. A brochure catalogue is useful to help (e.g. the CIO) to ‘sell’ the bigger picture of the service structure and associated priorities – particularly if investment in tools is needed.
2. Once the structure is agreed, you will find that a number of groups start taking an interest in using it as a source for documentation (e.g. technical information/summary support information, knowledge)
3. Don’t be pushed too quickly into setting up a ‘user request portal’ – until you are happy with the structure and have a full understanding of the processes involved and what the customers experience and requirements are.
4. You can revisit and iterate Step 1 and Step 2 until you are happy that your service structure and customer requirements are clear and appropriate. Time spent on getting this working is time saved later on – and it can be changed. too many organisations dive straight into SLAs, incident and request management here without getting a rounded view of what is actually needed.
5. Once you have your structure of services in place and in motion you can then look at how to deliver this with a sourcing model, processes, tools and resources.



ITSM Goodness Tips

- *Service Catalog isn't just the customer menu, it's also the blueprint for what IT does and how it performs*
 - *If you don't have a clear definition of what you do in IT, how can you know if you're doing a good job?*
 - *Service Catalog is not a single entity – its a number of views and presentations of the service structure and data*
 - *Turns out you can't actually set up SLAs without defining services first. No, really...!!*
 - *Don't be sidetracked from setting aspirational SLA targets because of 1 or 2 occasions where it will fail – that;s the point!*
 - *SLAs breathe business life and relevance into fairly dull IT operational processes*
 - *Don't write an SLA if you are a frustrated lawyer, a novelist or a tech junkie...*
 - *SLAs should be about positive value delivered by IT services, not just how IT responds to failure.*
 - *Your service reporting is a bundle of stuff you already report on, like availability, customer satisfaction and support performance*
 - *SLAs need to show up gaps in capability and performance. Keep goals real and not just easy targets – otherwise, how can you improve?*
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3. Invest in the service desk, the focal point and flagship of IT

It needs quality and investment to make it work for the whole of IT.

Invest?

The Service Desk is the shop front to your organization – regardless of how good your technical resources and capabilities are, the perception of your overall service quality will be highly influenced by the Service Desk.

It's also an engine for service quality, visibility, and monitoring, a driver for action to maintain service quality, and a touch-point for customer interaction, customer satisfaction, and advocacy.

Yet it is still often seen as a low-level telephone answering service – this perception has improved over the last 20 years, but it still persists and is an obvious sign of an organization's commitment to service and its customers.

If you don't invest in the Service desk – in people, skills, resources, empowerment, management time, quality control, training, tools, communications, marketing – then you are:

- (1) missing a huge opportunity to manage your customer's expectations and the view of your service
- (2) missing huge opportunities to optimise the quality and efficiency of your overall IT services, and
- (3) basically demonstrating that you don't understand how to manage customer service, or simply don't care about it.

This is an area of great importance to any IT and supports operation – and as such, it needs to be supported and invested in – both financially and in terms of management commitment and support.

It's a source of constant amazement how many organisations still the Service Desk as the bottom of the pile in their organisation and worthy only of the cheapest commodity outsourcing – then wonder why their customers are unhappy and deserting them..! Even the initial ITIL output tended to sidestep the value and capability of what a Service Desk can do and it's only the last few years where this has really started to be taken seriously.

Service Desk Manager (SDM)

When often asked for ONE tip on ONE thing to do to improve service and really make a difference – my tip has always been 'hire a great Service Desk Manager'. This role is the most likely to shake things up both at the operational and process level, across the organisation, and to make a noise and get service on the agenda. It's a key role and requires individuals with a variety of skills and capabilities – in man management, communications, and



marketing, customer relationship management, project management, statistics and reporting, tools and processes, plus oodles of tact and diplomacy.

If you think about it, the SDM role has a ‘thankless’ task of trying to manage 3 different communities:

1. **Their own Service Desk team**, for quality and performance management
2. **Their customer base** – to keep on good terms and provide excellent service
3. **The rest of IT** (often the most difficult) – in order to get agreement on collaborative working and getting processes implemented and support on the technicians working agenda.

It’s a great job when you have control over all 3 of these, but a real challenge when all are against you!

Service Desk Staff

It’s vital that you get the right sort of people in this role – i.e. not just the guys who are the most technical or, conversely, people you might think were ‘nice on the phone...’ This role requires greater or lesser levels of technical skills, depending on the organization and service model.

However, the key element is getting positive, motivated, and practical people who will do everything they can to get things resolved – not just what’s written on their job spec. or on a process document.

Making the service desk work

There is a great body of work based around how to manage an excellent Service Desk – spearheaded by [SDI](#) and [HDI](#), supported by itSMF and many of the ITSM vendors and community.

Key Points

1. Know your operational statistics but don’t assume that they are all that matters
2. Drive the image and positive value of the Service desk across IT and customers/the business
3. Make time to give staff personal management support
4. A service desk is only as good as the organisation behind it
5. Build the right culture – set the tone – to enable brilliant service

ITSM goodness tips

- *The Service Desk Manager has to juggle 3 stakeholders – the Service Desk team, the business/customers, and the rest of IT*
- *If you are going to talk about 1st/2nd/3rd levels of support, you need to define what these mean*



- *Generally, it's faster, cheaper + better for the customer if incidents are fixed at the first contact*
 - *It's simple – fix it the first time and fast, or better still, stop it failing at all*
 - *The Service Desk Manager has to juggle 3 stakeholders – the SD team, the business/customers, and the rest of IT*
 - *Get your team to build a Service Desk Code of Practise – to define goals, what we do and expected standards – great for teamwork and focus*
 - *Service success is about people – so make sure your Service Desk people have the right range of people skills*
 - *Make your service desk an aspirational place to work*
 - *Your service desk is the flagship for all of IT – support it*
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4. Get problem management working

Problem Solving?

This process is greatly under-used and under-achieved in many organisations, particularly if or when they believe that they have ‘cracked’ incident management and so, therefore, are ‘doing’ ITIL. Why is this? – mostly because it’s under-estimated and generally misunderstood – certainly in practical terms of how to make it work successfully.

The value of effective problem management however cannot be over-stressed. This is the process that ‘changes the game’ and starts to improve service quality – not just IT efficiency, or incident management practice. The result of successful problem management is the removal and eradication of issues, not just the speedy resolution of faults.

So it’s about actually delivering on being ‘proactive’ and removing underlying causes and issues – this has been talked about in IT for some time but rarely achieved consistently and successfully.

The reason for this and the real ‘problem’ with problem management is a basic misunderstanding of what it involves and how to make it work. The expectation is that it’s another process that can be systematically implemented, like an incident, and which can be defined and administered at a technical or administrative level.

There are significant technical and admin components and inputs to problem management, but it’s fundamentally a business process, not an operational or technical one.

A business process?

Yes. It’s about classifying opportunity and risk, clarifying priority and impact, and escalating necessary decision-making to the appropriate levels of management in the appropriate language and context. Then, getting resolution and closure and actioning or communicating this back to the relevant people involved.

Whilst this might involve some technical skills and decision making, often it’s about clarifying the business impact of ‘problems’ to the right people in the language they understand – and then getting action and resolution.

In simple terms and as an example, a basic problem that requires a financial decision to spend some money (e.g. improving resilience to reduce downtime), may never be actioned because the people who can make that decision are not presented with the options in terms of risk and value to the business – or the issue just never is presented to them at all as it’s hidden as an IT admin issue.

The test of whether an IT organisation is actually using PM successfully is simply to ask ‘*what are our current top 5 or 10 problems?*’ This should be known across the team and not just the preserve of one or two service management people. Problems should be visible underlying



issues that are defined and perhaps understood or not but are certainly quantified and prioritized. When problems are visible across a wider team there is also a greater chance that they can be resolved quickly through basic 'crowdsourcing'.

So how do we make this work?

The simple answer is to think person and capability rather than process and function. The right person with the right sort of skills and approach will be far more successful than setting up some processes and expecting them to deliver results by themselves.

Of course, processes are needed – particularly with larger organisations – but essentially every organisation needs someone with a particular profile and skill-set to grasp this and make it work.

These skills and attributes are:

- Strong communications and influencing skills
- EIQ (emotional Intelligence) and project management skills
- Klout and respect in the organisation
- Completer/finisher profile – rather than technical

Trend analysis is of course required and this is the technical and admin part of the role, although that can be done as a component within the Problem Management team or from other technical groups.

The point here is that the technical/admin profile people aren't usually suited to carrying out the resolution/completion tasks – this usually requires a more senior profile and skill-set.

Key Points

1. Problem management is not just a technical or admin function
2. There is a reactive element – the analysis and research – plus a strong proactive element – i.e. the action to resolve. This distinction has always been defined in ITIL, although in practice the proactive role is often ignored and the assumption seems to be that the same person will do both.
3. Get started and get agreement and visibility around what the problems are.
4. The problem role is distinct from the service desk and incident management, and it shouldn't be assumed that a successful service desk manager will automatically be successful in the PM role.
5. Set some (small) targets for problems logged and then reduced. Shift the focus from successful incident management to issue removal.

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- *Problem management is more about ownership than just process – give the right person the job*
 - *The Problem Manager is part analyst, part investigator, but mostly project manager completer-finisher*
 - *In IT we like to build models, tools + processes rather than just managing people + issues*



- *Metrics in isolation are dangerously misleading – its an eco-system that needs balance*
 - *Processes don't happen or work by themselves – if there's no governance then they're a waste of time*
 - *Documentation is good – but engagement, empowerment, and attitude are even better*
 - *Visibility helps to get problems solved – so publicise your top 10 problems across IT*
 - *Problem Management is a game changer to stop firefighting and start adding value*
 - *ITSM is documented in common sense, which is still a rare commodity. It also needs good management to make it successful*
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5. Report on useful stuff

Stop producing piles of reports; report on services and on what's important for the customer and business (not what IT does).

Reporting

Many IT organisations have suffered from a poor relationship and image with their customers. Often this has been because of poor service and delivery issues, however, in many cases, this is really due to poor communications.

A key recurring issue, in particular, is the inability of the IT team to present meaningful, honest, and relevant information about what they do and how it delivers value.

What tends to be produced is simply IT's view of what is important – i.e what it does. The focus also of this reporting also often fails to capture the actual impact and relevance to the customer of what has or hasn't been delivered.

In short, IT tends to report on what it does not how it delivers value. This has a double negative effect on the customer – if they have had a bad service experience they don't want to then be told by IT that everything is OK and that IT has done a great job...!

This is where poor SLAs really doesn't help as well, if they don't reflect the real business need, and are then followed (too much) to the letter by the IT organisation. SLAs and the associated reporting output must relate to services and not just IT technical components.

Would you sign up for a warranty on just one or two of your car's tyres? Or only certain parts of the engine? Or the axles but not the brakes? Of course not.

So if SLAs are set for server availability at 99.x – the SLA could be met but the customer won't be happy if there is a failure within the permitted downtime but which occurs during a key business time. We still tend to churn out reports about blanket incident management and availability and SLA performance, expecting customers to be interested and thank us, whereas we could provide them with much more focused information about how we have or haven't delivered their service to meet their business needs.

So reporting needs to be about the customer and business-relevant SERVICES, not systems or its processes, and where possible it should relate to specific BUSINESS OUTCOMES.

We have to step out from behind the PC and really demonstrate to our customers that we understand what they do and need from us, and then 'walk the walk' on this by presenting the information on our performance in an appropriate way for them.



When we do this we start to build some trust and confidence in our relationship with our customer – there's no trust and little forgiveness if the customer is unhappy and doesn't believe the reports they are being given.

So How Do We Do This?

Following the previous ITSM goodness steps will move you to a position where you have engaged with your customer and defined your service structure, as well as looking at the quality of process and service desk delivery. Steps 1 and 2, in particular, provide a solid basis to drive your reporting – i.e. being based on customer engagement (what's important to them) and service structure (how IT can focus on doing the right things).

Ideally, you will want to produce simple summary metrics and dashboards for your customers that represent the 'bundle' of actions that combine to deliver a 'service' to them. So a RAG report on the 'finance' service may include some key availability measures of a variety of systems (e.g. at specific times for fund transfers), plus support performance (thresholds on incidents), plus some customer feedback and perhaps a key metric (like successful processing of a purchase or sales transaction, or on a wider scale, whether financial processing deadlines are met).

One thing to note here is that it's not as if the existing reporting that you have been producing is now irrelevant or useless – it's just that it's only part of the picture and needs to be developed and focused on services.

Presentation is also an issue and often the same data can be transformed with a fresh, summary, and service-orientated graphic. So the traditional ITSM reports are the building blocks rather than the finished product that goes to the customer.

Key Points

1. Use the service structure and business input to drive reporting
 2. Think about a single page RAG view and work backwards
 3. Give teams and individuals the right information for them – in appropriate format and media for them
 4. Establish a variety of regular reporting views and outputs Keep checking and reviewing for relevance and currency
 5. Regularly refresh the reports and check for relevance and actual use
 6. It's important to identify what is done with reporting – i.e. does it kick off improvement activity
 7. Use service reporting as the basis for your continual improvement action – not as a separate process, but as a regular universal and ongoing activity.
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ITSM goodness tips

- *Overcome customer indifference by producing useful and honest reports that mean something to them*
 - *Customers see 'Incidents' as accidents, 'servers' as waiters, and "architecture" as buildings – talk to them in their language*
 - *Let's move our reporting from systems to services*
 - *Understanding technology is good, but understanding people and culture is even more useful*
 - *Metrics in isolation are dangerously misleading – its an eco-system that needs balance*
 - *We need services/SLAs to give our metrics + KPIs relevance, otherwise, we get what suits us in IT*
 - *KPIs without balance + business context simply drive compliant behaviour – maybe at a cost to the business*
 - *Don't think that anyone cares about blanket 99.9% 'availability' – 100% when it matters is what matters*
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6. Get all of IT working together

It's not just about the service desk; everyone must play a part and this needs to be made clear and managed with governance.

Culture

For some time and particularly when ITIL started to gain prevalence, it was taken as read by many (including many senior IT people) that the Service Desk WAS ITIL and ITSM.

Often this extended to software, where people referred to the ITSM tool as the 'service desk', or 'we need to buy a new service desk' etc. A 'service desk' is a practice in ITIL or often also an operational team of people delivering a time-based support service, not a piece of software.

However, this misconception has also pervaded across people in IT organisations in such a way that they would see an ITSM implementation as 'something that the service desk does, not something I need to get involved in, thankfully...'.

Nothing is further from the truth – true many ITSM implementations have a central focus around the service desk, but the real success of service management as a 'supply chain' depends heavily on all parts of IT contributing and playing their part.

The first level fix is great if it can be achieved, but if it can't then an escalation process is required (for dedicated second and third-level support) in order to meet the end-to-end Service SLA customer expectation a business outcome.

We all know that resolution time is often greatly increased (at the customer and business's expense), not by lack of knowledge or technical capability, but simply by delays in escalation, acceptance and relative priority of work.

So we need to communicate and involve and educate and get engagement across our supply chain, otherwise, our processes and services and SLAs are a wasted effort and not worth the paper they're written on.

Essentially much of the effort, that will determine the success or failure of an ITSM project comes down to how well we can motivate and engage with technical groups and people to follow new or updated support processes.

The big mistake that has been made over and over again in this area is the classic IT approach of 'right, we'll do ITIL training, update our processes and all will be fine'.

Of course, processes don't happen by themselves and if they are not explained, simplified and enforced, then they get ignored. This still happens although thankfully less regularly.



So it's about "culture change" right?

Well yes, although here is where it has once again tended to fail by assuming that culture change is yet another process or binary tool that can be implemented using PRINCE2, or software distribution tools...

The assumption has often been taken that, for this project to succeed, we'll need to 'change people', 'they'll need to change their attitude' etc – all often well meant and based on the fact that some people aren't perhaps performing or delivering as they should.

This also can be misleading if there are not clear guidelines as to what people are led to deliver, however many projects do have a 'culture' or communications stream, when what they really need is the application of good management, leadership, clear ownership and governance.

We can't change people, but we can change the environment that they operate in, such that they might decide to change their behaviour and performance.

Good project and operational communications are absolutely vital for success, but they also need to be backed up by strong visible management to enforce the processes and agreed practices that emerge – the iron glove.

For the velvet fist, we should be explaining, consulting, involving and engaging with as many people as possible to ensure that they follow due process for the right reasons – i.e. they see the value in doing so.

It's not just the service desk

It's not just about the process – governance is key Processes, RACI etc must be end to end across the organisation for these to work for the customer.

This is why we refer to the IT 'supply chain' – ITSM processes require ownership across the value streams and traditional Silo organisations and management structures don't recognise that.

Key Points

1. Culture and communications must be considered and planned for, but don't expect to change people overnight, if at all
2. Senior Management must visibly support these projects
3. Planning and operations must include governance – ie how will ensure that processes are followed?
4. In order to make successful ITSM processes work as a supply chain, we need to cut across the traditional management structure.



ITSM goodness tips

- *Processes don't happen or work by themselves – if there's no governance then they're a waste of time*
- *Documentation is good – but engagement, empowerment and attitude are even better*
- *Understanding technology is good, but understanding people and culture is even more useful*
- *So, putting in a last-minute-on-Friday-that's-not-been-fully-tested change will be fine, won't it..?!?*
- *Every minute that IT ping-pongs faults/incidents about, is expensive lost business time*
- *IT organisations must function as a service supply chain – not a group of great technical teams*
- *It's simple – fix it the first time and fast, or better still, stop it failing at all.*
- *3 simple tips to make processes effective – ownership, ownership and ownership*
- *Somehow the myth that ITIL is a panacea still prevails – dispel it*
- *No matter what anyone says, you can't just buy 'ITIL' / ITSM off the shelf + do it in a few weeks*
- *ITIL training will help staff to learn ITSM + use the same language, but won't change the organisation*
- *There's a whole group of people who just need an ITSM overview session rather than a 3-day foundation course*
- *The tech guys just need to be told what to do + what's in it for them, don't ask them to define strategy + processes*
- *ITIL is documented in common sense, which is still a rare commodity. It also needs good management to make it successful*
- *'Culture eats strategy for breakfast, lunch and dinner'*



7. Change and sell the pitch

Success needs to be communicated and marketed – continuously.

Marketing and Improving?

We need to sell what we are doing and keep on selling it. Why do big successful corporations still advertise, when we know about their products? – we need to keep value in the customer's mind and keep ahead of the game – we are only as good as our last service, so we need to keep reminding our staff and customers of this.

We also need to ensure that we have the right culture of ongoing improvement and development to ensure that we don't fall behind and that our services keep current and optimised.

So our reporting and cross-departmental statistics are essential as the catalyst and starting point for new improvement initiatives.

However both marketing and continual improvement shouldn't just be separate activities – they should be embedded in everything we do. You see this in really successful organisations, where the culture is tangible as an open and self-aware approach and where everyone knows that they have to be thinking about image and perception as much as actual technical service.

So everyone in the organisation needs to have a sense that

- (1) they can make a difference in improving service, and**
- (2) that they are expected to do so.**

So as part of every project meeting and discussion, we should be asking 'how can we make this better, how do we ensure that our services and operational activities are co-ordinated and what will be the impact to our customers and how will they view this?'

So our approach to Service Level Management must be also co-ordinated with a strong Business Relationship Management process, roles, and accountabilities.

We need people who can represent IT and the IT organisation to its customers and vice versa and who are able to make change happen in their own organisation to improve service and efficiency.

So, the whole ITSM and ITSM Goodness approach is about engaging and developing customer relationships, using that to drive IT goals and then using performance results to then drive on improvements – ideally a virtuous circle.

It's the relationship that will make this work – and that is between people – not just about processes and SLAs.



Key Points

1. The Relationship is key, so build on that – SLAs etc can follow but aren't the main driver
2. Staff should be encouraged to be marketing and perception aware in all that they do
3. Keep asking the improvement questions – how can we do this better/faster/cheaper

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- *In IT we like to build models, tools + processes rather than just managing people + issues*
 - *ITIL is documented in common sense, which is still a rare commodity. It also needs good management to make it successful*
 - *Culture eats strategy for breakfast, lunch, and dinner'*
 - *Let's move our IT organisation from providing systems to delivering Services*
 - *IT is + should be part of the business, not a separate (necessary evil) function*
 - *Let's not think of running IT 'as' a business but 'like' a business – + part of it*
 - *It's the (project) process that counts with SLM – i.e. talking/listening to your customers*
 - *Your communications style – and appreciation of others' – is a key tool in resolving issues quickly*
 - *IT organisations must function as a service supply chain – not a group of great technical teams*
 - *A glossy brochure version of your service catalogue might help to sell the bigger SLM picture to the CIO + business*
 - *Processes don't happen or work by themselves – if there's no governance then they're a waste of time*
 - *Documentation is good – but engagement, empowerment, and attitude are even better*
 - *Understanding technology is good, but understanding people and culture is even more useful*
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ITSM Goodness Services

These are provided by Barclay Rae Consulting Ltd.

Simple – Straightforward – Successful

ITSM goodness services include:

- Masterclasses
- Workshops
- Training
- Consulting
- Project Steering and Support
- Mentoring

ITSM Goodness services are available to support you to achieve and embed excellent customer satisfaction, aligned business outcomes and proven IT value as solid foundations for tangible, ongoing success.

ITSM goodness 7-steps guidance

This involves a consolidated set of steps covering a number of areas for success, quality, improvement, and transformation. This calls on various areas, starting with user engagement, and definition of services – this points at other best practices such as ITIL, SDI, Prince/PM, Devops, BRM etc.

ITSM Goodness workshops

They are usually collaborative, practical, and fun, covering the core areas and concepts, and ensuring that the key areas of focus are understood and embraced.

They can then be followed with other workshops and work packages going into specific areas of ITIL, DevOps, BRM, Service Desk, Data Analysis, project management, marketing and PR, and organisational change management.

For more information please contact Barclay Rae – bjr@barclayrae.com

Book an initial free no obligation consultation